

CONCEPT PAPER CENTRES OF EXCELLENCE FOR GENDER MAINSTREAMING IN LOCAL GOVERNMENT



Quick facts

- Research on Gender and Local Government has been undertaken in eight countries (South Africa, Namibia, Lesotho, Mauritius, Botswana, Madagascar, Swaziland and Zambia) and is underway or planned in four more countries: Mozambique, Zimbabwe, Malawi and Seychelles.
- National strategies for mainstreaming gender developed or are under development in nine countries (South Africa, Lesotho, Namibia, Mauritius, Botswana, Zambia, Swaziland, Madagascar and Zimbabwe).
- 67 women and men from local councils, ministries of gender and local government and local government associations have been trained in gender mainstreaming as part of the training of trainers.
- GL has produced seven country and language specific gender action plan training manuals; two more are in the pipeline.
- 62 district level action plans will have been developed in seven countries with DANIDA funding and an additional 48 at council level in the phase one countries (funded through the MDG 3 fund), bringing the total to 110 plans in 7 countries.
- In March 2010 Gender Links convened the Gender Justice and Local Government Summit that brought together 260 participants from ten countries, presenting 103 case studies, 69 by women and 34 by men, on empowering women and ending violence at the local level. At least 40 of these participants got passports and travelled out of their countries for the first time to participate in the summit.
- GL has developed close working relationships with several local government associations in the region including ALAN – Association of Local Authorities Namibia; ARDC – Association of Rural District Councils (Zimbabwe); BALA – Botswana Association of Local Authorities; LGAZ – Local Government Association of Zambia; SALGA – South Africa Association of Local Authorities; UCAZ – Urban Councils Association of Zimbabwe; ZILGA – Zimbabwe Local Government Association. GL has also worked closely with associations in the process of being formalised in Swaziland and Mauritius.

Synopsis

This concept paper is a follow up to the gender and local government research, strategies and Gender and GBV action plans roll-out that have been taking place from 2007 – 2010 across municipalities in the SADC region that Gender Links has been working with. This follow up concept, i.e. centres of excellence for gender mainstreaming in local government seeks to ensure that key councils are identified across the region and worked with very closely in their process of getting gender on their council's agenda. This will take place through sustained interventions that bring together policy, implementation, capacity building through-on-the-job training, monitoring and evaluation and the annual sharing of good practices at the annual Gender Justice and Local Government Summit.

The approach builds on experience that GL has gained over several years in working with media houses on developing and implementing gender policies and action plans through a six stage processes, as well as several years collaboration with the City of Johannesburg on its gender audit, policy and gender mainstreaming programme.

The approach also seeks to develop synergy in GL programme work by focusing various projects from our SADC Gender Protocol, governance, media and justice programmes in specific localities. These include: including the GBV and local government action plans; on-the-job training for women in politics; village workshops on the SADC Protocol on Gender and Development and media literacy. Working closely with the local government associations with whom we have close links, we will seek to mobilize resources and create multiplier effects from the initial 100 councils in at least ten countries that we work with.

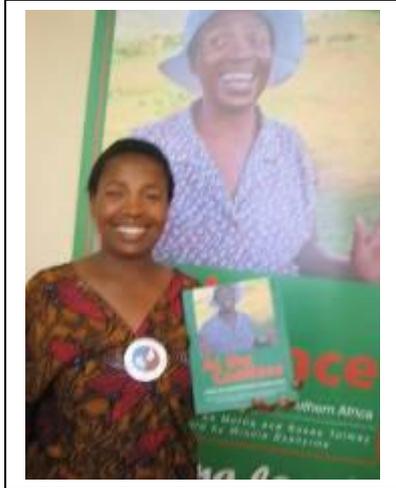
Objectives

To embed gender mainstreaming at the local level through sustained interventions with an initial one hundred councils in ten countries. The interventions will include:

- **Political support:** Getting buy-in at decision-making level.
- **An evidence-based approach:** Conducting a situation analysis that is council-specific and will help to address the needs of that council.
- **Context specific interventions:** Conducting council-specific gender and GBV policy and implementation workshops that localise national and district gender policies and action plans.
- **Community mobilisation:** Doing community mobilisation through informing and empowering communities, with the help of councils around the SADC village level workshops.
- **Capacity building** through on the job training with council officials, politicians, etc by doing local government specific modules with them around gender analysis and budgeting, media literacy and transformative leadership.
- **Application of skills:** Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence.
- **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.
- **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 provides councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

- **Multiplier effects** through building the capacity of local associations, our key partners, through capacity building and in turn provide a platform for them to take ownership of these processes and in turn creating room for replication in and among other councils, institutions, etc.

Background



In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ring up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to nine countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans.

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. Progress by early 2010 illustrated in the table below:

SUMMARY GL LOCAL GOVERNMENT, RESEARCH, STRATEGY AND ACTION PLAN ROLL OUT APRIL 2010

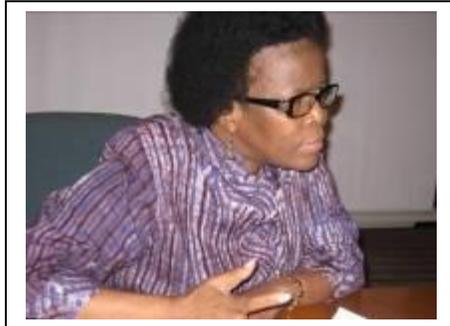
	FIELD STAFF	1. RESEARCH	2. LAUNCH AND STRATEGY	3. TOT	4. DISTRICT ROLL OUT	5. GBV AND FOLLOW UP	6. GENDER JUSTICE AND LOCAL GOVT SUMMIT	7. ON THE JOB SUPPORT
PHASE ONE							All; March each year 2010, 2011, 2012	
1. South Africa	X	Done	Done	Done	Done	Done by Jun 2010		Pilot
2. Lesotho	X	Done	Done	Done	Done	Done by Jun 2010		2010
3. Mauritius	X	Done	Done	Done	Done	Done by Jun 2010		Pilot
4. Namibia	X	Done	Done	Done	Done	Done by Jun 2010		2010
PHASE TWO								2011
5. Swaziland	X	Done	Done	Done	Feb 2010	Start 2010		2011
6. Botswana	X	Done	Done	Done	Feb 2010	Start 2010		Pilot
7. Zambia	X	Done	Done	Done	Feb 2010	Start 2010		2011
PHASE THREE								
8. Zimbabwe	X	Before March	Before Feb 2010	Before Feb 2010	Start 2010	Start 2011		2012
9. Madagascar	Planned	Before March	After Mar 2010	Before Mar 2010	Start 2010	Start 2011		2012
10. Mozambique	Planned	Before March	After Mar 2010	Before Mar 2010	Start 2010	Start 2011	2012	
11. Seychelles		Start 2010; before March	June 2010		Start 2010	Start 2011	2012	
12. Malawi		2010	2011	2011	2011	2012		

What GL has achieved

Getting nine country-wide strategies at the local level agreed by ministries of gender and local government within three years is a major accomplishment and central to long term sustainability of the work. With the help of eight field workers based in-country, GL has then gone on to devise gender action plans at district level, with flagship projects on ending gender violence showcased at the first Gender Justice and Local Government Summit.

GL is currently compiling a comprehensive report and video on the summit that brought together 260 participants from ten countries, presenting 103 case studies, 69 by women and 34 by men, on best practices in empowering women and ending violence at the local level. At least 40 of these participants got passports and travelled out of their countries for the first time to participate in the summit. Winning entries from nine countries included an indigenous course to empower women with accounting skills in Mauritius; assisting sex workers to find new forms of employment (Botswana); establishing local level victim support units in Zambia; educating men on child abuse in Zimbabwe; an economic empowerment project for survivors of gender violence in the City of Johannesburg (South Africa); demanding economic rights for widows (Zimbabwe and Zambia); stretching the Sixteen Days of Activism to 365 with a special emphasis on home and school in a council in South Africa etc. These are all examples of gender action plans beginning to bear fruit.

What GL has learned and how this is being applied



The first phase of the project involved a broad brush approach in which among others we sought to ensure that the issue of gender and local government is placed firmly on the agenda. During this period GL also worked on developing a model with the City of Johannesburg (see **Annex A**) for sustained support to a Council on developing and implementing a policy through on-the-job support.

In December 2009, GL held an evaluative workshop with Hivos, one of its donor agencies, and Akina Mama wa Afrika, an East African partner, on "Support to women leaders: lesson learned and strategies for the future." This explored different models of support that have been tried including short courses on site and offsite, in-country and in regional venues. The meeting concluded that a key failing by NGOs in seeking to support women in public office has been a) ignoring local government b) being supply rather than demand driven c) providing training in a vacuum d) providing once off training with little regard to local process and context. Following this watershed meeting, GL's annual board meeting and annual planning meeting in early April, the organisation took a fresh look at how to go forward with the work at local level in the most efficient and effective way.

The next phase of the programme is critical in that a) based on the participation in the summit we will be selecting 100 councils to become Centres of Excellence in Gender Mainstreaming and devising a comprehensive backstopping programme that includes on-the-job-training linked to the action plan and a comprehensive M and E system to

track progress. b) Much closer links with local government associations, including in some instances having our field officers based in their offices, to strengthen their capacity for replicating this process. c) A comprehensive Monitoring and Evaluation plan that begins with administering a Gender and Local Government score card devised by GL, to be periodically administered throughout the process.

Partners

GL's most critical partners in the local government work are local government associations including ALAN – Association of Local Authorities Namibia; ARDC – Association of Rural District Councils (Zimbabwe); BALA – Botswana Association of Local Authorities; LGAZ – Local Government Association of Zambia; SALGA – South Africa Association of Local Authorities; UCAZ – Urban Councils Association of Zimbabwe; ZILGA – Zimbabwe Local Government Association. GL has also worked closely with associations in the process of being formalised in Swaziland and Mauritius. Regionally GL works closely with the SADC Gender Unit and uses the targets of the SADC Globally GL belongs to the 50/50 campaign and has worked closely with UNHabitat, especially on materials development.

Ownership

The evidence- based and process-driven approach adopted by GL has resulted in a high level of ownership among the local councils. During the summit GL held a round table meeting with all the associations. The City of Johannesburg, with which GL has developed a six stage process for backstopping and on-the-job-support, presented this process and played a key role in the decision to focus over the coming period on an average of ten councils in each countries that show promise as centres of excellence in gender mainstreaming. It is expected that at next year's summit there will be an even stronger demonstration of results. This will assist in replication of the process through the associations. Already GL shares offices with local associations in Botswana and Zambia. MOUs and similar arrangements are being negotiated with all partner associations.

Scope

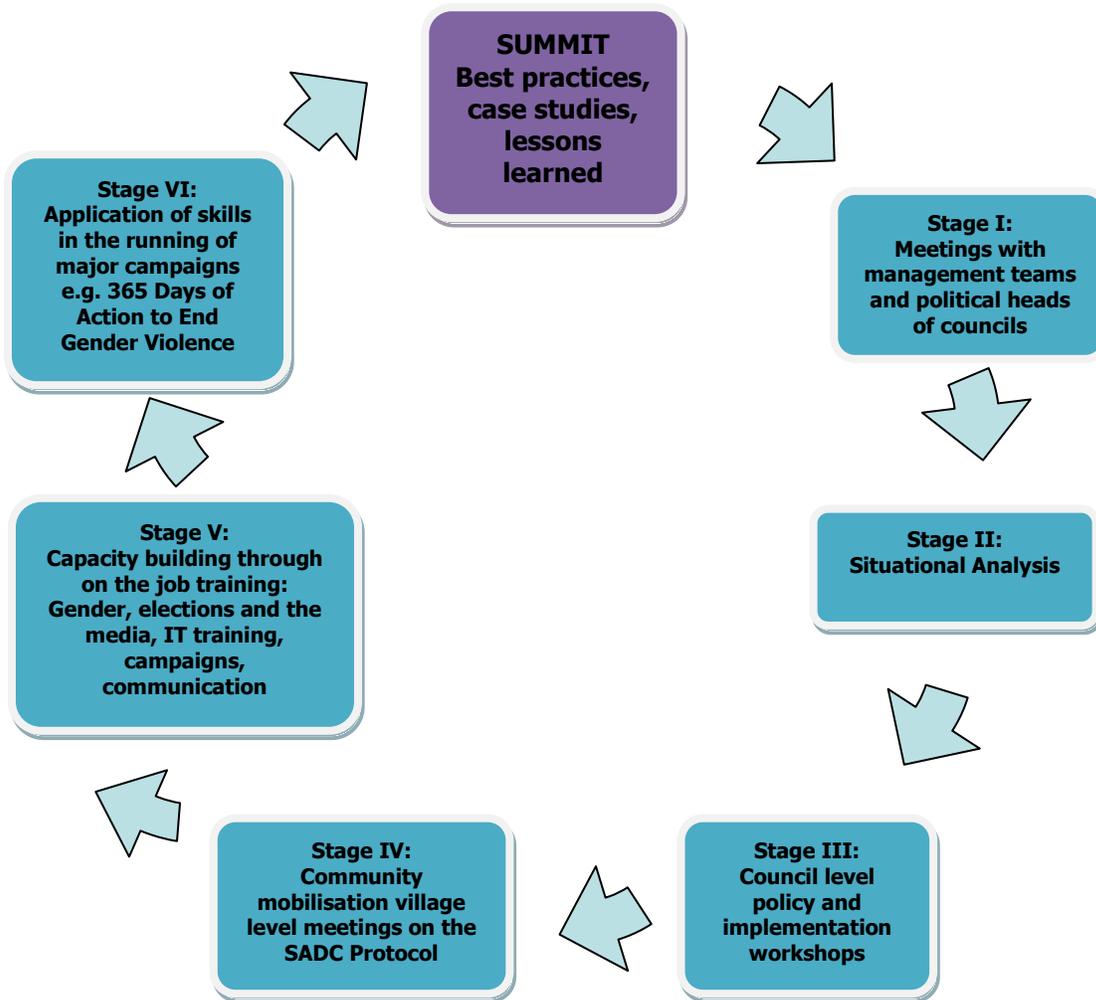
This new process involves:

- Municipal councils, at any level, that have a commitment to mainstreaming gender and ending gender violence, as demonstrated in the earlier processes including the gender justice and local government summit, and confirmed through meetings with key decision-makers.
- Mobilising other key stakeholders, especially community based organisations and citizens such as the Chapter Nine institutions, unions, and faith based organizations, artists, sports community, NGOs, private sector all with the aim of reaching the ordinary people in their living environments.
- The establishment of collaborative structures to ensure that the initiative is sustained. An operational steering committee to be organised at the actual policy and action plan workshop that will ultimately act as the intermediary between the council, GL and the greater community around issues of gender and ultimately bigger projects like initiatives during the *16 Days*. This steering committee will also identify possible backstopping needs with the councils, e.g. a course that should be offered at both council and community level.

- The convening of a 2 – 3 day council level policy and implementation workshops with each council that has been identified.
- Hosting modules/ courses around gender issues that are specific to the needs of the councils through on the job training

Stages to be covered:

The framework for a project plan, to be agreed with all participating councils, is attached at **Annex B**. The stages are illustrated and described below:



Stage I: Meetings with management teams and political heads of councils –

During this stage key municipal councils need to be identified that have gender and GBV action plans that would like to work with GL around council level policies and action plans around gender – and a GL country facilitators will engage councils around hosting meetings with management teams of these councils to get buy in and support for the policy and action plan process.

Stage II: *Situational Analysis* – During this stage country facilitators need to do situational analyses of the identified councils, i.e. they need to define and interpret the state of the council wrt to gender issues, e.g. where gender is on the council's agenda in terms of gender mainstreaming across departments and programmes, etc.

Stage III: *Council level policy and implementation workshops* - At this stage GL will host policy and implementation workshops with these identified councils based around the needs and courses/ modules identified by the councils – module content will be designed by GL.

Stage IV: *Community mobilisation village level meetings on the SADC Protocol on Gender and Development* - during this stage GL, in conjunction with the elected steering committee will be do backstopping and host follow up meetings with councils that have done policy and implementation to ensure that these councils get the necessary support and capacity building through on the job training as per the courses indicated in ***Annex 1***.

Stage V: *Capacity building through on the job training: Modules include: Gender, elections and the media, Making IT and the media work for you, Campaigns, Communication* – The on the job training focuses on key areas like gender analysis, Gender, elections and the media, Making IT and the media work for you, Campaigns, Communication(strategic communication), etc. workshops, engage communities (community participation) around the policies and action plans and do identified gender modules with councils and communities to ensure that positive cycle continues.

Stage VI: *Application of skills in the running of major campaigns, e.g. 365 Days of Action to End Gender Based Violence* - during this final stage, GL in partnership with the council and the bigger community will work towards a 'big event', i.e. a big 16 *Days* initiative to ensure that the council and the community works towards one collaborative 16 *Days* activity as it is often found that communities are brought on board too late when 16 *Days* activities are planned for.

Summit: *Best practices, case studies, lessons learned*

Amidst this, GL will also continuously scout and market the annual local government and gender justice summit and awards. The 'event', if planned for correctly and is successful, can then be entered into the summit in the category 'specific GBV campaigns'.

Stakeholders/ Target groups

The meetings and workshops will involve:

- Councillors and officials from local councils who will champion gender mainstreaming in their municipalities;
- Management structures of councils;
- Ministries of Gender representatives;
- Ministries of Local Government representatives;
- Representatives from Local Government Associations,
- Civil society organisations.
- The greater communities at large.

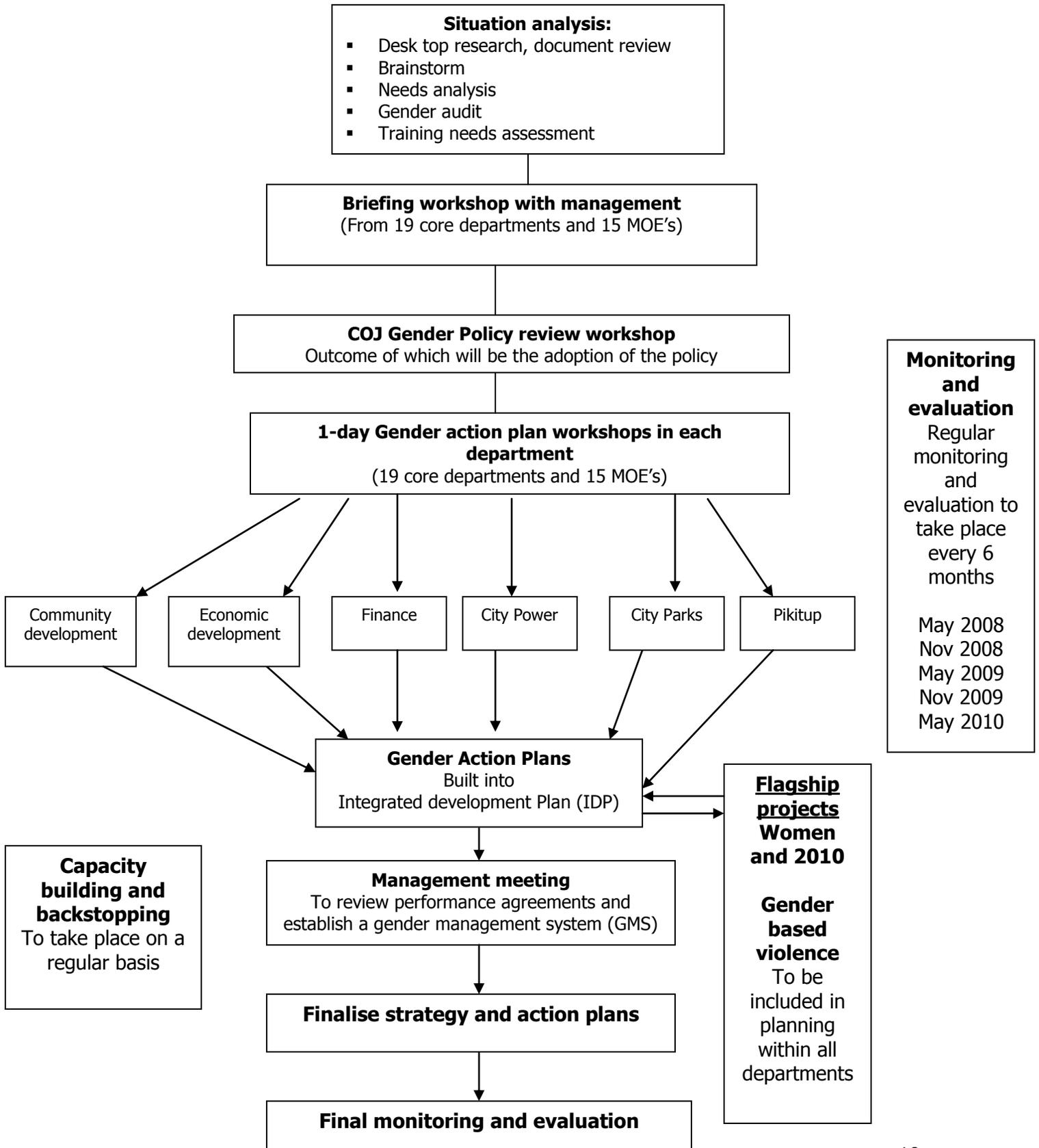
Outputs

- 100 municipal councils across the SADC region where GL has country facilitators should have been identified for the new process and meetings with management teams should have been held.
- Concrete evidence based documents, in the form of situational analyses to be developed that are specific to the context of gender issues within the identified councils.
- 100 council level policy and implementation workshops help with municipals councils across the SADC region.
- 100 council level policy and implementation workshop reports developed and compiled for these identified councils.
- 100 SADC village level workshops held at community level within these councils.
- 100 *16 Days* activities and initiatives planned for within these councils that have been identified and communities should be included for their buy-in and to make the project relevant.
- 100 possible entries identified for the next annual local government and gender justice summit and awards.
- 100 steering committees organised across the region to ensure that the momentum of this process is sustained.

Outcomes

- Gender built into policy and practise at local level, and that councils identified the need to have gender built into policy and practise at local level.
- Councils will have a quantitative and qualitative overview – in the form of situational analyses - as to where they are and stand wrt gender issues in their councils.
- An increased knowledge and awareness on mainstreaming gender at the local government level through on the training on key gender topics like gender analysis and budgeting, media literacy and transformative leadership.
- Local associations are empowered around these processes and takes ownership of these processes, in turn creating enabling platforms for replication of this process with other councils.
- Communities and councils are informed and empowered around the SADC Protocol through the village level workshops.
- Communities are engaged and included in the planning for activities for the upcoming *16 Days*.
- Practical good practises for the next local government and gender justice summit are identified at an early stage and therefore the documentation and verification process can start early.

ANNEX A
MODEL FOR MAINSTREAMING GENDR IN A LOCAL COUNCIL DEVELOPED
WITH THE CITY OF JOHANNESBURG



Annex B:

PROJECT PLANNING FRAMEWORK FOR LOCAL GOVERNMENT CENTRES OF EXCELLENCE IN GENDER MAINSTREAMING

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
STAGE ONE					
Meeting with management teams of councils	April - May	To identify key municipal councils that have gender and GBV action plans that would like to work with GL around council level policies and action plans around gender – and a GL country facilitators will engage councils around hosting meetings with management teams of these councils to get buy in and support for the policy and action plan process and ultimately ensuring that these councils become centres of excellence for gender mainstreaming.	<ul style="list-style-type: none"> Identify key municipal councils Get the necessary buy in for the centres of excellence process Get the go ahead for doing the situational analysis for councils Have management teams allocate dates to the process (<i>in this matrix</i>) 	<ul style="list-style-type: none"> Concept paper 	<ul style="list-style-type: none"> Set up briefing meeting with key decision-makers.
STAGE TWO					
Situational Analysis	April - May	A GL country facilitators to do situational analysis of the identified councils, i.e. they need to define and interpret the state of the council wrt to gender issues, e.g. where gender is on the council's agenda in terms of gender mainstreaming across departments and programmes, etc.	<ul style="list-style-type: none"> Administer the local government scorecard Do the situational analysis Compile evidence documents for councils around their stitutional gender 'context' Present findings to councils 	<ul style="list-style-type: none"> Local government scorecard Local government gender and policy checklist Situational analysis narrative report 	<ul style="list-style-type: none"> Meetings with representatives of all key departments at political and administrative level.
STAGE THREE					

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
Council level policy and implementation workshop		<ul style="list-style-type: none"> GL, in partnership with other key partners and stakeholders, GL will host policy and implementation workshops with these identified councils based around the needs and courses/ modules identified by the councils – module content will be designed by GL (as per stage five). Elect steering committee from workshop delegates to champion the policy and action plans. 	<ul style="list-style-type: none"> Do preparations for workshops, i.e. logistical preparations, etc. Host actual workshop Write up workshop report and circulate and share with key council champions. Engage elected steering committee around follow up 	<ul style="list-style-type: none"> M&E forms, Reports 	<ul style="list-style-type: none"> Ensure high level political participation, at least for opening and closing of event. Participants from all key departments. Political representatives and officials.
MODULE ONE: KEY GENDER CONCEPTS		<ul style="list-style-type: none"> To equip participants with key gender concepts for application in their work. To familiarise participants with key national, regional and international commitments for achieving gender equality. To analyse the Gender Policy Framework for Local Government in the context of the each council/ country. 	<ul style="list-style-type: none"> Difference between sex and gender Sex roles/gender roles Gender division of labour Intersections between various forms of oppression. Stereotypes Practical versus strategic needs WID/GAD The Constitution. 	<ul style="list-style-type: none"> Article- boy punished for wearing dress. Various articles on stereotypes. MM original article on practical and strategic gender needs Key national, international and regional documents. Excerpts of relevant references to gender for local government. 	
MODULE TWO: GENDER AND GOVERNANCE		<ul style="list-style-type: none"> To introduce key gender and governance concepts. To draw from the experience 	<ul style="list-style-type: none"> Key concepts of governance and how gender comes into these. 	<ul style="list-style-type: none"> At the Coalface Ringing up the Changes 	Debate on quotas.

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
		of councillors of the different electoral systems to determine their impact on access to and participation in decision-making.	<ul style="list-style-type: none"> • Access-transformation, participation framework • Facts, figures, analysis on women in politics in SA/ SADC; NEPAD • Electoral systems. • Dilemmas of accountability 	<ul style="list-style-type: none"> • One woman, one vote. • At the Coalface: Gender and Governance. • Fact sheets 	
MODULE THREE: TRANSFORMATIVE LEADERSHIP		<ul style="list-style-type: none"> • To understand how institutions of decision-making work and how this can be transformed to facilitate effective participation and transformation. • To understand what is meant by transformative leadership. 	<ul style="list-style-type: none"> • Introduction • Institutions, how they are structured; how they work. • How institutions can be designed to exclude. • How rules/norms can be changed • Gender structures • Engaging with men: gender dialogues • Qualities and values of leadership from a gender perspective. • Differences between management and leadership. 		Personal statement: the kind of leader I would like to be. Personal plan for the campaign.
MODULE FOUR: GENDER ANALYSIS OF POLICIES, PROGRAMMES		<ul style="list-style-type: none"> • To apply key gender concepts to developing tools that enable participants to analyse policies, and programmes, and budgets from a gender perspective, with a particular focus on the municipal 	<ul style="list-style-type: none"> • Policy; programme; project and budgeting processes. Entry points for engendering these processes. • Checklist for gender planning and budgeting 	<ul style="list-style-type: none"> • Urban governance literature. • GAP – Gender and performance indicators for local government 	Gender action plan for the Council based on existing drafts/ commitments

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
		budget. <ul style="list-style-type: none"> • Understand of policy making and implementation processes. • Identification of entry points for engendering these processes. • Gender KPI's that form part of the overall M and E system • Developing gender indicators for local government (urban governance index) 	<ul style="list-style-type: none"> • Yardsticks and indicators • Monitoring and evaluation 		
STAGE FOUR					
Community mobilisation village level meetings for SADC Protocol on Gender and Development		<ul style="list-style-type: none"> • In conjunction with the elected steering committee, GL to do backstopping and host village/ community level workshops around the council policies and also do SADC protocol on gender and development, not only to inform communities/ villages about the SADC protocol but also to empower them around the benefits of the protocol. 	<ul style="list-style-type: none"> • Backstopping the council policies and action plans at village/ community level. • Host SADC protocol village/ community level workshops. 	<ul style="list-style-type: none"> • Gender policies • SADC protocol on gender and development • M&E forms (including SADC quiz) • Pamphlets 	<ul style="list-style-type: none"> • Village meeting in the town hall to popularise the process; get community buy in.
MODULE FIVE: KEY GENDER COMMITMENTS		<ul style="list-style-type: none"> • To introduce participants and the community to key gender commitments 	<ul style="list-style-type: none"> • SADC Protocol DVD; Quiz 	<ul style="list-style-type: none"> • National policies • Gender Policy Framework for Local Government • SADC Protocol on Gender and Development. 	<ul style="list-style-type: none"> •

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
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STAGE FIVE					
ON-THE-JOB SUPPORT		To give on the job training focussed on key areas like gender analysis, transformative leadership, strategic communication, etc.	<ul style="list-style-type: none"> • Host modules at council levels identified by councils according to their needs 	<ul style="list-style-type: none"> • Course modules • Training manuals 	
GENDER ANALYSIS AND BUDGETING					
MODULE SIX: GENDER, THE ECONOMY BUDGETS AND ECONOMIC EMPOWERMENT		<ul style="list-style-type: none"> • To analyse budgets from a gender perspective, with particular focus on the municipal budget. 	<ul style="list-style-type: none"> • What is a gender sensitive budget? Case study • Applying concepts to municipal budgets. • 	<ul style="list-style-type: none"> • Ekurhuleni – 2007-2010 Multi-Year Budget, IDP and SDBIP. • Gender Indicators for Local Government • Laws for Local Government (GAP) • The Fourth Women’s Budget: Chapter 1 	Proposals and suggestions for IDPs and budgets.
MEDIA LITERACY, COMMUNICATION AND CAMPAIGN SKILLS					
MODULE SEVEN: WOMEN AND MEN MAKE THE NEWS		<ul style="list-style-type: none"> • To acquire skills to become “gender literate” through discussing the roles that are assigned to women and men in society. • To understand how these reflect in the making of news; and why this makes a difference. • To discuss what messages are conveyed by the way that women and men are presented in the media. 	<ul style="list-style-type: none"> • Missing in action • Women and men in Southern Africa • How the media “hides” women • Women are not heard even when they are there • Men are the authoritative sources, even on HIV and AIDS • Gender stereotypes • Subtle and more blatant 	<ul style="list-style-type: none"> • Difference between “sex” and “gender” and identifying societal conceptions of women and men and how this is affected in the media. • What messages are conveyed about the roles of women and men in society through media • Understanding the 	<ul style="list-style-type: none"> • Bring various examples of women and men being portrayed in a stereotypical manner in media products. • Bring favourite photograph. • Bring images/pictures

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ ASSIGNMENTS
		<ul style="list-style-type: none"> To understand and become critical of the “gender-blindness” present in the media 	stereotypes	concept of “gender-blindness” <ul style="list-style-type: none"> Identify gender stereotypes in media How to challenge gender stereotypes 	of women and men from popular magazines
MODULE EIGHT: I STORIES AND PROFILES		<ul style="list-style-type: none"> To develop writing skills as a means of recording and conveying experiences and ideas. 	<ul style="list-style-type: none"> GEM Opinion and commentary services. Profiles 	<ul style="list-style-type: none"> Examples of profiles of women in politics 	Plan for writing commentaries on the experiences of councillors. From a gender perspective.
MODULE NINE: MAKING THE MEDIA WORK FOR ME AND CAMPAIGN SKILLS		<ul style="list-style-type: none"> Understanding key gender issues in the media; identifying entry points and how to use the media To deepen the relationship between ourselves and media; To learn how to make ourselves and issues newsworthy and to turn situations of conflict to our advantage, becoming “media-wise.” 	<ul style="list-style-type: none"> Gender dimensions of the media. Stereotypes and how to challenge these. Different types of media; how they work. How to make our issues “newsworthy;” how to work with media to further a cause Devise strategy for working with media on a particular issue: Media Action Plan Write a press release How to organise a media briefing/event How to deal with media-approach and presentation (appearance, confidence, 		

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
			<p>articulation, level of preparedness in dealing with media).</p> <ul style="list-style-type: none"> Utilising media: who to approach; using available structures (NGOS); organizing and presenting the message; building networks and linkages. Damage control Writing letters and opinion 		
STAGE SIX					
APPLICATION OF CAPACITY BUILDING IN A KEY CAMPAIGN: 16 DAYS	(PRE) 25 November – 10 December	GL in partnership with the council and the bigger community will work towards a 'big event', i.e. a big 16 <i>Days</i> initiative to ensure that the council and the community works towards one collaborative <i>16 Days</i> activity as it is often found that communities are brought on board too late when 16 Days activities are planned for.	<ul style="list-style-type: none"> Plan for 16 Days activities Host 16 Days activities 		
MODULE TEN: DESIGNING A CAMPAIGN FOR THE SIXTEEN DAYS OF NO VIOLENCE AGAINST WOMEN INCLUDING	October	<ul style="list-style-type: none"> To plan for the upcoming <i>16 Days</i> of no violence against women 	<p>Campaign events:</p> <ul style="list-style-type: none"> Take back the night march Men's march Cyber dialogues Colloquiums 	<ul style="list-style-type: none"> Sixteen Days 2009 materials and report 	Sixteen Days Diary

STAGE	TIMEFRAME	OBJECTIVES	ACTIVITIES/CONTENTS	DOCUMENTATION	PREPARATION/ASSIGNMENTS
IT AND CYBER DIALOGUE TRAINING					
PRACTICAL: SIXTEEN DAYS OF ACTIVISM	25 November to 10 December	<ul style="list-style-type: none"> To facilitate dialogues during the Sixteen Days of Activism 	<ul style="list-style-type: none"> Fact sheets 		Sixteen Days Diary
STAGE SEVEN					
MONITORING, EVALUATION, DOCUMENTATION, SUMMIT	8 March (International Women's Day)	GL in collaboration with key partners will continuously scout and market the annual local government and gender justice summit and awards. The 'big 16 Days event', if planned for correctly and is successful, can then be entered into the summit in the category 'specific GBV campaigns'.	<ul style="list-style-type: none"> Market the annual local government and gender justice summit and awards. Identify possible good practise. Keep record of possible good practises to be entered. Start documenting possible good practises Do verification of possible good practises 	<ul style="list-style-type: none"> Pamphlets, Summit concept paper, Applications forms 	