

INSTITUTIONAL EFFECTIVENESS



Vivien Bakainaga - Human Resources Manager



Ricardo Sibanda - Administrative Assistant



Josephine Chinyamakobvu - Housekeeper



Abigail Kandengwa - Procurement Officer

15 years of service

1. GL has registered ten offices.
2. GL owns its Johannesburg offices, and these have almost tripled in value since their purchase.
3. The offices are well secured; in fifteen years GL has never had a major break in.
4. GL staff have increased from two to between 50 and 60.
5. GL has an alumni list of over 50 Drivers of Change who have worked and grown with the organisation.
6. Dozens of interns and volunteers have worked with GL and wear the pink T shirt with pride. Many interns have gone on to take up full time posts.
7. The GL brand is highly prized in NGO circles as a result of on-the-job applied training that includes finance, IT, gender and M&E.
8. Nearly one third of all staff are men, and most staff are relatively young (an average of 33 years).
9. Every year for the last 15 years GL has recognised staff achievements through annual awards.
10. GL offers annual health check-ups and a flexible medical aid scheme.
11. GL's wellness programme integrates body, mind and soul, with a strong emphasis on going green and the environment. GL's "going green" policy is leading us steadily towards a paperless office.
12. Annual team assessments show that GL strikes a reasonably good balance between task and maintenance, resulting in a winning team.
13. GL has worked with over 350 consultants and associates throughout SADC region.
14. GL has developed good Human Resources, Finance, Communication and IT Policies compliant with the laws in all SADC countries.
15. GL has stayed abreast of IT developments through moving to Microsoft 365, and ensuring high speed Internet, using skype for business and many other innovations.

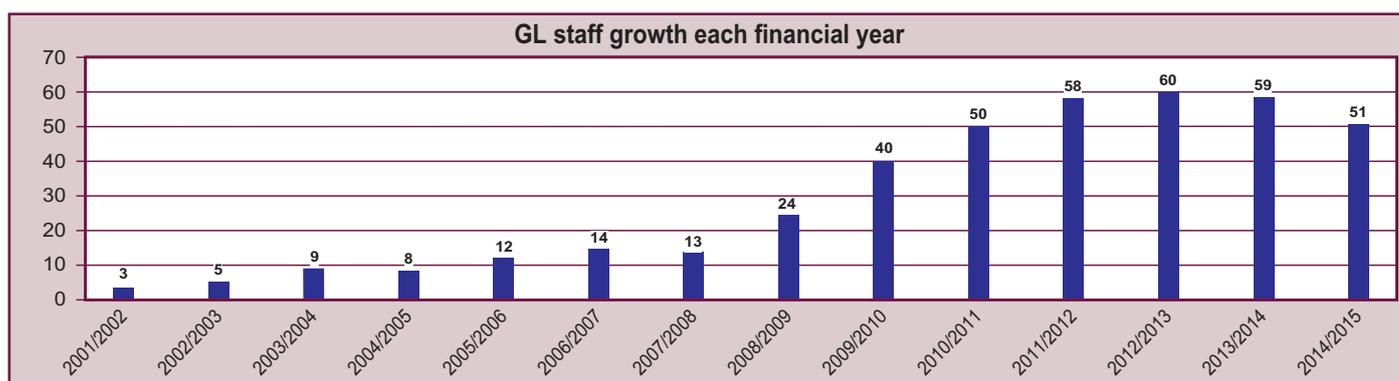
Total number of GL staff	50 staff members
Sex disaggregation	35 women (70%) and 15 men (30%)
Geographical set up	Head office in South Africa 9 Country offices in SADC region
Staff demographics	Staff originate from 13 countries
Outcomes	Staff development, staff retention and employee wellness



Corporate services staff team building.

Photo: Colleen Lowe Morna

Staff and work place



As illustrated in the graph, from a humble base of three staff, GL grew to a peak of 60 in 2013. This figure has since reduced to 51 at the close of 2015.

GL Staff Profile following the acquisition of the Cottages						% change
Year	2011	2012	2013	2014	2015	
GL Staff Members	43	43	51	45	38	-25%
GL Cottages Staff	9	10	9	10	12	33%
Total	52	53	60	55	50	-17%

As illustrated in the table showing staff figures since the acquisition of the GL Cottages, while the GL Cottages staff complement has increased by 33%, GL staff have declined by 25%. Overall, the full time staff complement has reduced by 15%. This is directly correlated to the funding uncertainties reported on in the funding and sustainability sections of the report.

GL has been proactive in managing staff reductions through natural attrition and closure of contracts, rather than retrenchment. Staff who resigned were not replaced. Where projects closed with no immediate prospect of further funding, GL did not renew these contracts.

The GL Cottages absorbed three GL staff while GL Advisory Services absorbed two staff. This indeed showed the wisdom of GL's diversification strategy as it provided a way to retain good staff. It also accounts in part for the increase in GL Cottages staff.

Through such measures, GL has been able to retain staff morale, even when some staff (in countries) went on short contracts during this wait-and-see period.

GL has devised various means to leverage its human resources, including out sourcing and using qualified students who contribute to GL whilst they are also gaining experience. Country offices that are struggling to raise in-country funds have been scaled down to project sites. As a bottom line, GL has matched its human resources to available funds to avoid legal, financial and personal crises.

Despite funding constraints, GL has come up with strategies for staff **retention**. These include a job evaluation exercise, benchmarking against other non-profit organisations through the Averile Ryder accredited global reward specialists that carry out non profit organisations salary surveys. As a result of this exercise, and the effects of the falling rand, the GL Board approved the quoting of all staff salaries in dollars on a trial bases starting in 2015. GL continues to review its flexi-time policy consistent with technological advances, personal considerations and the effect on productivity. GL average length of service is 3.89 years, which is higher than the global average of 3 years, and satisfactory for an organisation with a high proportion of young and relatively mobile staff.

Diversity

Gender

Sex disaggregated data of GL Staff												
	2010/2011		2011/2012		2012		2013		2014		2015	
Women	40	80%	41	70%	44	75%	47	77%	44	75%	36	70%
Men	10	20%	17	30%	15	25%	13	23%	15	25%	15	30%

The table shows that over the last five years the proportion of men working for Gender Links has vacillated from 20% to 30%. In the year under review the proportion of men increased from 25% to 30%.

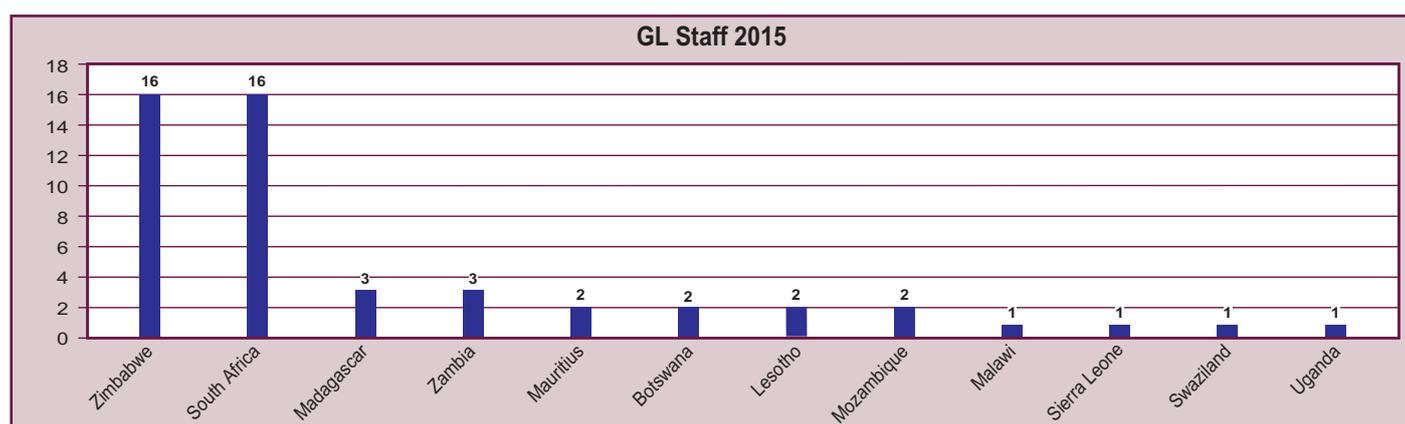
Disability awareness

Disability has from the outset featured in GL's work as a key theme in the Sixteen Days of Activism on Gender Violence. 3 December, which falls in the middle of the campaign, is the International Day of

the Disabled. GL also collaborates with several community-based disability organisations in its local government work. A GL Services gender audit of Sense International in East Africa in early 2015 brought the issues into sharper focus. GL held an internal Google Hangout following the assignment to agree on a more systematic way of mainstreaming disability into all areas of its work. The table below summarises the range of internal and external measures being taken:

INTERNAL	PROGRAMMES
TOC	GL is reviewing its Theory of Change to be more explicit about the intersection of gender with a range of diversity concerns, including LGBTI and disability.
GL - NGO	GL HR has drafted an internal policy on disability as it applies to staff members, recruitment criteria and overall organisational awareness and commitment.
GL Cottages	GL's lodge and training facility, located in a green haven but on a steep piece of land, requested the Gauteng Provincial Association for Persons with Disabilities to conduct an audit and propose cost effective solutions for making the property disability- friendly. This will now be conducted at GL offices.
GL Services	Sense International expressed interest in developing a gender aware disability attitude survey, modelled on GL's Gender Progress Score. GLS is taking this forward.
Results for Change	GL is reviewing its Theory of Change to be more explicit about the intersection of gender with a range of diversity concerns, including LGBTI and disability.
	Alliance
	GL through the Alliance has included gender and disability in the Post 2015 Agenda campaign.
	Media
	Media coverage of disability and its gendered dimensions has been added as one of the questions in the GMPS. The GLNS frequently carries stories on gender and disability.
	Governance and Economic Justice
	The Gender Justice and Local Government programme plans to incorporate disability in local gender action plans and score cards. Disability will continue to be highlighted in Sixteen Day Campaigns.

Country of origin



GL staff come from 12 countries, 48 from SADC region, one from Sierra Leone and one from East Africa (Uganda). South Africa and Zimbabwe have the highest numbers of 16 respectively. The average age of GL staff is 38 years.

Capacity building

GL identifies, maps and grows leadership talent within to improve overall staff capacity, knowledge, skills to deliver GL objectives. GL places importance on individual staff development and gives five days leave for relevant study. On-the-job training is encouraged

and staff who came in as interns have gone on to be managers. GL promotes a culture of learning, knowledge, performance and accountability. The systems embedded within the performance management system encourage staff to continue improving in their careers and identify any areas that they would like GL to support them by ways of mentoring, coaching and capacity building. Staff have been trained on new systems to strengthen institutional systems, knowledge management to ensure smooth transitions from the old system to new system.

In-house and External Training undertaken during 2015

Course	Date	No. of people trained	Trainer/Service provider
SharePoint Training	19 & 20 January	12	Monica Bandeira Shamiso Chigorimbo
EPI Info; M and E	23 January	8	Monica Bandeira Fanuel Hadzizi
Finance Workshop	26 January	10	E-ssist
Value for Money	26 January	15	CEO
Pastel training	27 January	10	Miso Dhliwayo Emmanuel Kellias
Website Training	27 January	6	Simon Shall
Fundraising and writing workshop	28 January	15	CEO
VIP Payroll	2 - 3 March	1	SAGE VIP
ESS Training	12 May	10	SAGE VIP
Premier HR Training	22 - 24 June	1	SAGE VIP
Intranet and Web pages	5 August	10	Simon Shall
Centres of Excellence Pages on Website	8 September	10	
Procurement Module in Pastel	9 September	10	Head of Corporate Services and ESSIT
Procurement Module	5 - 7 October	1	SAGE VIP

What I learned in 2015: Quotes from GL's annual Learning Journey



Learning by doing: GL staff and associates march for gender justice.
Photo: Colleen Lowe Morna

"I look forward to learning new things in 2016. Things like Epi Info, pivot tables and charts are some of the amazing tools I have already learnt from the M&E manager and I am looking forward to a fulfilling year full of many lessons". *Fanuel Hadzizi M and E Officer*

"In GL we are always learning new things which has been growth to me as a young woman in my career development. EPIInfo programme, is a system that we record or upload all our activities, it is such a wonderful system that there is never a day it let us down. Amazing results and reports are being drawn from it and I was able to share some of the results with the councils and they were so excited about it. It felt so good when people are able to engage and

appreciate the work we do". *Ntolo Lekau, Lesotho Programme Officer*

"At GL you get to learn new things or get to do old things in a new way. You just have to have a passion for learning. GL is indeed a place where you can grow. I am looking forward to continuing on this journey with GL". *Claudia Rakotonirina, Madagascar Programme Officer*

"My writing skills have greatly improved since joining GL and also my people skill in general. I am able to relate to people from all walks of life. I have built relationships with high ranking government and private sector officials. The highlight was being invited for the opening of the last session of parliament in November 2015. This helps in expanding the GL networks and cementing its relevancy in Botswana". *Gomolemo Rasesigo, Botswana Country Manager*

"I have learned to take responsibility and to take initiative to make sure that the Lesotho office continues. I have now taken to heart the words of Thomas A. Edison when he says; "Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time." I might not have secured any funds to date but what I have learned is I will continue trying again and again and will never give up. I now know that this is certainly not the end but a rebirth". *Mabetha Manteboheleng, Country Manager Lesotho*

"Mme Colleen is an invaluable boss, one learns to work quickly, when it is serious working hard, and when playing hard it is indeed wellness. Several deliverables by COBs make ones day and life interesting. I have become confident in my area of expertise and possess institutional knowledge that has been invaluable." *Shamiso Chigorimbo, Researcher and Executive Assistant*

"GL has also taught me to read widely to keep abreast with new information, and statistics. This is important when preparing for workshops and meetings. Sometimes a participant may throw a question that demands detailed responses and when that happens you must not be found off guard". *Kevin Chiramba, Senior Programme Officer Zimbabwe*

"Working with GL has changed my life in the way I see and appreciate what one has and has to offer in society. During the flow review project in Swaziland I dropped a tear when gathering testimony from one of our women entrepreneurs on how GL has changed her life for the better. This was a tear of sorrow for the abuse she endured in the past. Her story struck

my skin; no person alive deserves what this strong woman went through. This tear turned to one of joy when she spoke of the happiness she is now living because of GL's intervention". *Thandokule Dlamini, Communications Officer*

"My key learning in 2015 was that it was important to invest in a healthy personal and working environment and teams to be able to tap from positive energy within and around me and gain the needed strength to persevere in the quest for effecting social change". *Mariatu Fonnah, Governance Manager*

"Plan, plan, plan. This is what Mme Colleen will say all the time if there are words that I remember telling us will be those words. The funny part of it we are so used to hearing but we take it for granted but let me tell you planning made my life easy. At the beginning of the year I was expecting a grandchild overwhelmed with the expectation I had to plan how am I going to handle all the responsibilities". *Susan Mogari, Governance Officer*

"Working at GL enabled me to become very meticulous and methodical. Now, I plan well my monthly expenses at home before the end of the month. I opened files for all invoices such as electricity, a box to put all important documents for the children". *Zotonantenaina Razanadratefa, Madagascar Finance Officer*

"When I received news that two proposals that we had worked hard on were unsuccessful, this really affected me personally. It was the first time in my professional life that I felt a sense of failure. But on reflection, I told myself that I have to learn from this situation in order to bounce back. I have to take a little more time to write up a project, quality time with a clear head to understand donors' expectations well and write accordingly. I equally have to do a little more research concerning how other organisations operate". *Ialfine Papisy, Director Franchophone*



A time to reflect: GL CEO Colleen Lowe Morna with the Madagascar office.

Photo: Gender Links

Interns and Consultants

Country	Name	Male	Female	Period
Botswana	Mboy Maswabi	1		Sep - Nov
Lesotho	Liemiso Koetlisi		1	Jan - Aug
Madagascar	Safidy Randrianarisoa	1		Mar - Jun
Mauritius	Caunhye Sakina		1	Mar - May
	Sheistah Bundhoo		1	May - Dec
Mozambique	Jessica Tgreja		1	Feb - Dec
	Dorca Bugye		1	July - Sep
Namibia	Veronika Haimbili		1	Feb - Jun
Swaziland	Nsosisa Nkwanyana		1	Feb - Dec
Zambia	Aubrey Sakuwaha	1		Feb - Dec
Zimbabwe	Loverage Nhameyebonde	1		Jul - Dec
Head Office	Ricardo Sibanda	1		Feb - Aug
	Paula Nkabinde		1	July - Sep
	Shamiso Nyasvimbo		1	July - Sep
	Josefine Jacobsson		1	Oct
Total		5	10	

The interns provide a valuable contribution to GL and vice versa. In 2015, GL had 15 interns, 5 male and 10 women. In small offices, the interns assist with administration and programme work, which is a win-win for GL, with talented students who offer new knowledge and skills to the workforce. GL makes a concerted effort to encourage male interns so that they get involved in gender work. GL has 2 staff members who have joined as full time staff after completing their internship.

In October we had an intern for 3 weeks from one of GL partners in Sweden, the Institute for Journalism and Media at the University of Gothenburg attached to the GL Media and Communication programme. GL partnered with International People's College Denmark (IPCD) who sent 11 students to visit GL head office on 5 November 2015 to learn more about GL work and visited one of our partners in Orange Farm South Africa. In future IPCD would like to have an exchange training programme with GL where an intern is sponsored to visit Denmark for six months.

Consultants

Programme	No. of Consultants	Male	Female
Alliance	28	2	26
Entrepreneurship	5	1	4
Governance	35	9	26
Institutional	2	2	0
Justice	2	1	1
Media	62	18	44
Monitoring, Evaluation and Learning	1	1	0
Total	135	34	101

GL's full time staff statistics understate the full extent of human resource support that the organisation draws on for its work. In 2015, GL employed the services of 135 consultants, about two thirds (101) of whom were women, and one third (34) men. The media programme (62) has the highest number of consultants. Each year GL updates its consultants data base. This is now kept in the Pastel Evolution Customer Relations Module, from which useful data will be drawn for analysis in the future.

“The weeks I spent with Gender Links offered great learning. My stay involved contributing to media monitoring for the Global Media Progress Study (GMPS) survey. This gave me a comprehensive fast-lane insight into the Southern Africa community. I also got the chance to contribute to the preparations for the GAMAG General Assembly. Since both my Swedish supervisor, researcher Maria Edstrom, wet to Geneva in December, the work at GL gave that trip an extra dimension.



“I worked closely with GL Media Officer, on our common work with Global Media Monitoring Project (GMMP). She wrote the South African report while I wrote the Swedish report. I met up with the people at Media Monitoring Africa (MMA), who are also involved in the GMMP.

“I got insight into the GL media activities during the Sixteen Days of Activism, as well as the impact of the SADC Gender Protocol Barometer. And I got to draft an analysis framework for qualitative LGBTI media monitoring in East and West Africa. A very good learning experience! It has been great getting to know GL team and getting an insight into the fantastic work that you are doing! There is a great cohesiveness at GL that you should be really proud of. Hopefully we'll keep in touch as I am planning for a future within the field of media and gender”.

Josefine Jacobsson, Sweden

“It's been a long journey with GL since 2014 to 2016 every year we learn something new. Throughout my

stay I have learned to appreciate Gender as an integral part in development. My duties include updating GL website, taking pictures and videos, administering and capturing M&E during workshops, help with IT skills and video editing. This to me is empirical data that determines whether our programs are making an impact. I had opportunity to learn more on Development programs and apply the knowledge gained to my daily life. Through Gender Links I was invited my Men and boys for a short Course to learn Basic Digital film making and advertising skills and Techniques where I was awarded a certificate”.

Mboy Maswabi, Botswana



“I studied at the National University of Lesotho; I have a degree in Public Administration and Sociology. I learned a lot about gender mainstreaming work that Gender Links does with Local government councils and through its annual Districts summits and National summits. I have also gained knowledge acting as the finance officer on how to prepare requisitions on pastel and reconciliation, posting work on SharePoint. I have moved out of my comfort zone, having done programmes work for almost 4 years and now branching to finance was a huge step and extremely exciting as I learned a lot of new things. At the beginning keeping the finance records was very challenging as it was something I had not done before and do not have the qualifications”.

Liemiso Koetlisi, Lesotho

Physical infrastructure

GL HQ is housed in two former houses which provide ample office space. The different departments are located together for good communication flow. The regular maintenance and repairs of the building keeps it in good condition, creating a conducive working environment. GL maintains a guest room in one of the houses. Most offices have direct light and office plants are placed in most of the offices. As part of GL's going green policy, offices are now virtually paperless. GL is fitting energy saving light bulbs around the premises and has devised plans to reduce water and electricity wastage.



Collecting clothes for donation at the GL offices. *Photo: Thandokuhle Dlamini*

Staff wellness programme



GL staff playing sports at the GL Cottages.

Photo: Thandokuhle Dlamini

GL has designed a staff wellness programme that encompasses body, mind and soul to promote a healthy work-life balance. Staff wellness enhances work life balance through team building activities, health talks, financial advice, physical and exercise participation for those who are interested. Staff are encouraged in their teams to have activities that enhance teambuilding. When country staff visit head office and when board members are around we organise activities that we do together. At GL we celebrate birthdays, new babies, marriages with well wishes and staff contributing to buy gifts.

Wellness team activities in 2015

Date	Activity
24 January	Ridge Walk
30 January	Hennops River
7 February	Walter Sisulu Botanical Gardens hike and picnic
21 March	Northern Farm
28 March	Yvonne Chaka Chaka show celebrating 50 years
18 April	Ezemvelo Nature Reserve
15 May	Marvin Gaye Show
16 May	Whispering Pines Walk and Braai
6 June	Whispering Pines
25 July	Hike in Swaziland Malalotja - Hadeda Camp
8 August	Magaliesburg Hike
24 September	Heritage Day celebrations
10 October	Maropeng Cradle of Humankind Outing
11 October	Biking Eco mobility Festival
6 November	Comedy Show Chester Missing
9 November	Celebrated Spring with Country Staff
26 November	Songs of Jazz town at Market Theatre
7 December	African Carols in CBD Johannesburg
12 December	Uitkyk Hiking trail in Hartebeespoort
16 December	Botswana end of year celebration
18 December	Lesotho end of year with partners

Team assessments

Breakdown of team scores

Task Score	78
Maintenance Score	74
Creativity and Innovation Score	78
Overall score	76

Each year, GL undertakes a team assessment to check on team health. This consists of an online survey that is undertaken anonymously by staff. The 2015 results show a healthy team, with all staff who responded to the survey falling within the "winning team" quadrant. At 78%, task is slightly higher than maintenance (74%). Creativity and innovation score 78%. The overall score is a relatively high 76%, although there is always room for improvement.

Management Grid

