



## **Gender Links Organisational Evaluation**

**By Dr Alemu Mammo and Sandra Ayoo  
Independent Consultants  
October 2010 - January 2011**



## **TABLE OF CONTENTS**

Acronyms	4
ACKNOWLEDGEMENTS	5
PREFACE	6
EXECUTIVE SUMMARY	7
<b>1. INTRODUCTION AND BACKGROUND</b>	<b>30</b>
An organisational overview	
Purpose of the evaluation	
Objectives of the organisational evaluation	
Scope and methodology	
<b>2. STRATEGIC POSITIONING</b>	<b>35</b>
Strategic positioning	
Vision mission and core values	
Formulation of relevant strategies	
Legitimacy for its work	
<b>3. GOVERNANCE</b>	<b>43</b>
Effectiveness of the decision- making process	
Application of Democratic Rules	
Effectiveness of organisational structure	
<b>4. PROGRAMME OF ACTION</b>	<b>49</b>
Planning for implementation	
Working methods	
Reporting, documentation, and follow up	
<b>5. PARTNERSHIPS</b>	<b>59</b>
Managing partnership	
Feedback from partners about GL and its work	
Gender Links ability to build partner capacity	
<b>6. INSTITUTIONAL STRENGTHENING</b>	<b>66</b>
Institutional Health Indicators	
Physical resources	
Electronic resources	
Administrative and financial routines	
Operation (institutional system and process) 67	
Human Resource	
<b>7. SUSTAINABILITY</b>	<b>78</b>
Financial policies and procedures	
Financial management indicators and accountability	
Long term financial planning and resources mobilisation	
Fundraising and diversification or resources	
Resource Development	
Indicators of Sustainability	
<b>8. MONITORING AND EVALUATION</b>	<b>87</b>

## **9. CONCLUSIONS AND RECOMMENDATIONS** **93**

Lessons learned  
Best practices  
Next steps

### **ANNEXES**

Annex A: Organisational score card	96
Annex B: Terms of reference	101
Annex C: Evaluation schedule	105
Annex D: List of interviewees	106
Annex E: Profiles of evaluators'	112

### **TABLES**

Table one: Gender Links growth - key comparative indicators	9
Table two: Key strengths	12
Table three: Summary of progress, new recommendations	16
Table four: Summary of data collection methodology	31
Table 5: Summary of interviews	33
Table six: Evolution of GL's vision, mission and planning cycle	37
Table seven: Composition of the current Board	45
Table eight: Board movements	47
Table nine: Partnership strategy	59
Table ten: Staff profile	69
Table 11: Gender Links staff awards criteria	70
Table 12: GL staff movements and turnover	72
Table 13: GL staff promotions	73
Table 14: Comparative analysis of GL donors over five years	82
Table 15: Funding projections 2011-2015	83
Table 16: Comparative analysis of GL's own income	85

### **FIGURES**

Figure one: Comparative analysis of institutional scores	11
Figure two: Comparative analysis of strategic positioning	35
Figure three: GL's POA	39
Figure four: Proposed sub regional coordination and decentralisation	42
Figure five: Comparative analysis of governance scores	43
Figure six: Organisational structure	44
Figure seven: Comparative analysis of POA	49
Figure eight: GL's way of working	51
Figure nine: Comparative analysis of staff complement	66
Figure ten: Origins of GL staff	68
Figure 11: Comparative analysis of sustainability	78
Figure 12: GL funding sources 2009/2010	81
Figure 13: GL funding sources 2010/2011	81
Figure 14: GL M and E approach	88
Figure 15: Use of website for M and E	89

## **Acronyms**

BODs	Board of Directors
CIDA	Canadian International Development Agency
CSOs	Civil Society organisations
DFID	Department for international Development
EC	Executive Committee
ED	Executive Director
FRS	Fundraising strategy
GL	Gender Links
GEMSA	Gender and Media Southern Africa Network
GGM	Gender and Governance manager
GJM	Gender and Justice manager
GTZ	Technische Zusammenarbeit
HRDRS	Human Resource development and retention strategy
LGCF	Local Government Country facilitator
MM	Media Manager
GMDCM	Gender and media diversity center manager
MISA	Media Institute of Southern Africa
MT	Management team
MOU	Memorandum of Understanding
NGOs	Nongovernmental Organisation
PME	Planning, monitoring and evaluation
SADC	Southern African Development Committee
SOs	Satellite Offices
SWOT	Strengths, weaknesses opportunity and threats analysis
UNICEF	United Nations Children's Fund
UNHCR	United Nations Higher Commission for refugees
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNDP	United Nations Development Programme
USAID	United States Agency for the International Development

## **ACKNOWLEDGEMENTS**

Sincere appreciation is extended to the Gender Links (GL) Board; management; staff and partners who made this external evaluation possible. GL Executive Director Colleen Lowe Morna provided an immense amount of information, materials, support, comments and feedback on various drafts of the report. GL Board members shared quality information about the organisation, leadership, and management team. M and E manager Susan Tolmay helped in trouble shooting, providing needed information and documents. Director of the Mauritius and Francophone satellite office Loga Virahsawmy facilitated the evaluators' visit there, including meetings with government officials and two rehabilitation centers set up to provide care to women with HIV and AIDS as well as women and men drug addicts. GL Botswana Coordinator Keabonye Ntsabane and her team arranged a series of meetings with the SADC Secretariat and local partners. GL's country facilitators in Zimbabwe and Zambia, Priscilla Maposa and Faides Nsofu, came up with interesting and flexible programmes in a short space of time. Head of Finance and Administration Bridget Marango provided every document requested on time and answered questions with professional integrity, clarity, and honesty. GL's Human Resource manager, Vivien Bakainaga handled travel and other arrangements efficiently and effectively. GL's partners provided impartial and objective feedback on GL's work; partnerships and service to beneficiaries across the spectrum.

## **PREFACE: LEAVING ON A JET PLANE**



*When the evaluator met with Carolyn Mujoma (right) and Constance Bangani (left), two councilors from Chimanimani, south east Zimbabwe, they burst out singing: "Leaving on a jet plane." The two are among dozens of councilors that Gender Links (GL) helped to get passports so that they could attend the Gender Justice and Local Government summit that took place in March 2010 in Johannesburg. The councilors are the only women in*

*their 26 - member council. They are also unique in that they sit on opposite sides of the political fence: one with the ruling Zimbabwe African National Union (ZANU), the other with the opposition Movement for Democratic Change (MDC). The trip is one they had never imagined possible. Believing they can fly, literally and figuratively, these two women work for peace and change in their local community.*

*Across the ocean in Mauritius, the evaluator met the first female Hindu priestess, Satyam Chummun, also the first woman councilor in her community and the president of a women's association. She said that she did not have a higher education background or wealth, but she cares about poor women and men in her community. When the evaluator asked her what motivates her, she said the work is not new to her, but that attending a GL - sponsored local government training session to empower women in decision-making had revived her pace and dedication.*

*Sometimes change comes through bloodshed; other times through dialogue, debate, persuasion and joint efforts. This is the kind of change that Gender Links and its partners seek to bring about. Not always easy to quantify, sometimes painstakingly slow, ten years is not a long enough time to measure the social change taking place in an entire region. But anecdotal evidence such as this suggests that slowly but surely change is happening: there can be no stopping the march to gender equality!*

## EXECUTIVE SUMMARY

*"Consistency is the unique characteristic of the organisation. The SWOT analysis, the organisational score card, interviews across the board and documentary evidence corroborate this consistency." – Evaluation finding*

This second independent, external organisational evaluation coincides with Gender Links (GL's) tenth anniversary. It follows a similar comprehensive "health check" in 2005, using the recommendations and structure of that report to track progress and make new recommendations.

Key highlights include:

- GL is a learning organisation and its achievements can be summarised by a culture of excellence, accountability, transparency and transformation. The organisation has effectively carried out its advocacy, lobbying and partnership management, working around and with the Southern Africa Development Community (SADC) Protocol on Gender and Development and related issues in the region.
- The organisation is led by a strong, self-driven and efficient Executive Director with visionary, strategic and hands-on qualities, as well as grace. The organisation has an actively engaged Board, and a supportive and energetic management team. The staff are committed, passionate, and knowledgeable about their work and are output driven. The organisation is managing a heavy workload for staff through working with interns and giving staff flexi time.
- GL works in partnership with a well organised civil society network that has cohered past the adoption of the SADC Gender Protocol and into the implementation phase.
- The organisation has made significant progress in developing an accredited training curriculum.
- GL produces high quality publications and productions.
- As GL embarks on the second decade of its organisational journey, it needs to take additional steps to strengthen the existing strategic positioning by developing a human resource and fundraising strategy.

### Process

As in the first evaluation, GL combined organisational and donor requirements to contract two evaluators' who worked together for a total of 30 days each over a five month period (October 2010 to February 2011) to conduct interviews and field work for this report. The report should be read together with the detailed programme assessments conducted for the Mid Term Review (MTR) of the DFID Governance and Transparency (GTF) Fund as well as the final evaluation of GL's gender justice programme supported by the UN Women Violence Against Women Trust Fund. It should also be read with GL's analysis of the 49,000 beneficiaries of programmes reached directly in the first ten years of the organisation's existence, contained in the ten year commemorative book, *Giant Footprints*.

The four reports will be presented to the Board of Gender Links, partners and donors at a briefing ahead of the annual Board meeting and ten year celebrations in late March 2011. The organisational assessment is based on the institutional score card

devised by GL using questions frequently put to the organisation by its sponsors when they are conducting due diligence and progress assessments (see **Annex A**).

Terms of reference for the evaluation are attached at **Annex B**. The evaluators' schedule, which included visits to GL's satellite office and Francophone headquarters in Mauritius, and Zimbabwe, are attached at **Annex C**. The evaluator also drew from insights gained by programme evaluator Sandra Ayoo in visits to GL's satellite office and Southern Africa Development Community (SADC) head office in Botswana; field office in Zambia as well as to Malawi where GL works through a partner organisation. The evaluators' also interviewed a range of partners from across the fifteen countries of SADC during the Gender and Media Summit in October 2010. A list of those interviewed is attached at **Annex D**. Profiles of the two evaluators' are attached at **Annex E**.

### **Brief background**

Gender Links (GL) is a Southern African NGO founded in 2001 committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development. GL's headquarters is in Johannesburg, South Africa, with two satellite offices in Mauritius (Francophone headquarters) and Botswana (where SADC is headquartered). GL has Field Offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia, and Zimbabwe.

At the time of writing the Lesotho office was being upgraded to a satellite office (to facilitate a bid for EU funding for local government work). GL was also at an advanced stage of setting up an office in Mozambique to serve as Lusophone headquarters. Gender Links locates its mission within the broader framework of strengthening democracy in the region through ensuring the equal and effective participation of all citizens, especially women, whose views and voices have been systematically marginalised.

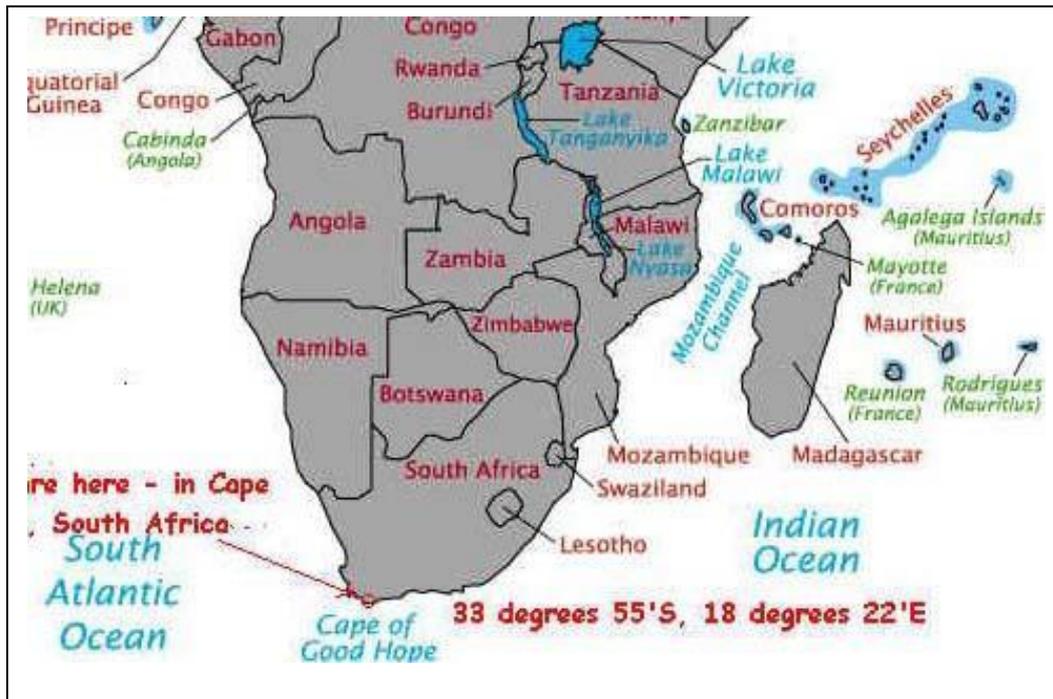
GL envisions a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development. GL led a highly publicised campaign for the adoption of the Protocol – a global best practice of civil society activism – and co-ordinates the Southern African Gender Protocol Alliance that is pressing for the realisation of the 28 targets of the Protocol to be achieved by 2015 (also the target date for the Millennium Development Goals).

**Table one: Gender Links growth - key comparative indicators**

<b>Key KPIs</b>	<b>In 2005/6</b>	<b>In 2010/2011</b>	<b>Comments</b>
Strategic positioning and planning	Every two years - the focus was on strengthening the media	Currently a three year (2010-2013) strategic plan is in place and a framework is being established for five year strategic plan.	The organisation is converting its current three year plan, 2010 to 2013 to a five year plan, 2010 to 2015, incorporating the recommendations of this evaluation.
SADC Gender Protocol	Was not signed in 2006; GL was involved with	It has become an overarching framework for GL's work.	GL's organisational efforts and activities centre the SADC Gender Protocol because they complement

<b>Key KPIs</b>	<b>In 2005/6</b>	<b>In 2010/2011</b>	<b>Comments</b>
	partners in an audit of the Declaration.		each other and GL has been facilitating its adoption and ratification behind the scenes.
No. of countries GL operational	One	Ten	Satellite and field offices
No of staff	Ten full time and two part time = 12	36 full time and 14 part time/interns/volunteers = 50	A four fold increase in staff
Partners	40	77	Nearly double
Budget	R 5.7 million	R 27.6 million	381% increased
Donor diversification	15	13	Three bilateral donors, providing multi year funding
Local income generated	None	R 3,136,572.00	10% of the total budget
Institutional consultancy	None, because it was not quantified in the previous evaluation report	34% of total local income	A new development
Training	GL conducted programme related training but this was not accredited.	Training is being institutionalised through accreditation and marketing of training services.	Training is going to contribute to GL's work in two significant areas 1) impact of GL service on beneficiaries 2) as a source of revenue generating to support sustainability.
Number of participants	1 646	20 515	The number of participants in GL activities has grown enormously.

Table one shows the organisational performance in selected areas between 2005/6 and 2010/11. Highlights include staff from 12 to 50 (a 316% increase); budget from R5.7 million to R27.6 million (a 381% increase); partners from 40 to 77 (a 48% increase). During the last evaluation, the organisation had not started institutional consultancy service; in 2009/2010 this service accounted for 34% of the self-generated income.



With its headquarters in Johannesburg, South Africa and satellite offices in Mauritius (covering Francophone countries) and Botswana (home of the SADC Secretariat), GL also has field offices in seven other countries in the region (Lesotho, Madagascar, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe).

The organisation has integrated the targets of the Protocol into its core governance, media, and justice programmes. GL works at the macro (policy) and micro (workplace and local) level to promote the empowerment of women who constitute the majority of the poor, unemployed and dispossessed in Southern Africa. On 28 October 2010, GL won the Mail and Guardian "Investing in the Future" award for its Gender Justice and Local Government Summit. With 15 of the 28 Protocol targets relating to economic empowerment, GL has expanded its gender justice portfolio (that previously focused primarily on ending gender violence) to include economic justice in its Vision 2020.

GL has a nine-member Board comprised of seven females and two males, with diverse national origins, regional and international experience and expertise and a blend of academic and professional backgrounds. Some of the Board members and the Executive Director are founding members of the organisation.

The Board appointed an executive committee comprised of three Board members and the Executive Director in accordance with the Articles of Association.

Preceding the virtual meeting the EC receives quarterly report from the ED, reviews it and gets ready for discussion and the pursuant recommendations and approval. The quarterly report is comprised of: finances, partnerships, strategic positioning, staff issues, and any other emerging management issues presented by the ED. The EC shares the outcomes of the meetings with the Board via email. For a functional organisational like GL, a virtual meeting is cost effective and relevant.

The EC meets quarterly and provides oversight in key areas comprised of: policy formulation, strategic planning, finances, overall financial matters, staff development, strategic partnership review endorsement of the quarterly reports and any other emerging issues presented by the ED.

GL has a young management team with an average age of 31 years. The team is passionate, activist, and hard working. While, there is no alarming turnover of the staff, retention and succession plans are important areas of human resource management. Among those who left the organisation between 2008 and 2010 the average longevity with the organisation was three years.

**Key findings**

A unique feature of the evaluation is that Board and staff members first scored the organisation themselves at the Board meeting in March 2010, giving an overall score of 82%. Without having seen the internal results, the external evaluator scored the organisation based on his findings, giving an overall score of 95%. The fact that the organisation is more critical of itself than the external evaluator is itself a positive indicator of introspection, self criticism and regenerative growth which are at the heart of the achievements of this young organisation.

**Figure one: Comparative analysis of institutional scores**

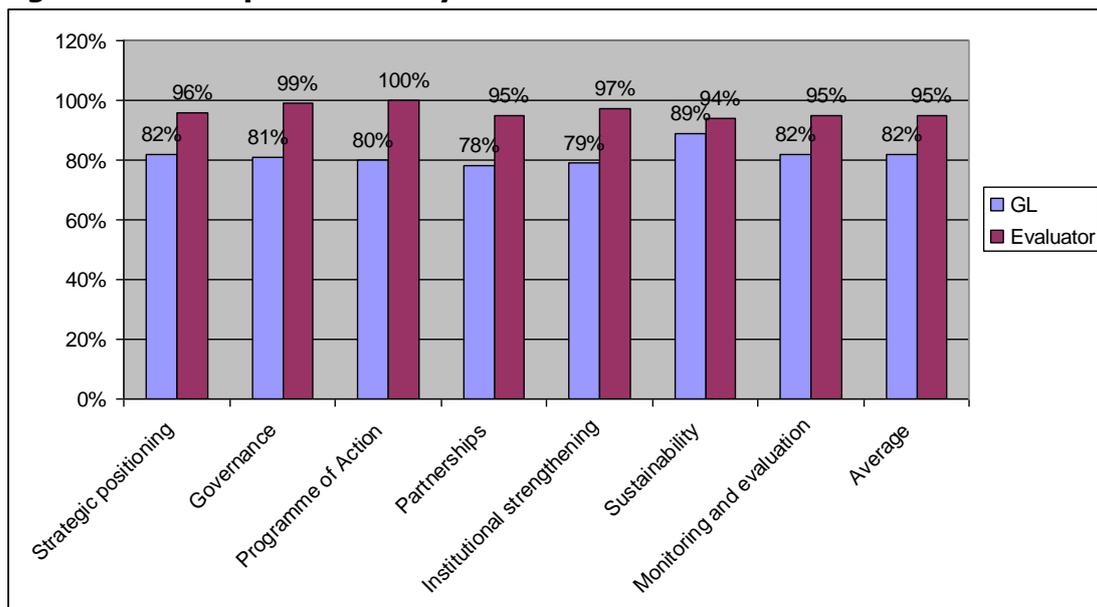


Figure one shows that GL scored itself most highly on sustainability and the evaluators’ on Programme of Action. GL scored itself lowest on partnerships. The evaluators’ scores were consistently high across all parameters.

**Key strengths**

The table summarises the key strengths identified in interviews with 121 partners in six countries and those met at a number of regional events (see Annex B).

**Table two: Key strengths**

Effective governance	GL has an executive Board of directors, which is comprised of selected members. The evaluators' interviewed four of the nine members. The Board of Directors is highly informed, demonstrating diverse experience, skills and expertise in their backgrounds and their contributions to the organisation have been of great value. The Board members bring a blend of legal, media, social, regional and international experience, expertise and support with insight into the organisation during its formative years.
Competent Executive Director and managers	The Executive Director is highly esteemed and bridges the Board, staff, donors and beneficiaries quite effectively, with demonstrated skills and provided leadership to the organisation with high ethics and a culture of excellence, accountability and transparency. The ED is gifted in fundraising, communication and she is a prolific writer. The management team is largely comprised of young and passionate women and men, working with high motivation.
Functional financial management system	The financial system of the organisation has been set up with the appropriate checks and balances, and the existing control system is sound. The Executive Director and Director of Programmes are closely involved in overseeing financial transactions. The Board, through annual meetings and the EC is engaged in reviewing the financial status of the organisation during its quarterly meetings. The financial system is reviewed by an external auditor once a month and the accounts are audited yearly and meet the standard rating requirement. The financial manager and her team appeared to be effective, efficient and accountable. The organisation has a rather good standing with donors regarding the organisation's financial management and donor resource management and accounting meets the requirement, because the ED is the chief accountant to the organisation in ensuring financial transactions meet requirements.
Human Resource policy and practice	The organisation pays close attention to human resource management and meets the legal requirement set by national law of the land be it in South Africa or in other countries where GL is operational. The HR regulations of the organisation cover all the key areas of human resource matters. GL has a rather meticulous policy and regulation manual (2010/11).
Successful funds raising strategy	GL has grown and continues to grow gaining a reputation as an organisation that attracts donors and uses the resources entrusted to the organisation. The organisation, despite the global financial crunch, has managed to raise adequate resources from its donors and it is projected that the trend may continue. Despite experience, skills and expertise there is currently no written fundraising strategy and the organisation is aware of the importance of having one.
Clear and consistent policy environment	The organisation's policy document covers all key areas of the organisation's work, including, finance, human resources, planning, monitoring and evaluation, training and partnership. The organisation has a culture of producing quality documents.

The organisation has been recognised for its culture of excellence, transparency and accountability across the Board and its influence on the SADC Gender Protocol has been widely recognised.

The organisation has expanded its partnerships from 69 in 2009 to 77 in 2010 and it continues to expand in this area. GL has both the heart for partnerships and tools for managing these. GL has the capacity to manage partnerships and it is known for its partnership empowerment, and generously sharing its resources with collaborators.

The organisation's finances are managed well and the financial system has consistently performed well. The annual audit report confirms a healthy performance history. The greatest financial challenges the organisation continues to experience is a need for institutional support. The bulk of its current commitment from donors is project - based funding, but the organisation is making a steady progress in securing multiyear funding commitment. GL has secured R 68 M for the next four years and due to its good performance and networking capacity, the organisation is making a steady progress.

In addition to the donor funding in the 2010 financial year, the organisation raised about ten percent of its total budget through its own efforts. Of this 34% came from institutional consultancy services. Local fund raising efforts are yielding more results, but more resources are still needed.

GL has taken the necessary steps in its efforts to strengthen sustainability, including an introduction of institutional consultancy service, owning office buildings and acquiring a building for the training institute. Currently another application for local endowment funding is pending and is expected to be approved.

### **Key challenges**

- **Gender gaps within GL ranks:** A wide gender gap exists in both the Board and staff composition and the organisation needs to narrow the gap.
- **Reaching rural women and community media:** GL has done well in its advocacy, lobbying and working around the SADC Gender Protocol. GL's work in local government has started to make the links more effectively between policy at a macro level and on the ground. Media work has also started to specifically target community media. However, the organisation needs to take its service to rural communities in general and rural women in particular, because its service currently remains at local councilors level, which includes some rural communities. The organisation will use the approach to strengthen the use of community media.
- **Human resources:** One of the limitations is an imbalance between activity and available human resources, which needs tracking and periodic adjustments.
- **Fund raising and sustainability strategy:** The organisation does not have a clearly articulated fundraising and sustainability strategy. While this may be clear to key decision-makers it needs to be better articulated in the strategic plan.

## **Key recommendations**

These are found in relevant sections of the report. Table three shows actions taken by GL since the first evaluation, and new recommendations that may be summarised as:

### ***Strategic positioning***

- Upgrade field offices to satellite offices through registering subsidiaries of GL, expanding the infrastructure and capacity of these offices. This will assist in fund raising efforts at country level.
- Strengthen the Lusophone base and establish a meaningful presence in Angola.
- Maintain the Southern Africa focus but decentralise management into five sub regional clusters: Botswana, Lesotho and Swaziland; DRC, Mauritius, Seychelles and Madagascar; Namibia and South Africa; Angola and Mozambique; Malawi, Tanzania, Zambia and Zimbabwe. This will assist in raising in-country funds, and designing more country relevant and specific interventions.

### ***Governance***

- Introduce two consecutive terms of two or three years for Board service time and, after a break, if a Board member's service is sought, he/she can be re-nominated.
- Narrow the current female to male gender gap in the Board composition to at least two to one, since this organisation is committed to gender equality.
- Rotate every other Board meeting to ensure a regional identity. This is integral to growth.

### ***Programme of Action***

- Intensify advocacy work on women's constitutional and legal rights.
- Lobby governments to ratify and implement the Protocol.
- Create an additional four regional clusters to strengthen Alliance work.
- Develop strategies to mitigate the losses in upcoming elections in SADC Countries
- Scale up work with community media.
- Strengthen backstopping and develop monitoring tools for tracking implementation of gender and HIV/AIDS aware policies in newsrooms.
- Expand the gender justice portfolio to include economic development so that GL's focus on ending gender violence is more holistic.
- Lobby media studies departments to mainstream gender in the curriculum.

### ***Partnerships***

- GL should continue to provide regular forums for partnership engagement and feedback, and free more time for the Executive Director to be involved in networking and management of partner relations which are at the core of GL's work and success.
- GL as co-ordinator of the Southern Africa Gender Protocol Alliance should monitor and refine its partnerships strategy continuously, remaining alive and sensitive to partner sensitivities, while at the same time balancing this against delivery and its impact on GL's reputation. The "managing from behind" strategy mentioned in the report should be strengthened.

### ***Institutional strengthening***

- The organisation needs to draft a Human Resource Strategy (HRS) covering development and retention; envisioning organisational growth within the next five years and beyond. The proposed human resource strategy is based on GL's

experience and in anticipation of the growing organisational profile. A human resource management expert should facilitate the exercise to add external inputs and innovation to the existing experience and expertise. This recommendation is made in accordance with GL's proactive repositioning and management culture.

- GL needs to narrow the gender gap in its staff composition, intentionally by recruiting qualified male candidates to currently open and future positions.
- GL needs a logistician for logistic support of its work, such as workshops.

### ***Succession***

- Use the HRS development exercise to discuss the four core groups and work with each group mentoring them in the areas of their assignments.
- Use outside facilitation once a year for at least two days to review the progress in this area and to strengthen the process.
- Assign individuals to various short term leadership and management opportunities within the organisation. For example, when both the ED and DD are out of the office or country, someone else should have the opportunity to manage the office for a few days. Rotate such opportunities among the key management staff members.

### ***Sustainability***

- Although GL as an organisation has done well in its fundraising and diversification efforts, it needs to expand its donor base to include foundations that are not currently included in its existing donor contact list. These foundations and organisations may be approached as a courtesy call or information sharing, to explore a partnership and their interest in GL's work in the region. These include the World Bank, other UN agencies, and other foundations in Europe and the US.
- There is need for a fundraising strategy, with facilitation by an individual or organisation with fund raising expertise to ensure that the strategy envisions the next ten years including the satellite offices as an integral part of regional and national resource mobilisation. This recommendation is made to reinforce what GL is already doing well in anticipation of additional projected growth and complete country office establishment. External expertise may bring some additional insight to what is already in the house.
- As the organisation completes its establishment of offices in countries of the region, it should explore in-country fundraising opportunities from bilateral and multilateral agencies, and some NGOs, depending on each country context.
- GL should continue to explore local strategic investment opportunities.

### ***Monitoring and evaluation***

- Invest more in analysis of results of higher level M and E such as the attitude quiz; knowledge of the Protocol etc.
- Invest in online data bases for making information more readily available, in formats that can be easily updated.

**Table three: Summary of progress since the first five year evaluation and new recommendations**

<b>OBJECTIVES</b>	<b>RECOMMENDATIONS 2005/2006 EVALUATION</b>	<b>PROPOSED ACTIONS</b>	<b>ACTION TAKEN</b>	<b>RECOMMENDATIONS 2010/2011 EVALUATION</b>
<b>STRATEGIC POSITIONING</b>				
Ensure that GL positions itself strategically and is able to continually adapt its position to ensure relevance and sustainability.	The Board of GL and the organisation overall should pro-actively focus on the issue of expanding or refocusing its mission as it develops its next three-year strategic plan.	Undertake an environment scan to fine tune GL's positioning.	GL revised its vision, mission statements and adjusted the strategic positioning since the last evaluation in order to accommodate to the SADC GP and to work around it.	Maintain active environmental scanning and adjust the vision , mission statements and strategic positioning as deemed necessary.
		2. Develop a strong and well-articulated conceptual framework for GL's work within the rights, democracy and good governance discourse.	GL has a strategic plan in place addressing this and its documentation is thorough and consistent.	Refine it anticipating the organisation's growth and expansions, challenges and opportunities, which come with it.
		3. Fine tune mission statement.	This has been done in the past, GL is always alert of its environment, and this process may continue.	GL should remain vigilant to its environment because the future may replicate the past in the same way and the challenges may not be the same. Use GL's monitoring and evaluation process to be proactive avoiding crisis management as much as possible and focusing on crisis prevention and paying due attention to internal needs in advance..
		4. Rationalise and align programmes.	GL introduced a programme area on the Alliance and Partnerships and has integrated Gender Protocol	Continue to mainstream targets in work, use 2015 focus

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		5. Articulate this clearly through POA's, in project proposals, on the website.	targets into its core programmes: Media, Governance and Justice.	
<b>2. GOVERNANCE</b>				
Ensure strong and transparent governance		1. Increase the size of the Board from the current (legally required minimum of eight) to ten and ensure greater gender balance and regional diversity through this process.	GL has a nine-member Board and it seems to work well. The ED is a non-voting tenth member.	Introduce two consecutive terms of two or three years for Board service time and, after a break, if a Board member's service is sought, he/she can be re-nominated. This recommendation is made because Board membership renewal has been taking place naturally
		2. Ensure that annual Board meetings are well serviced, comprehensive, review and fine tune strategic objectives.	The Board meetings are integral part of GL's planning and review and approval annual report. It is the main thrust of annual events of GL.	This is a regional organisation and it needs to reflect that identity with every possible opportunity, so to ensure that, rotate every other Board meeting to other countries. The rationale for recommending a rotating of Board meetings is that it provides an opportunity to institutionalize the regional image and credential of the organisation, because this should be seen as an integral part of the growing and

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		3. Ensure that quarterly Executive Committee meetings serve as an effective decision-making structure, monitoring, and evaluation tool in between Board meetings.	This is well set and the three quarterly EC meetings feed into the annual Board meeting.	expansion process  Unless unforeseen convincing evidence emerges in the future, continue conducting it virtually because it is cost effective model for the organisational. If important management issues emerge it may become compulsory to meet in person.  Introduce a sub regional coordination and decentralization structure. I this structure it is recommended that five clusters in order to provide the regional office an opportunity to coordinate through a decentralization structure. It is cost effective and the neighboring countries will be able to share those conditions prevalent in their countries with a closer coordination between the countries. The detail of this has been given in the report.
<b>PROGRAMME OF ACTION</b>				
<b>SADC GENDER PROTOCOL</b>				
To ensure that all SADC countries sign and is the 28 targets for	Signed after evaluation conducted	1. Accelerate campaign for ratification and	GL is actively engaged in this campaign and working behind	Continue engagement in advocacy and lobbying to

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
achieving gender equality; track progress; strengthen the Alliance; document application of the Protocol.		implementation.	scene with other partners to ensure all countries ratifies the protocol. and implement the commitment.	ensure finalization of ratification and continuous implementation of the instruments mandate/commitment by all States.
		2. Strengthen the Southern African Gender Protocol Alliance.	This alliance is quite effective and engaged in on ongoing endeavor publishing the Barometer , releasing news and monitoring gender sensitive events	Create four more clusters; conclude MOUs with all SADC countries; organisations take ownership of different targets; 28 targets x 15 countries case studies.
		3. Track progress through the annual Barometer and monthly newsletter.	GL is actively involved and monitors the progress, collecting information and updating the process	Change focus to implementation and costing; gathering of qualitative evidence through case studies.
<b>GENDER AND MEDIA</b>				
Research and policy Build on and leverage cutting edge research work that has had a catalytic effect in transforming gender relations in and through the media	GL will be required for a few more years to continue leading and building capacity (among gender and media networks) not only in developing and refining their application of research techniques, training, advocacy and developing in-country quantitative and qualitative monitoring tools, but also in terms of 'best practice' internal institutional management (the latter would be a new role).	1. Conduct innovative research that builds on research conducted to date, especially in relation to audiences, bench marking progress, and opening new areas of research such as entertainment and advertising.	GL's research and publications have improved in quality and increased in quantity since last evaluation.	Continue with cutting edge publications and use them as a part of resource mobilisation as well.
		2. Maintain the momentum of policy work in news rooms that has been given impetus by MAP and the regional glass ceiling study. In particular explore support for women in leadership in the media.	GL's advocacy and lobbying efforts and its cutting edge publications of annual Barometer and continued support and behind scene working around the SADC Protocol	GL advocacy and lobbying efforts need to increase to community media.  GL needs to increase its advocacy and lobbying efforts to the media houses where

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		3. Give impetus to new areas of policy work with regulatory authorities and media NGOs.		the polices are formulated.
		4. Take forward the Gender and Media Progress (GMPS) Study in 2008/2009 to benchmark progress made generally, as well as specifically in the coverage of HIV and AIDS and Gender.	GMPS conducted and launched, GL has identified 100 newsrooms interested in developing gender policies.	Develop Centres of Excellence for gender in the media; backstop these newsrooms with training; Opinion and Commentary Service.
Training Target training tools and initiatives more effectively to ensure maximum leverage and impact.	Owing to the success of the high number of journalists reached through newsroom training, GL is now seriously considering using this form of training much more extensively. It is very cost effective in logistic terms, However, it exacts a high human cost and is an important justification for having a full time training co-ordinator. The MAP on HIV and AIDS and Gender, provides a strategic entry point for newsroom engagements.	1. In-house: Use the policy process to open doors for more direct newsroom interventions, given the success of this approach as highlighted by the evaluation. Develop an accredited newsroom gender training course through SAQWA as a pilot for gaining greater formal accreditation of GL's work (a recommendation made in the evaluation).	The gender policy initiative provides scope for more newsroom work.	Design specific interventions.
		2. Entry level: Sustain work started on mainstreaming gender in media training to ensure that this is cascade more effectively.	The Gender in Media Education Audit has paved the way for mainstreaming gender in curricula.	Upscale these initiatives and design appropriate M and E tools.
		3. In-service: Reinforce training through running short courses with media training institutions.	GL has run several courses linked to elections.	Six local elections this year provide a unique opportunity.
		4. Training tools: Develop	Link this more closely to	

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		relevant training tools for electronic media; grow and leverage the use of the Virtual Resource Centre (VRC).	internship programme and work with media training institutions.	
Develop programmes targeted at community media.	GL targets mainly the mainstream media (state and privately-owned media) and appears to enjoy limited relationships with community media.. This is an acknowledged area of weakness by GL, that has arisen as a result of the need to target media efforts where it has the widest reach, and also because the community media sector is not well organised in many countries..	5. Community media: Forge new links with community media, by adapting existing materials and tools to this sector.	An overall, GL has done very well in representing the causes of women up to the local council level, the organisation has a highly recognised training curriculum, but its reach to rural communities and rural women. Equally the organisation has a limited access to community media.	GL needs to increase use of community media as an integral part of its media outreach strengthening process, because its use of community media is limited.
Write about rights To link gender activists and the media; give voice to women; prompt debates; show in practical ways how to mainstream gender in media.		1. Strengthen the Opinion and Commentary Service through marketing the service; password system; electronic sales.	Usage greatly increased through new media.	Strengthen marketing plan; launch Lusophone service
		2. Develop new formats for the Opinion and Commentary Service, e.g. radio and digital stories.	Some radio work done	Scope for expanding this
		3. Develop and market the Media Diversity Journal.		

<b>OBJECTIVES</b>	<b>RECOMMENDATIONS 2005/2006 EVALUATION</b>	<b>PROPOSED ACTIONS</b>	<b>ACTION TAKEN</b>	<b>RECOMMENDATIONS 2010/2011 EVALUATION</b>
Gender and media diversity centre: To create a centre for the systematic collection and dissemination of indigenous knowledge on gender and the media, as well as for debates, seminars and critical thinking.	There is need for some form of repository that can be accessed by the public, including schools and universities. The idea of having a Gender and Media Centre has been explored by the evaluators' and is the subject of a separate report.	1. Strengthen the centre building on the governance, physical and electronic infrastructure that has already been developed.	Draw up MOUs with partners	Ensure that MOUS are signed with all partners.
		2. Strengthen the capacity of the centre to generate knowledge based on GL's own monitoring and evaluation of its work. Become a knowledge centre for the organisation as well as an exchange centre with the broader knowledge community.	Knowledge products include Business Unusual book; analysis of the Gender Justice and Local Government Summit; critique of women in leadership training	Focus on higher level M and E outputs.
<b>GENDER JUSTICE</b>				
To strengthen strategic communication campaigns through building these around multi-stakeholder national action plans that are grounded in communities through a close link with local government.	Gender Links should internally map already existing Gender Justice and Governance organisations and their programmes in the SADC region to carefully assess whether GL can feasibly extend into these areas and whether duplication of roles (and clashes) could arise with any existing institutions.	1. Participate in the coordination committees of the South African, Mauritius and Botswana National Action Plan Task Team. Provide backstopping to NAPS in the nine other countries where this has been developed.	Backstopping strengthened by indicators project, stronger in Mauritius than in the other two countries.	Use indicators project to strengthen NAPS.
		2. Take forward the pilot project to develop indicators for measuring gender violence by cascading this to the nine provinces of South Africa and to the SADC region.	Done, and pilot GBV indicators project started	Complete indicators studies; launches and advocacy
		3. Link the gender justice and governance programmes	Taken up through COE's	Replication of COE's through partnerships with local

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		through extending pilot projects to localise the National Action plan, using the City of Johannesburg Women's Development Strategy as an entry point.		government associations.
		6. Link the Write about Rights and Gender Justice programme through further training of trainer sessions on producing "I" Stories as part of the National Action Plan (NAP) process.	Being taken forward through indicators project	Sustain this
		7. Monitor progress across the region through the monthly e news Gender Justice Barometer.	Merged with Road Map to Equality to make link with Barometer.	Sharpen focus as 2015 approaches
<b>GENDER AND GOVERNANCE</b>				
To support campaigns to strengthen regional commitment to gender sensitive governance; raise awareness of the role and needs of women in local government; and extend pilot projects to build their capacity		1. To continue active involvement in the 50/50 campaign through gender, elections and media training linked to upcoming elections at local and national level; track and document progress.	Training conducted in all countries that have had elections but some slipped backwards	Revitalise 50/50 campaign using the 2015 deadline.
		2. Complete gender and local government research in two more countries; launch gender strategies in these and the three countries where research was conducted in 2008/3009.	Done	Action plans and COE roll out in ten countries.
		3. Provide backstopping and		

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		support for developing gender action plans at the local level and link to flagship projects to end GVB; show case good practise of campaigns including during the Sixteen Days of Activism- through annual summit linked to 8 March – International Women’s Day.		
<b>ADVISORY SERVICES</b>				
Leverage tools developed by GL by gradually developing GL advisory services into a business wing that can conduct audits, assist in developing gender strategies, and support institutional strengthening of NGOs	Create a new programme area that involves institutional capacity building of gender and media and gender advocacy NGO’s. Partners can share best practices and models with each other in such a programme, and GL should particularly communicate its Assessment and Planning Model, as well as other aspects of its institutional policies and practices	<ol style="list-style-type: none"> <li>1. Document GL’s experiences in developing management systems, including use of IT into a user-friendly manual for NGOs.</li> <li>2. Train a core cadre of associates in GL approach and methodology</li> <li>3. Put together project teams as and when required to undertake assignments.</li> <li>4. Provide quality assurance and control.</li> </ol>	GL has a cutting edge IT system and it is renewed or updated regularly to remain relevant.	Continue using the manual, remain vigilant of the emerging technology environment, and continue to remain engaged.  Take forward in context of new push to develop GL Services.
<b>4. PARTNERSHIPS</b>				
To strengthen systems for ensuring strong and mutually reinforcing partner relationships.	The Board of GL should formally evaluate key partner and network relationships every year when drafting its annual Programme of Action.	1. Add partnerships and networks to formal M and E system, encompassing proposals from the evaluation for use of an external evaluator as well as an adaptation of GL’s 360 degree feedback system.	GL partners have increased to seventy-seven and the GL has demonstrated highly reputable system in its effort of managing partnerships.	1. Identify news partnerships, in particular, from the UN families, because these agencies may be interested in what GL can offer. GL should share its upcoming “I” history publication with selected UN agencies as an

<b>OBJECTIVES</b>	<b>RECOMMENDATIONS 2005/2006 EVALUATION</b>	<b>PROPOSED ACTIONS</b>	<b>ACTION TAKEN</b>	<b>RECOMMENDATIONS 2010/2011 EVALUATION</b>
				integral part of organisational promotion for partnership.
	Such evaluations could make use of external independent assessment and research, as well as key partners participating in a GL retreat to discuss the results... facilitated by an independent organisational development expert. Donors should be willing to fund partnership evaluations.	2. Build evaluation of partnerships into all projects undertaken in partnership with other organisations.	GL just carried out data collection from a sample of partners about it's out reach service and the data being analysed.	Based on pending result, strengthen the out reach programme and re-strategize as an integral part of five year strategic planning.
To assist GEMSA in becoming fully autonomous and developing in-country capacity.	GL should propose that GEMSA conducts surveys in the SADC countries to establish country and regional needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of projects.	3. Support for in-country strategy and action planning workshops and donor round tables.	GL provided this support but a time came when GEMSA needed to stand on its own.	Contract with GEMSA chapters that are able to deliver.
<b>5. INSTITUTIONAL STRENGTHENING</b>				
<b>Human resources</b>				
Complement: Match staff complement with funds at hand by mounting a campaign to raise core funds.	The evaluators' recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a separate			1. Develop a staff plan to match the POA, and as part of efforts to secure core funding. 2. GL needs an administrator

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
	<p>post for a full-time Deputy Director. It should further carefully assess in relation to the current POA and possible extension of the POA whether the staff complement will be sufficient. It is recognised that appointing more staff is contingent on the raising of core-cost funding.</p>			<p>or logistician who handles travel, workshops, conferences and the overall logistics issues for the organisation</p> <p>2. Recruit a logistician or administrator to handle conferences, workshops and other logistics</p> <p>3. GL needs to narrow the gender gap in its staff composition, intentionally recruiting qualified male candidates to currently open and future positions .</p> <p>4. The organisation needs to draft a human resource development and retention strategy, envisioning organisational growth within the next five years and beyond. The proposed human resource strategy is based on GL's experience and in anticipation of the growing organisational profile. Someone with human resource management expertise should facilitate the exercise to add external inputs and innovation to the existing experience and</p>

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
				expertise. 5. The Board should ensure that the ED would have an EA in order to relieve her from managing details to managing and mentoring the managers and leading the organisation, because the organisation is entering a different phase in its development process.
Capacity building To ensure that GL is a learning organisation; that staff learn through the work that they do		Assist staff in developing career plans; build skills needs assessment into performance evaluation; develop comprehensive in-house capacity building plans.	GL has conducted staff training needs assessment and currently there is a plan to provide skills development training for middle and senior level management.	GL needs to implement the plan and continue strengthening on the job training for the staff.
Retention Develop ways of ensuring that staff are retained for longer periods.	In general the Board should also consider strategies for retaining staff, particularly in the Editor's post.	Explore the provision of longer term contracts as funding becomes more available and identify additional needs to strengthen retention rate.		Draft a human resource development and retention strategy, envisioning organisational growth within the next five years and beyond. The proposed human resource strategy will be drafted based on GL's experience and in anticipation of the growing organisational profile, and the exercise needs an external

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
				facilitator with relevant expertise in the field.
<b>Information technology</b>				
To remain at the cutting edge of use of IT to leverage GL's work.		1. Internal: Ensure management of the database; P drive; general systems.		Build the institutional capacity in IT use and keep up with the state of the arts regularly.
		2. External: Regular updating of the website; strategic use of the list serve and cyber dialogues.		GL like in other areas n should scan its environment in the technology development to keep with new development to enhance a better use of the web site.
		3. New applications: Develop relationship with World Bank and IFC for the use of video conferencing; skype for teleconferencing.		The ED should contact directly such agencies World Bank, UNDP, UNICEF, UNESCO, and UNHCR and pay a courtesy call to their HQ's as an integral part of new partnership development efforts.
<b>5. MONITORING AND EVALUATION</b>				
To strengthen GL's M and E systems, especially those that relate to evaluation or change indicators.	DFID GTF workshop in February and in-house workshop conducted by DFID consultant in August led to realisation that while GL has strong monitoring mechanisms evaluation mechanisms need to be strengthened.	1. Development of an internal M and E kit.		
		2. Donor collaboration around a second five year external evaluation in 2010/2011 in which GTF interim assessment on DFID funded projects would be complemented by an institutional evaluation as well as other large programme related evaluations (e.g.		

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION
		DANIDA (governance programme) to assist in fine tuning this strategy.		
<b>6. SUSTAINABILITY</b>				
<p>Core funding To develop a three year budget indicating funds secured and gaps; seek budget support from bilateral donors.</p>	<p>The time has arrived for donors to join hands to address the serious project-funding impediments to the work of GL and to strengthen its core-cost financial capacity and sustainability in the struggle for gender equality.</p>	<p>Develop a comprehensive budget for the three year period indicating amounts secured; under negotiation and gaps; develop a rationale for multi-year funding agreements and budget support to ensure that all gaps are covered and that support covers all areas: human resources; operations; capital costs.</p>		<p>Continue strengthening multiyear funding, diversification of resource bases, and retaining key donors for an extended period. Explore in country fundraising opportunities in the region and use the fundraising strategy draft strategize about the potential approaches and resources. Continue to use training effectively for income generation since it has proved to be one of the most influential services rendered by GL. Seek for strategic partnerships with new donors who will be added into existing key donors list in long term funding opportunity.</p>
<p>Cost recovery</p>		<p>Develop cost recovery measures put in place for publications; photo library; conference centre; VAT</p>	<p>GL has made some income from VAT, publications, conference facilities and book is coming up in January.</p>	<p>Strengthen them adding more local incentives and exploring locally available opportunities to augment these incomes.</p>

<b>OBJECTIVES</b>	<b>RECOMMENDATIONS 2005/2006 EVALUATION</b>	<b>PROPOSED ACTIONS</b>	<b>ACTION TAKEN</b>	<b>RECOMMENDATIONS 2010/2011 EVALUATION</b>
Investments		Seek out strategic investment opportunities through Amalungelo Trust.	GL is registered as an NGO as well as profiting organisation; such a dual system is giving the opportunity to the organisation for investment.	Strengthen local trust and expand search for opportunities to use the business wing of the organisation by hiring local consultants to explore and advise the organisation about feasible business.
Business opportunities	GL could seriously look into the possibility of generating income through the establishment of a separate business wing that would offer high-level gender consultancy services. This proposal should not be misunderstood as a simple extension of the work of GL, but the development of a professional business arm of GL	Use this three year period to gradually grow the advisory services portfolio; assess the possibilities for expanding this and the management requirements.	GL has introduced a local income generation and last year the organisation raised about ten percent of its budget through this; 34% of the income came from institutional consultancy. GL has also registered the GL Training Institute Trust kick started by two major contracts.	Expand GL Services and the GL Training Institute, using the GL brand to leverage own resources and reduce dependency on donors.

## I. INTRODUCTION

### Purpose of the evaluation

The purpose of the organisational evaluation is to systematically assess Gender Links' organisational performance based on an institutional scorecard and a policy commitment to carry out a second five yearly organisational evaluation to take stock of the organisational achievements, challenges, lessons learned, best practices, and use the findings and recommendations to map out the way forward through the next decade.

### Objectives

To evaluate the overall efficiency and effectiveness of the organisational performance and make recommendations based on an analysis of the findings, which will add to the success and value of the organisation.

### The evaluation team

During the external evaluation team recruitment, GL specified that one of the team members would carry out the organisational evaluation while another member would carry out the programme evaluation. Profiles of the two evaluators', who come from the USA and Uganda, and bid jointly for the assignment, are attached at **Annex E**. Team leader Alemu Mammo focused on the organisational evaluation, while Sandra Ayoo evaluated the programmes for specific donor evaluations required by DFID and UNIFEM. This overall evaluation draws from the programme evaluation in several areas, including the Programme of Action, Partnerships, Monitoring and Evaluation.

### Methodology

The focus of this organisational evaluation was to review and analyse Gender Links' organisational performance since the first five yearly organisational evaluation to assess the organisation's achievements, challenges encountered, lessons learned and good practices.

**Table four: Summary of data collection methodology**

<b>METHOD</b>	<b>COMMENTS</b>
Desk reviews	Reviewed various documents given by GL , surfed their web sites, and the organisation offered use of their public drive, if needed.
<b>INTERVIEWS</b>	
The Executive Director, Deputy Director and the management team	The team performed an in depth interview with the Executive Director and met again to clarify issues
Board members	Out of nine Board members, three were interviewed in depth and provided relevant insights and ideas about the Board functions and the organisation as a whole.
GL country facilitators in selected countries: South Africa, Malawi, Madagascar, DRC,	They provided vital information about GL's work in those countries and how the organisation networks with various partners in the countries. Through the country facilitators, the evaluator interviewed selected local government representatives and representatives of country-based NGOs/COSs.
Individuals from Canada and India	Two internal attendees of the summit who were well informed based on their prior acquaintance with the organisation and their

and from	understanding of GL's work and its impact on gender rights and equality. These individuals are professionals in their own right and their views were balanced with professional integrity and objectivity.
<b>FIELD VISITS</b>	
Mauritius	Interviewed the Director General, Deputy Director General and Team Leader, Finance and Marketing of the Mauritius Broadcasting Corporation. The public broadcaster is well aware of gender issues and the Mauritius Broadcasting Corporation is appreciative of GL's work. Also interviewed representatives of the Ministry of Woman's Rights Child Development and Family Welfare, Mauritius Research Council and village councilors. Interviewed the Minister of Business, Cooperative and Consumer Protection, village councillors and staff of the Mauritius Research Council
Zimbabwe	Interviewed representatives of the Zimbabwe Women Lawyers Association, and secretary of local government and female members of council. Interviewed council members in session about GL's work in their communities and their views of the organisation.
Botswana	Interviewed the Women's Affairs Department; SADC CNGO; BOCONGO; Botswana Local Government Association (BALA); partners at the University of Botswana; GL staff and interns and GL Board member at the satellite office. Attended launch of the 2010 SADC Gender Protocol Barometer at the SADC Secretariat head office at which the Executive Secretary officially received the report.
Zambia	Interviewed the Local Government Association of Zambia, LGAZ, several councilors; police officer who received an award in the Gender Justice and Local Government Summit, partners in the Southern Africa Gender Protocol Alliance at the launch of the 2010 Barometer in Zambia.
<b>OBSERVATION</b>	
Gender and Media Summit	During the summit, the evaluator interviewed selected media professionals who have professional acquaintances of varied degrees with GL and are well-versed on the organisation's work in the region University professors from selected universities who have been working in their countries with GL, e.g., Botswana, Madagascar, Seychelles were also interviewed.
Programme work in action	The evaluators' attended launches of the Southern Africa Gender Protocol Barometer in Zimbabwe, Zambia, Botswana, Mauritius and Malawi. They attended some of the preparatory meetings for and activities during the Sixteen Days of Activism campaign. The principal evaluator for the organisational assessment attended a monthly Board meeting. The evaluators' also attended a weekend community service activity as well as the <i>Investing in the Future Awards</i> at which GL won a prize.
<b>SCORE CARD</b>	

<p>Gender Links: Organisational Score Card</p>	<p>This was given by the organisation to the external evaluation team to complete and write a brief narrative based on their observations of the topics in the questionnaire. The organisational score card is based on questions asked of the organisation in various donor assessments, compiled into 100 "institutional health" questions. The topics covered in the questionnaire cover: strategic positioning - (vision, mission, and core values), formulation of relevant strategies, legitimacy of its work, governance structures, applications of democratic rules, programme of action planning for implementation), institutional strengthening, human resources, sustainability financial policies and procedures, long term financial planning and resource mobilisation and monitoring and evaluation. These questionnaires are used by this evaluator in two ways a) to evaluate the organisation based on its own criteria and b) to evaluate them based on his own findings, observations and independent and impartial conclusions.</p>
--	--

Table four provides a summary of data collection methodology for the organisational evaluation. The lead evaluator reviewed previous organisational evaluation findings and recommendations to assess how far these had been carried out by GL.

The evaluator then assessed GL's governance, institutional, financial and human resources, as well as how the findings will influence and trigger organisational adjustments. The evaluation further assessed the organisation's contributions towards its partnerships. The evaluation outcomes encompass two important areas: the organisational performance over the last five years, following the first five year organisational evaluation and the programme evaluation.

Table five summarises data on interviews conducted contained in **Annex D**. The table shows that in total the evaluators' conducted in-depth interviews with 124 respondents; 20 of these board and staff; the other 104 partners and beneficiaries. The partners and beneficiaries came from 11 SADC countries. The evaluators' also interviewed two regional; two international and two donor representatives.

The evaluation team performed a series of in-depth interviews with the Executive Director and other members of the management team, including the Deputy Director, the Monitoring, Evaluation and Planning Manager, Finance and Administration Manager, Gender and Governance Manager, Gender and Justice Manager, Gender and Media Manager, and Gender and Media Diversity Center Manager. The interview results were triangulated by following up on selected issues and cross-checking through relevant document review.

**Table 5: Summary of interviews**

Board	4	
Staff	16	
Botswana	24	
Madagascar	1	
Malawi	4	
Mauritius	11	
Mozambique	2	
Namibia	2	
South Africa	11	
Swaziland	1	
Tanzania	2	
Zambia	12	
Zimbabwe	28	
Regional	2	
International	2	
Donor	2	
<b>Total</b>	<b>124</b>	

In addition to interviewing the GL management, this evaluator conducted in-depth interviews with four of the nine Board members while his colleague interviewed a fifth Board member during her visit to Botswana who shared notes, with this evaluator. During the in-depth interview, the Board provided an overview of the institutional history, functions, and the governance structure of the organisation and its overall operational success and significance.

The lead evaluator visited Mauritius and Zimbabwe, while his colleague visited Botswana and Zambia. During his visit to Zimbabwe, the lead facilitator participated in the SADC Gender Protocol 2010 Barometer launch ceremony. He interviewed the National Coordinator of Women Coalitions of Zimbabwe and the Director of the Zimbabwe Women Lawyers Association. This organisation had worked with GL in providing advocacy and lobbying

to get the SADC Protocol to be ratified by Zimbabwe. The evaluator met and interviewed women councilors about Gender Link's work and contribution to gender equality in their community. The evaluator also interviewed the Secretary of the Zimbabwe Local Government Association (ZiLGA) and GL country facilitator.

In Mauritius the lead evaluator interviewed the Mauritius GL country Director and the Minister of Business, Cooperative and Consumer Protection. The Minister won an award for his work in advancing gender equality as a mayor prior to his appointment as Minister. The evaluator also visited the Ministry of Women Rights, Child Development, and Family Welfare, and interviewed two key staff members. At the Mauritius Broadcasting Corporation the evaluator met the Director General who acknowledged GL's contributions, among others, to his own institute in raising gender awareness. As a result, MBC has a female Deputy Director and Director of Human Resources and Administration.

The two evaluators' participated in the Fourth Gender and Media Summit, organised by Gender Links, in collaboration with other key partners, which brought participants from as far as India, Canada and from the Eastern and Southern African region. The Summit brought together media professionals, activists and analysts (40% male). The lead evaluator interviewed two associate professors from Botswana and Madagascar; a representative of the International Federation of Journalists (IFJ) and the UNESCO regional office in Namibia.

Activities observed by the programme evaluator included:

- Launches of the Southern Africa Gender Protocol Barometer at SADC headquarters in Botswana (with the Executive Secretary of SADC officiating); in Mauritius by the Attorney General in the presence of the Minister of Health; as well as in Zambia and Malawi.
- A meeting to launch the peace and security cluster of the Alliance hosted by the Institute of Strategic Studies (ISS) in Pretoria.
- Participating in various Sixteen Days of Activism Campaign activities, including the launch of the preliminary findings of the Gauteng Gender Violence Indicators project.
- Attending the Investing in the Future and Drivers of Change Awards at which GL received external recognition for its trail blazing work in local government.

The two external evaluators', at the conclusion of data collection, made brief presentations of their preliminary findings and recommendations to the Gender Links management team and the general staff in separate sessions. Ms Ayoo, who is based closer by in Uganda, had a further workshop with the management team and in-depth debriefing with the Executive Director in January. A final presentation will be made to the Board and Partners ahead of the annual Board meeting in March 2011.

### **Scope and structure**

The institutional evaluation follows the sequence of the score card, that is also aligned to GL's strategic planning framework. The seven pillars of this are:



- Strategic positioning
- Governance
- Programme of Action
- Partnerships
- Institutional Strengthening
- Sustainability
- Monitoring and evaluation

## 2. STRATEGIC POSITIONING

The regional terrain in which GL operates can be broadly categorised into three sub-regional divides. The first category is the post-conflict countries including Angola, Democratic Republic of Congo (DRC), Madagascar, Mozambique, and to a lesser extent Zimbabwe. Madagascar and Zimbabwe are further classified as countries in transition. The second category are countries with high prevalence of HIV and AIDS, such as Lesotho, Swaziland and Botswana. The third category includes countries with relatively stable democracies and economies including South Africa, Mauritius, Seychelles and Namibia. Tanzania is a hybrid of the East African Community (EAC) and SADC; Zambia and Malawi have elements of all three categories.

The common denominator in all countries of the SADC region is marginalisation of women: politically, socially and economically. GL's work is historically rooted in the transformation of gender relations in and through the media. This is achieved through research, training, creating and sharing content that demonstrates how gender can be integrated into media outputs, and taking advantage of information technology and strengthening the communication skills of gender activists as well as women in decision-making. GL's programmes have expanded to include the attainment of gender equality through governance, gender justice, care work, and the media using the SADC Protocol on Gender and Development as a frame of reference.

**Figure two:**

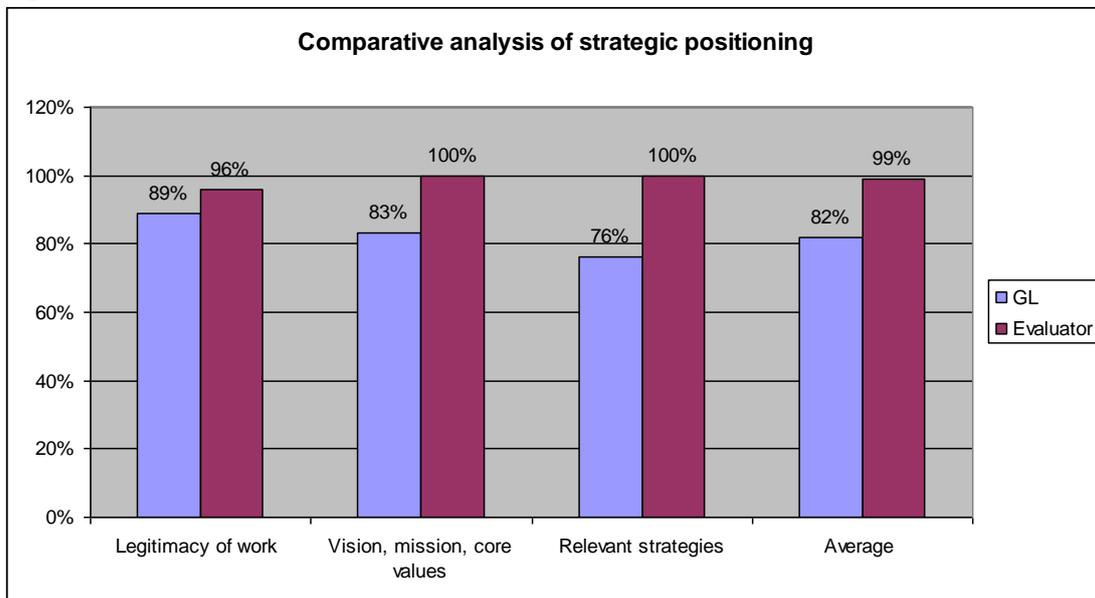


Figure two compares the scores of GL and those of the evaluator on various aspects of the strategic positioning of the organisation. The average GL score for this pillar of its work is 82%, compared to the evaluators' score of 92%. The evaluators' rated GL highly on vision, mission, core values and relevant strategies. GL scored itself most highly (89%) on the legitimacy of its work.

### **Formulation of relevant strategies**

GL is keenly aware of its operational environment, in particular, the regional dimension of its work. The organisation knows that its relevance is dependent on what happens to the SADC Protocol and the instrument's effectiveness is dependent on each country's political and economic context.

The organisation continually adjusts and adapts its strategic position not simply to fit the environment but also to positively influence and work together both with the government structures as well as with other civil society organisations in the region.

### **Vision, mission, and core values**

These are the driving forces that give GL purpose and direction. In order to continuously reposition itself, the organisation has been fine-tuning its vision and mission statement to make it more relevant.

Following the first five-year external evaluation, the organisation amended its vision and mission statements in order to strengthen its advocacy and lobbying working around the SADC protocol, which has become a vital part of the organisation's work.

The vision of the organisation is to empower women and men to actively participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development (GAD). To realise this vision, GL has earmarked four programme areas: i) the SADC Protocol on Gender and Development ii) media iii) governance and iv) justice. In reality, these activities are interwoven but addressing them individually has provided GL an opportunity to sharpen the focus on each and the approach has provided a strategic opportunity to embark upon issues systematically and strategically across the board.

GL's vision and mission are achieved by coordinating the work of the Southern African Gender Protocol Alliance, formed around the sub-regional Protocol that brings together all key African and global commitments into focus for achieving gender equality in the sub- region. The annual reviews produced by the gender alliance measure progress by governments against the 28 targets for the attainment of gender equality by 2015. GL has integrated these targets into its core programme areas: media, governance, gender, and justice. The organisation achieves this by working with its strategic partners at the local, national, regional, and international level. These partners include development partners (donors), implementation partners (beneficiaries, some nongovernmental organisations (NGOs/civil society organisation (CSOs)), and other strategic partners.

The GL management effectively addresses the vision and mission of the organisation, strategically aligning it with the SADC Protocol framework. It is a rather unique undertaking that GL aligns its activist initiative in the context of the SADC Instrument, which has been created at this opportune time in history.

**Table six: Evolution of GL’s vision, mission and planning Cycle**

2005/6	2010/2011
<b>Vision</b>	
GL is committed to a Southern Africa in which women and men are able to realise their full potential and participate equally in all aspects of public and private life. (SADC protocol was not there).	Gender Links (GL) is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.
<b>Mission</b>	
<p>GL’s primary area of focus is the transformation of gender relations in and through the media by: Conducting research on gender disparities in the internal structures and editorial output of the media, as well as working with media institutions to develop corrective policies.</p> <p>Developing gender training materials for the media, and assisting media training institutions in applying these.</p> <p>Creating and sharing content that demonstrates how a gender perspective can be integrated into media coverage. Taking advantage of opportunities presented by information and communication technologies for advancing gender equality. Strengthening the media and communication skills of gender activists and of men in decision- making.</p>	<p>GL achieves its vision by coordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality. The annual barometer produced by the Alliance measures progress by governments against the 28 targets for the attainment of gender equality by 2015. GL has integrated these targets into its three core, closely linked programme areas: the media, governance and gender justice. Working with partners at the local, national, regional and international level, GL aims to:</p> <ul style="list-style-type: none"> <li>• Promote gender equality in and through the media and in all areas of governance.</li> <li>• Develop policies and conduct effective campaigns for ending gender violence, HIV and AIDS.</li> <li>• Build the capacity of women and men to critically engage in democratic processes that advance equality and justice</li> </ul>
<b>Planning cycle</b>	
From 2001-2009 the organisation had a two year strategic process.	2010-2015: With more secure funding, the organisation has expanded its triennial strategic planning framework into a five year strategic plan 2010- 2015.

Table six provides a comparison of the mission, vision and strategic planning between 2006 and 2010. This shows how both the vision and mission statements have been revised to reflect the SADC Protocol. The table also shows how GL’s planning cycle has been extended to 2015: the key deadline date for the 28 targets of the SADC Gender Protocol.

**Values**

GL has a culture of accountability, transparency, partnership, professional integrity and strong work ethic. The various government and NGO/CSOs partners the evaluators’ met and interviewed affirmed that the organisation is a unique organisation, because it spends quality time empowering other peer organisations

instead of competing with them. Several partners testified that GL understood the importance of partnerships to address the problem of gender inequality and human rights in solidarity with efforts at local, national, regional, and international efforts.

### **Vision 2020**

In a vision exercise at the 2010 Board Meeting in which the Board and staff members wrote down where they would like GL to be ten years from now, the following were some of the responses:

- An independent, strong, vibrant, principled self- sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all.
- A leading African NGO and globally renowned centre of excellence on gender mainstreaming and the empowerment of women for development.
- An organisation that is represented in all the countries of Southern Africa and reaches out to all the corners and villages where the majority of women are found.
- A champion of justice internally and externally.
- An organisation with deeper roots, so that our foundation will stay solid and carry us into the next twenty years with the strength to weather any external or internal storm.
- An organisation with two wings: one not for profit and the other generating revenue to help sustain the organisation.
- Pioneering change and venturing into new areas, such as a TV station owned by and for women.
- A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.

### **Guiding principles**

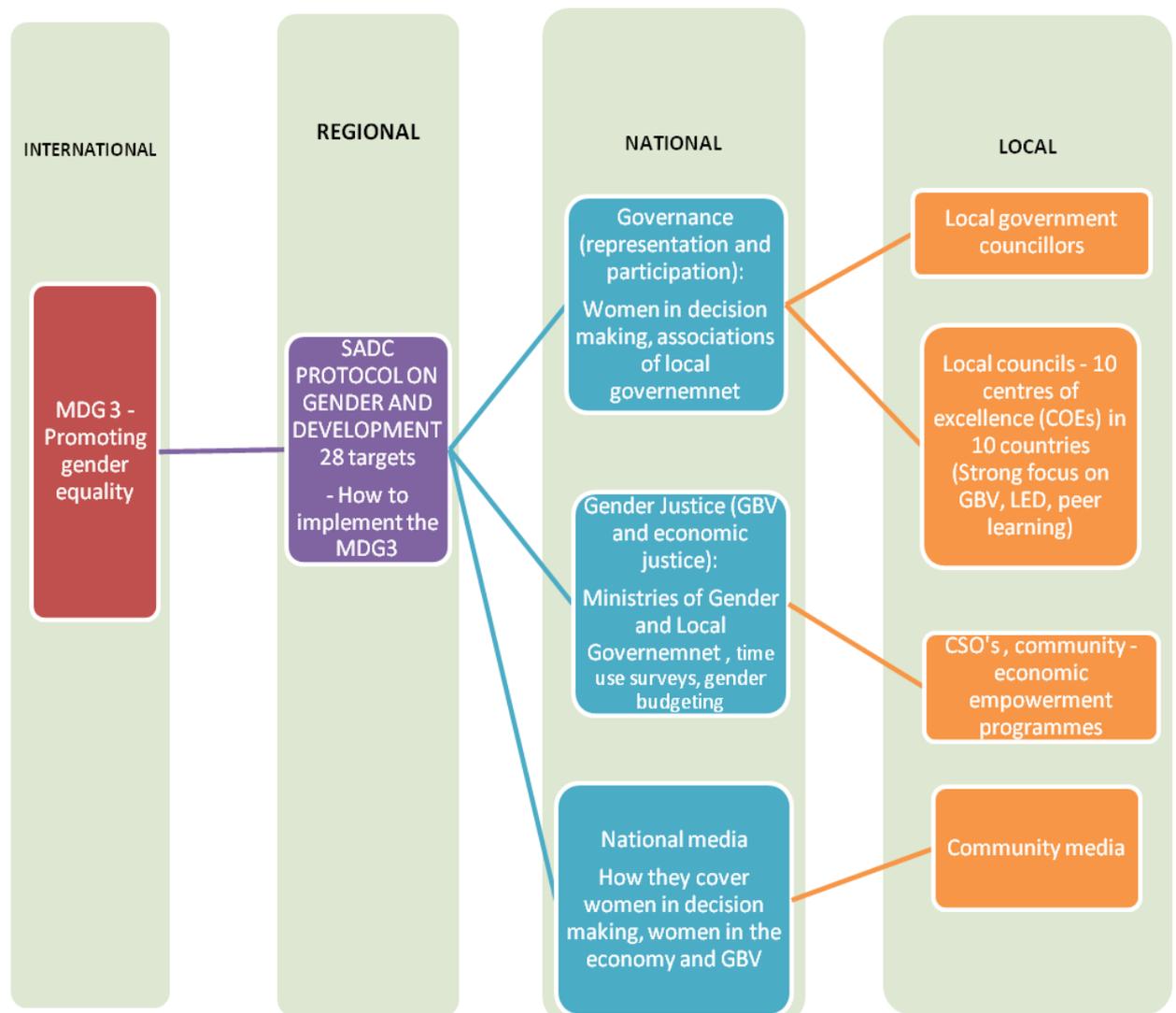
While the GL ideology paper is still under preparation, and will form the first in a series of policy briefs on key gender issues agreed elements include:

- While GL understands feminism to mean believing in the equality of women we recognise that the term in this region is narrowly interpreted and in some instances alienates people, especially at the local level where GL seeks to concentrate its efforts.
- The danger of any kind of labelling is that you get locked in. As an advocacy and lobby group GL needs to be able to move in many circles without compromising our principles. GL is especially clear that the work needs to involve women and men. Workshop and event statistics show that each year 30 to 40 percent of those who participate in GL work are men. This is one of GL's strengths.
- GL understands gender equality to comprise two essential components: empowering women who in every respect (social, political and economic) have been relegated to second class citizens to claim their rights; as well as changing the attitudes of men and helping them to understand that this is not a zero sum game. Unlocking the human potential of half the region's population can only be a win-win solution.
- GL subscribes to the Gender and Development (GAD) as opposed to the Women in Development (WID) approach. In other words we do not subscribe to programmes or projects that lead to once off, superficial gains for women but fail to question the underlying structural inequalities between women and men.

## Strategic niches

The GL programme is by its nature visionary and strategic. Daring to tread where others have hesitated, a small but focused organisation has used its base in a progressive SADC country to start a movement for social change that is evidence-based; creates linkages from local through to international level; builds alliances and coalitions and has successfully negotiated the fine line of when to be critical of, and when to co-operate with governments. In its programme areas GL has chosen to focus on critical gaps within gender advocacy that include the media (both as a tool and site for transformation); local government and a holistic approach to gender justice that includes economic justice. These highly integrated programmes (referred to within GL as a "spider's web") demonstrate in tangible ways the link between gender equality; voice; citizen participation; responsive governance and poverty reduction. GL's programmes, though presented for convenience in neat boxes, form a powerful web that covers the political, economic, legal and social spheres from international to regional to national to local level as illustrated in the diagram.

**Figure three: GL's Programme of Action**



### **Legitimacy of the work**

The legitimacy of GL's work is not debatable as its results speak clearly and loudly both in the Southern African region and globally. Among other things that keep its legitimacy active and alive is its self-evaluation, feedback it collects from its partners and periodic external evaluations. Consistency is one of the organisation's assets.

### **Spatial location and management**

*"GL's work has been recognised by the government as a positive addition to improving gender causes in our country and the organisation's contributions are highly appreciated".* Michael Yeung Sik, Mauritian Minister of Business, Enterprise, Cooperatives, and Consumer Protection.

The 2010 Board meeting agreed that while there have been many suggestions that GL should spread its wings to East and West Africa, the organisation needs to retain and strengthen its Southern Africa base which as a region has now expanded to include 15 countries that speak English, French and Portuguese, as well as hundreds of local languages.

Reasons cited include:

- Southern Africa enjoys rare political coherence, even though there are many differences between countries.
- Failing states in other parts of the continent make venturing out high risk. Already GL has faced challenges with two failing states in Southern Africa (Zimbabwe and Madagascar).
- The GL Board took a position in 2007 to strive for depth over breadth, geographically and in its programme work. This strategy is on course and needs to be consolidated further before new ventures or directions are considered.

### ***Upgrading field offices to satellite offices***

The GL satellite and field offices have demonstrated the value of having representation on the ground. They are able to take up complex programmes, like the gender violence indicators, or the work with local government, and to ensure effective back up and follow up. Over the next ten years there is need to consolidate these efforts further. For example:

- The Francophone operation which covers Mauritius, Seychelles, DRC and Madagascar should explore local funding opportunities.
- Some field offices, for example Zimbabwe may need to be upgraded to satellite offices both for political reasons and because several regional entities still operate from Harare.
- With Malawi holding local government elections in 2010, and the excellent relations that GL has with the NGO Coordinating Council through the Alliance, there is need to consider a field office in Malawi.
- Now that local government work has started in Mozambique and GL has a resident Board member in Maputo, there is need to consider establishing a field office in Mozambique

### ***Legalising Gender Links at the national level***

Gender Links Field Offices comprise consultants (field officers) on the ground rather than legally registered offices. As a result the organisation cannot access local funds available at the country level and the work done at country level cannot be openly publicised. For example in Zambia, GL operate under the umbrella of Local Government Association of Zambia. Local donors such as the *Deutsche Entwicklungsdienst* (DED) or German Development Agency are interested in supporting the work of Gender Links but the Zambian office is not yet legalised. Legalising Field Offices would greatly contribute to local fundraising for supporting operational expenses such as provision of financial incentives to volunteers and recruiting additional staff. Currently GL has skeleton staff at the Field Offices.

The country facilitators seemed overwhelmed managing both programme and administrative work including planning, budgeting, bookkeeping, and organising and facilitating local council workshops. GL is managing workload through collaboration with local government associations and support from interns. GL has upgraded the field office in Lesotho to a satellite office and is registering offices in Mozambique and Madagascar. GL management sees this as a demand driven and incremental process that must move in tandem with budget capacity and resource mobilising potential in the various countries.

Gender Links should register the Field Offices in order to legalise them in those countries. The Field Offices would greatly contribute to GL's fundraising abilities by tapping into local resources at country level. Local fundraising will increase contribution to core management support in order for Gender Links to recruit more programme staff to manage different aspects of the programme. The current staffing level in the Field Offices is relatively low compared to the level of effort in delivering programme outcomes. Gender Links should also consider opening a Field Office in Malawi in order to initiate work on local government. Malawi is scheduled to have local government elections in April 2011. Gender Links should consolidate achievements at the national level by ensuring women are supported to contest for local elections in Malawi.

### ***Establishing a presence in Angola***

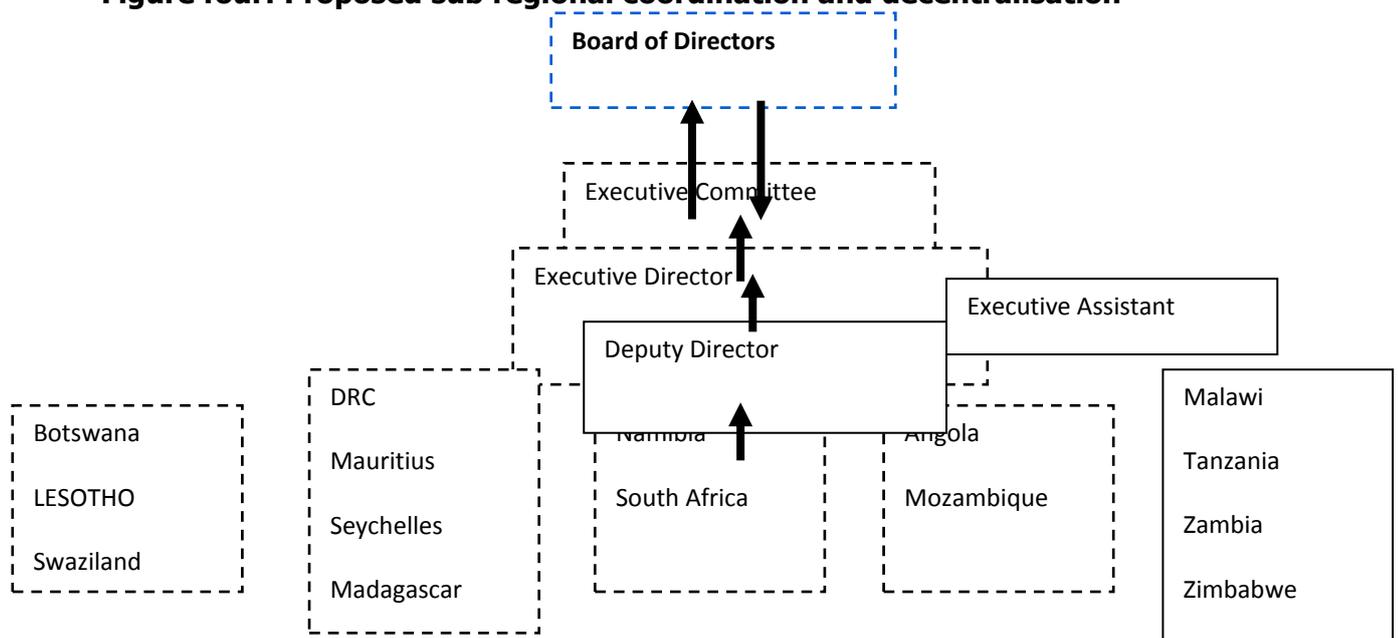
Both Gender Links and GEMSA have struggled to establish effective networks and bases in Angola due to challenges of high costs, language barrier, and poor delivery. This risk is being mitigated by opening a Gender Link's Lusophone office in Mozambique in order to strengthen Lusophone base.

### ***Sub-regional coordination***

The Board needs to review the current organisational structure in the context of growing organisational trends, based on its last three years of growth and projections for the next five years. The growth also brings a need for strategic adjustments in some areas and managing growth is strategically important, because growth will bring changes. The need to strengthen sub-regional coordination and decentralization is one of the areas the organisation may consider:

- Botswana, Lesotho, and Swaziland - coordinating from Botswana
- Tanzania, Zambia and Zimbabwe- coordinating from Zimbabwe
- South Africa and Namibia - coordinating from South Africa
- DRC, Madagascar, Mauritius, Seychelles - coordinating from Mauritius
- Angola and Mozambique – through the Lusophone office being opened 17 March 2011.

**Figure four: Proposed sub regional coordination and decentralisation**



The sub - regional coordination and decentralisation approach is recommended to improve coordination and partnerships among the strategically related countries, with logistics importance.

**Summary of recommendations**

- Upgrade field offices to satellite offices through registering subsidiaries of GL, expanding the infrastructure and capacity of these offices. This will assist in fund raising efforts at country level.
- Strengthen the Lusophone base and establish a meaningful presence in Angola.
- Maintain the Southern Africa focus but decentralise management into five sub regional clusters: Botswana, Lesotho and Swaziland; DRC, Mauritius, Seychelles and Madagascar; Namibia and South Africa; Angola and Mozambique; Malawi, Tanzania, Zambia and Zimbabwe.

### 3. GOVERNANCE

*"GL has a dynamic ED; an actively engaged Board of Directors, and a passionate and activist management team; these are key ingredients of a functional organisation."* – Evaluation finding

GL is a public company incorporated under Section 21 of the South African Companies Act. GL is also registered as a non-profit organisation under the Non Profit Organisations Act (Act 71 of 1997). Many NGOs in South Africa are registered under the same laws. Being registered as a non-profit company allows an NGO, like GL, to conduct business and to enter business relationships, but the profits of any such endeavors must be reinvested into the NGO and none of these proceeds may go to any of the directors of the company.

The directors of GL include all its Board members, as well as its (founding and current) Executive Director, as an ex-officio member of the Board. The directors of the Board shall appoint an ED as an employee of the association, with a fixed term and a six-month probationary period. The ED shall appoint the Deputy Director (DD), who shall also serve as a Director of Programmes, responsible for day-to-day operations. The DD is responsible for the office in the absence of the ED.

**Figure five**

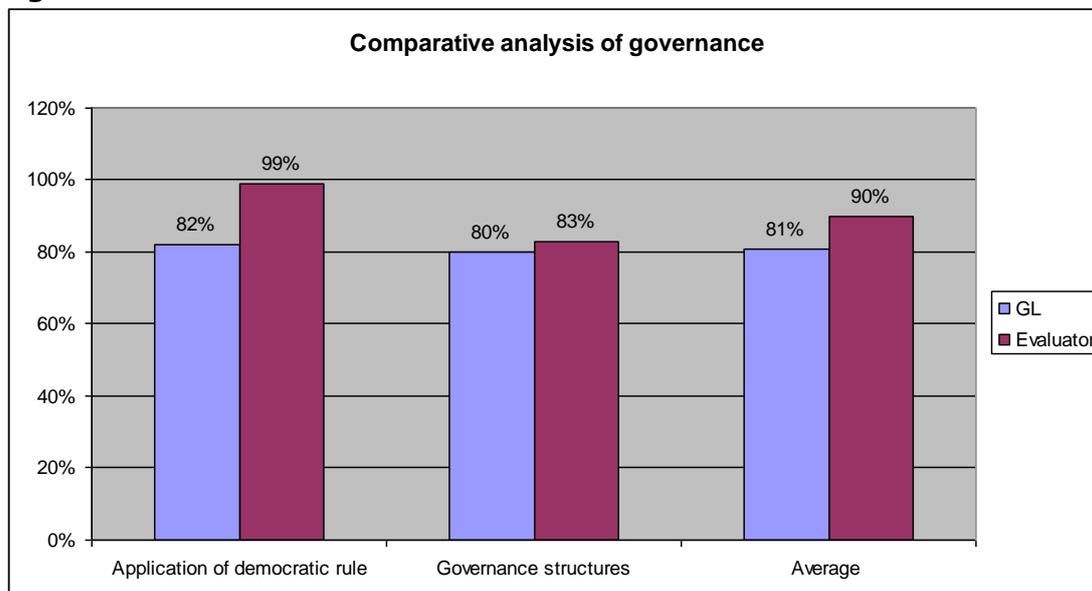


Figure five compares the GL institutional score card scores on governance (average 81%) with those of the evaluators' (average 90%). Both GL and the evaluators' scored application of democratic rule higher than governance structures.

#### **Assessment of governance structures**

The Board of Director's primary responsibility was to find and appoint an able Executive Director (ED), who will be responsible to manage the organisation and provide leadership to Gender Links (GL). The Board successfully carried out this duty

by appointing the current Executive Director, who in consultation with the Board, has managed the organisation effectively and efficiently with professional integrity.

The Board of Directors set the annual Board meeting to convene in Johannesburg, South Africa. This too, was a strategic decision for the new organisation to get its feet on the ground, with Johannesburg being the regional hub as well as the birth place of the organisation, logistically it is ideal place to conduct the organisation's business during its formative years.

**Figure six: Organisational structure**



Figure six illustrates the organisational structure. The Board envisioned that for a new organisation to monitor and support its operations a single annual meeting would not be adequate, therefore, out of the nine Board members directors, four were selected as Executive committee member under the chairmanship of the Board. The EC meets quarterly and works closely with the ED providing policy guidelines in key areas, such as finances, human resources, strategic planning, and partnerships and on any other new developments pertinent to the organisation's work. The system put together by the founding members of the organisation has worked reasonably well during the first decade of the organisation's existence.

The purpose of organisational structure is to divide tasks and people based on their roles and responsibilities so that the organisation operates in coordination within its organisational structure. The organisational structure can be a facilitating tool or an inhibiting obstacle, depending on how it is perceived by those who are affected by it. Based on four weeks of observations of GL, having reviewed the organisational structure and interviewed the ED, the Board members and management team and other selected partners, the division of labor between the Board, the EC and the ED, and coordination of the overall operations of the organisation is well coordinated and managed.

The lead evaluator reviewed the organisational structure and observed that it has a clear line of authority and division of labour. GL is on solid ground with regard to its strategic positioning which includes strategic planning, mission and niche management. The current structure is sufficient to meet the progress the organisation has made to date and with limited adjustments, the organisation is ready to move forward into second decade.

However, it should be noted that the organisation has grown incredibly over the last two years and the trend seems to continue. There may be need for GL's structure to

be extensively reviewed and restructured by 2015, if the organisation maintains the current pace of the growth for the next five years

### **Composition**

Table seven provides the names, country of origin, and a brief resume of Board members as at March 2011.

**Table seven: Composition of the present Board**

<b>Name</b>	<b>Country</b>	<b>Profile</b>
Dr Muna Ndulo - Chairperson	Zambia, based in USA	Muna Ndulo, Professor of Law Cornell University Law School and Director of Cornell University's Institute for African Development. He is also an Honorary Professor of Law, Cape Town University. Former Dean of Law at the University of Zambia. He has also served in a variety of posts with the United Nations, including political advisor to the head of the United Nations Observer Mission to South Africa (UNOMSA) in the period leading up to and during the 1994 elections in South Africa.
Scholastica Sylvan Kimaryo - Deputy Chair	Tanzania, based in South Africa/Tanzania /USA	Born in Tanzania, Scholastica has 30 years of working experience with the United Nations System; 23 of within the United Nations Children's Fund (UNICEF) and the other seven with the United Nations Development Programme (UNDP). Whilst in those positions, she served in Botswana, Lesotho, South Africa, Tanzania as well as a stint at the UNICEF New York Headquarters
Loga Virahsawmy, Secretary to the Board	Mauritius	Loga Virahsawmy is the President of the Media Watch Organisation, the Mauritian Chapter of the Southern Africa Gender in the Media (GEM) Network. As a freelance journalist and gender activist, she writes mainly on gender and social issues. Her articles have been published in the South African "Beeld" Newspaper, Rhodes Journalism Review and World woman of Scotland
Pat Made	USA, married to a Zimbabwean, based in Zimbabwe	A leading gender and media consultant, Pat Made is former director general of Inter Press Service and former editor of the Southern African Economist magazine. During her tenure at IPS Pat played a key role in introducing gender policy and transforming the editorial content of the sixth largest news agency in the world from a gender perspective. Widely travelled in Africa and the developing world, Pat brings great insight into GL's work, as well as a wide array of relevant contacts.
Thenjiwe Mtintso - South Africa	South Africa, currently based in Italy	A veteran freedom fighter and gender activist, Thenjiwe is South Africa's Ambassador to Italy and former Chair of the Commission on Gender Equality and former commander of MK, the ANC's military wing during the struggle for South Africa's liberation. She recently completed her master's dissertation on the impact of constraints faced by female parliamentarians in the new South Africa.
Ferial Haffajee - South Africa	South Africa, based in South Africa	Ferial Haffajee assumed the position of Editor in Chief of the City Press in July 2009. She was the former Editor in Chief of the Mail and Guardian and the first woman to rise to that position. Previously, she worked at the Financial Mail as the Senior Editor responsible for political reporting; she covered the

<b>Name</b>	<b>Country</b>	<b>Profile</b>
		presidency and the tripartite alliance and was its managing editor.
Dr Pinkie Mekgwe	Botswana, based in Botswana	Dr Pinkie Mekgwe is an internationally recognised scholar having contributed, in the last 13 years, to begin both English and African literature, gender politics and education in numerous publications. Dr. Mekgwe currently works in the Research Department of the Council for the Development of Research in the Social Sciences in Africa (CODESRIA), based in Dakar, Senegal
Ruth Ansah Ayisi	UK/Ghana, with strong ties to Mozambique, based in UK	Ruth is of Ghanaian and British origin, and is currently working for UNICEF in London as an international media relations officer. This appointment follows almost 20 years based in southern Africa where she worked as a journalist, as a communication officer for UNICEF and as a communication consultant. She also worked in UNICEF Headquarters in New York as a media officer between 1997-1999
Eduardo Namburete	Mozambique, based in Mozambique	Eduardo Namburete is the founding dean and senior lecturer at the School of Communication and Arts at the Eduardo Mondlane University, in Mozambique. He has worked in the media for nearly 23 years, having worked as the Director of Research at Mozambique's Institute of Social Communications and as a foreign desk reporter for The Washington Times, in Washington, D.C., in the United States of America.
Colleen Lowe Morna, Executive Director	South Africa with strong ties to Zimbabwe, based in South Africa	South African, born in Zimbabwe - Executive director of GL Colleen Lowe Morna began her career as a journalist specializing in gender and development. Among the positions she held were co-coordinator of the Africa office of Inter Press Service in Harare; correspondent for South Magazine and Africa Editor of the New Delhi- based Women's Feature Service. She joined the Commonwealth Secretariat as a senior researcher on the Africa desk in 1991, and later served as Chief Programme Officer of the Commonwealth Observer Mission to South Africa.

### ***Gender imbalance***

The Board's female to male ratio is about four to one. This is understandable for an organisation established to address the historic gender imbalance in society. However, GL's own gender policy aims at having at least 30% men. Having a male chair sends a strong signal that gender equality is not a woman's issue. There is need to redress the current gender imbalance in the Board more actively.

### ***Terms of office***

The Board of Directors is selected and, due to a precedence given to the stability of the organisation and a majority of directors being founding members, the term to service was not set during the first ten years.

**Table eight: Board movements**

	Board member	Country	Field of expertise	Founder	Joined later	Left	Still serving
1	Thenjiwe Mtintso	South Africa	Gender and politics	X			X
2	Ruth Ansah Ayisi	UK / Ghana	Gender and media	X			X
3	Muna Ndulo	Zambia	Law	X			X
4	Kubeshnie Govender Jones	South Africa	Media	X		X	
5	Chris Vick	South Africa	Media		X	X	
6	Patricia Made	America/ Zimbabwe	Gender, media and education	X			X
7	Loga Virahsamy	Mauritius	Gender, media and politics		X		X
8	Athalia Molokomme	Botswana	Gender and politics		X	X	
9	Ferial Haffajee	South Africa	Gender and media		X		X
10	Charles Chisala	Zambia	Media		X	X	
11	Pinky Mekgwe	Botswana	Gender politics and education		X		X
12	Scholastica Kimaryo	Tanzania	Social policy planning and participation		X		X
13	Eduardo Namburete	Mozambique	Gender, media and education		X		X
14	Colleen Lowe Morna	South Africa/ Zimbabwe	Gender, media	X			X

Table eight shows that in total GL has had 14 Board members since its inception; four have left. Of the current ten Board members, five are founding Board members, and five others have joined the Board at various times since its inception. The current Board comes from eight (Six SADC countries and two international). There is a considerable mix of skills- media, gender, legal, financial and institutional. There have been two leadership changes. Dr Muna Ndulo took over as Chair of GL from founding chairperson Thenjiwe Mtintso. Scholastica Kimaryo took over as Deputy Chair from Dr Athalia Molokomme.

The record shows a path of natural pattern of stability and regeneration; the core group of founders has provided stability and institutional memory while the new Board members ensure a critical revolving door of fresh ideas and oversight.

But, as the institution matures, another area the Board needs to address is setting a time limit for Board members to serve. In setting up a time frame, the Board has to consider institutional continuity by retaining a number of previous members while gradually phasing in new members. The most feasible approach seems two

consecutive terms of three years and after a break, a Board member can be re-elected, if he/she is requested to serve and is willing to do so.

***Rotating the venue of the Board meeting***

The annual Board meeting venue is one of the concerns that the lead evaluator noted. As the organisation continues to grow, its regional identity is going to emerge more prominently and the organisation needs to adjust the meeting venues to address those concerns about the Board and EC meetings.

In the past, GL justified having the Board meeting in Johannesburg on grounds of cost. This made sense for various reasons: logistics and the value for money during the formative stage of the organisation. However, the organisation has passed that phase and is entering into a new phase in its existence and should consider some relevant adjustments.

The purpose of rotating the venues is not just a diplomatic gesture, but it is based on strategic importance and long term organisational benefits. GL cannot be stationary and at the same time maintain its regional image.

**Summary of recommendations**

- Introduce two consecutive terms of two or three years for Board service time and, after a break, if a Board member's service is sought, he/she can be re-nominated.
- Narrow the current female to male gender gap in the Board composition to at least two to one, since this organisation is committed to gender equality.
- Rotate every other Board meeting to ensure a regional identity. This is integral to growth.

## 4. PROGRAMME OF ACTION

*GL as an organisation has excellent skills in publication, managing strategic partnerships and designing and implementing an effective training curriculum - Emily Brown, Polytechnic of Namibia.*

*"GL is a systematic organisation with an effective strategic framework and uses the media effectively to reach the unreached and to bring policy change in their favor. Its publications are having a significant impact on young journalists and its link with higher education institutions is uniquely important for impacting society with gender related issues" - Mercedes Sayagues, international journalist with the Knight Foundation, Mozambique.*

*"GL is the most recognised organisation working on gender issues and the media. It is widely known outside Southern Africa for pioneering ways to work on media and gender to bring sustainable changes on a regional scale." Lavinia Mohr, Director of Programmes, World Association for Christian Communication, based in Canada, which manages the Global Media Monitoring Project.*

GL is a proactive organisation that is keenly aware of its external environment and makes relevant changes to remain engaged and relevant. GL uses its own internal monitoring and evaluation system quite effectively. The internal Planning, Monitoring and Evaluation (PME) approach is like having a built in radar system which registers its own speed limit and warns the driver to make an immediate adjustment before it is too late.

The organisation has a unique culture of collecting data to analyse and improve its work. It evaluates its staff not to punish but help them grow and mature in their areas of operation, and to be engaged in self evaluation. The uniqueness of the organisation's planning system is that it provides an opportunity to both the organisation and staff for self-evaluation. This keeps the organisation and staff current and active.

**Figure seven**

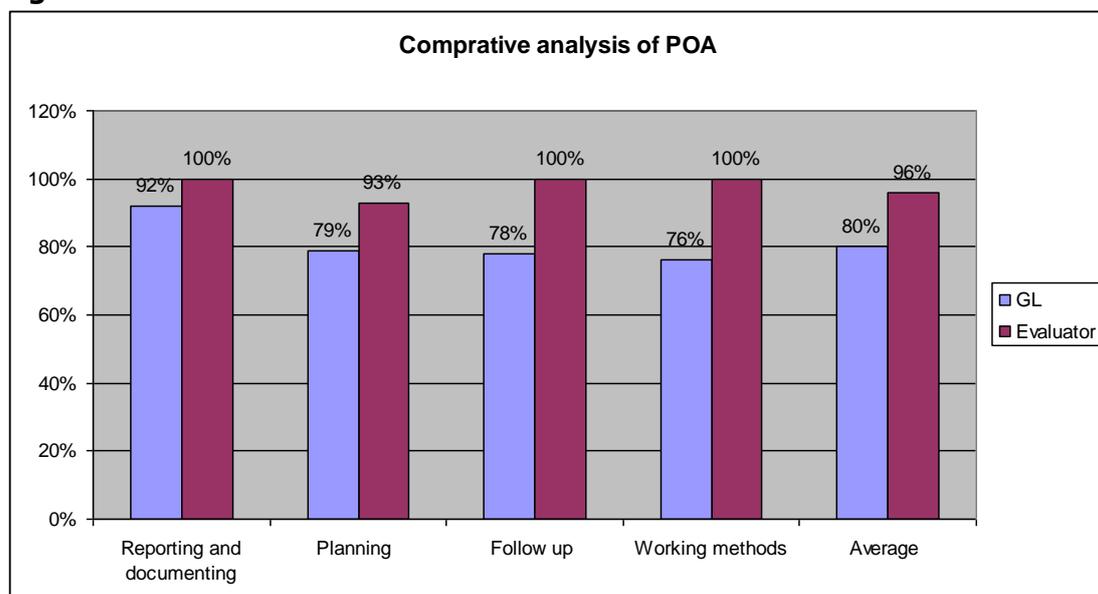


Figure seven compares the GL scores relating to the Programme of Action (POA) with those of the evaluators'. GL gave itself an overall score of 80% compared to the evaluators' score of 96%. Both scored GL highest on reporting and documenting. GL scored itself lowest on working methods, and even on planning and follow up.

### **Planning for implementation**

GL planning gathers information internally and externally, and then uses the information to update and adjust its planning process. GL gathers data internally through its fortnightly, monthly, and quarterly reporting processes and through the annual report and review.

The process also provides an opportunity for individuals to monitor their performance and become involved in an ongoing self-evaluation process. All the collected information /data is used for implementation, resulting in an enhanced and updated legitimacy of the organisation's work. The current three-year plan is broken down into bi-monthly, monthly, quarterly and annual reporting, reviewing and updating, including necessary amendments to the original plan, depending on issues and factors that influence such changes both internally and externally. All the above is reviewed and updated during the annual Board meeting.

GL as an organisation has elaborate strategies in all the key areas in which it is engaged. The organisation's strategic formulation process has gone through some transformation starting with a two year POA to a three-year plan, shortly to be extended to a five year plan.

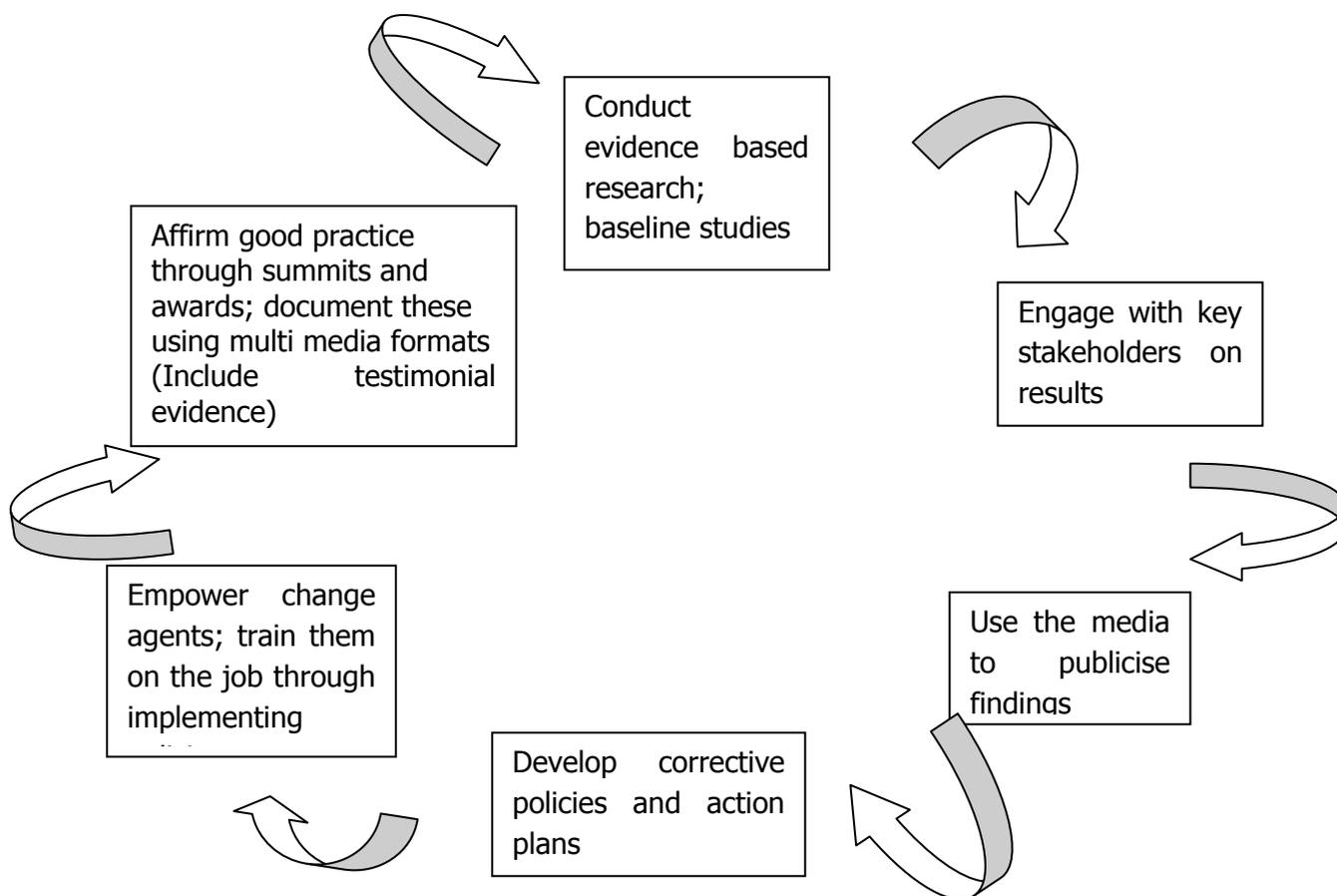
A key strength of the organisation is its effective use of resources and the integration of strategic plans to action. The strategy is developed and used regularly and effectively to carry out the organisation's mandate. The evaluation affirmed that GL's POA is highly integrated, well thought out and consistent with the organisation's detailed, fast-paced culture.

GL, due to the nature of work it is involved in, at times generates a massive amount of activities and it needs to watch the balance between the magnitude of its activities and the human resources available. The real concern in this particular area is not that the staff will collapse, but that their energy allocation to activity -based assignments should not take away from producing quality outputs.

### **Working methods**

Running through each of GL's programmes is a "way of working" that we believe works: evidence-based research; advocacy in multi-media formats drawing from GL's core media strength; corrective action plans; capacity building through on-the-job support soon to be expanded to include peer learning; documenting; drawing out lessons learned and good practices through summits the Gender and Media as well as the Gender and Local Government summit described as "market places of ideas."

**Figure eight: GL's way of working**



Gender Links' way of working starts with conducting research, engaging with stakeholders on results, using the media to publicise findings, developing corrective policies and action plans, empowering change agents through training and support and finally affirming good practice through summits and awards, with strong focus on monitoring and evaluation (GL Annual Report June 2010). This approach is used by GL to achieve all key programme outcomes on governance, gender justice, and media. Research ensures accuracy in identification of programme priorities and engaging stakeholders ensures ownership and buy-in. The SADC Gender Protocol gives a shared vision by all stakeholders and has been adopted at the highest level of government with specific targets and timeframes.

**Reporting and documentation**

GL produces an array of reports comprised of monthly reports as indicated in the Monitoring and Evaluation manual. The monthly reports and bi-monthly plans are detailed to ensure that core activities are highlighted as planned and monitored with active follow-up. All the departments submit their reports to the Executive Assistant and she compiles and submits them to the ED. The ED finalises and presents them to the Board for review, discussion, and approval.

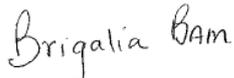
The ED and Finance Manager prepare the quarterly financial report and submit it to the EC for review and approval. The annual financial report is similarly prepared and submitted to the Board for review, discussion, and approval. The organisation's outreach is measured by monthly report coverage.

The reports include: web statistics; media coverage; the contacts data base; photo library; publications; resource centre; comments on the website and testimonials; feedback received from partners and any other publications.

**Below is one example of feedback from a partner after receiving the GL annual report**

"South African Women in Dialogue (SAWID) wishes to extend to you our sincerest and heartfelt congratulations on the excellent quality of the 2008-2009 Gender Links Annual Report which we have just had the pleasure of receiving. We are delighted to see the extent and quality of your work. The skills and experience of your multi-national team and the recognised integrity of your work as an NGO in the gender field in the SADC region stands as a role model for South African women and all women in our beloved continent of Africa. Gender Links' unceasing work to achieve gender equality and gender justice makes us even more determined to create an enabling environment for the empowerment of all women....

Yours sincerely,



Dr. Brigalia Bam,  
Chairperson, South African Independent Electoral Commission (IEC) and SAWID"

**Follow up**

At the time of conducting this external evaluation, GL was conducting its own analysis of the 49,000 direct beneficiaries of its programmes over the last ten years. The sample of 210 participants from all the SADC countries showed that each of them had been reached at least 3-5 times by GL programmes. For example, a journalist who participates in a gender and media workshop may be invited to the Gender and Media Summit; write for the Opinion and Commentary Service; and become involved the Sixteen Days of Activism campaign. This shows that as GL matures, outreach is constantly reinforced. For its tenth anniversary, GL has gathered dozens of testimonials, published on its website and in a book (Giant Footprints) on the way that the organization is changing mindsets and attitudes across a wide cross section of society – from the media to local government.

**Challenges to programme implementation**

Programme design challenges identified during the evaluation have nothing to do with relevance of the programme approaches but structural issues in SADC. These are discussed below.

***Negative cultural practices hinders achievement of the gender equality goal:*** Programme implementation in the highly patriarchal societies in the SADC countries is problematic. Although the SADC Gender Protocol calls on state parties to enshrine gender equality and equity in their constitutions and to ensure that these rights are not compromised by the provisions, laws or practices, negative cultural

practices still widely govern the lives of women and girls, especially in the rural areas. Women still experience discrimination based on gender. Patriarchal ideologies and stereotypes of women undermines women's participation and representation in politics, media, business, religious institutions because of the unfriendly environments.

***Unfriendly and uneven political environment for women:*** The negative stereotyping of women creates unfriendly political environment for women. The women politicians and elites are unfairly judged and ridiculed by society compared to male politicians. One male councilor in *Chongwe* in Zambia said "*The men use vulgar language and their private lives become public knowledge. If they are single they are called prostitutes or husband-snatchers and if they are married then their husbands have failed to control them*". Traditionally it is believed that men are better leaders than women but experience shows that women are actually better leaders.

***Media stereotypes of women:*** The media industry is male dominated, highly conservative, and stereotyped against women. The male owners, editors and journalists are socialised to think women can only cover soft stories and cannot handle hard stories such as reporting on crimes, politics, etc. Although changes are slowly beginning to take place in media houses, conservatism and gender stereotypes still influence how women are assigned to work and promotion in the hierarchies of media houses. Changing attitudes cannot happen overnight but the programme should continue addressing stereotypes against women using precedents from programme achievements with progressive media houses.

***Lack of economic empowerment hinders women's participation in politics:*** The key stakeholders interviewed in the local councils said women lack resources to participate in politics. One women councilor in Zambia lamented that "*a man with thick pocket can buy votes and promise what they cannot deliver yet people so blindly vote for him*". Lack of resources limits women's potential in being adopted by the political parties because of the commercialization of elections. The women are in the majority in the informal sector and do not have collateral to borrow money from the banks. The 2010 Gender Protocol Barometer reports that the figures on land ownership by women ranges from 11% to 46% (in Botswana). Economic empowerment should be a key focus of the programme.

***Lack of adequate political will and commitment of governments and the media:*** Although the governments in SADC region have demonstrated political will to sign the Protocol, there appears to be inadequate will and commitment to implement the provisions of the Protocol.

***Inadequate commitment to implementing provisions of the Protocol:*** There seems to be lack of commitment of the Zambian government to live up to the provisions of the SADC Protocol and MDG which they signed to. The draft revised national constitution maintained women's political representation at 30% not 50% per Protocol provision. Zambia does not have a policy on affirmative action to address the political imbalance in women's representation in decision-making. Women are left to fight for themselves in the uneven political playfield. A quota system would help. Another area of lack of adequate political will is in developing and adopting national standalone care work policies to cater for women's unpaid care work. The GEMSA chapters complained of government's unwillingness to pay for women's unpaid care work and that some government officials are even reluctant to

attend policy meeting claiming GEMSA does not give allowances or refund their transport costs.

***Inadequate commitment to implementing gender policies in media houses:***

The media has also not yet demonstrated adequate commitment to develop and implement gender policies in newsrooms. Lack of commitment is manifested through the calibre of staff sent to attend policy development workshops and expectation of financial facilitation to develop policies. Policy development is intellectual and requires people who are highly capacitated. One GL country facilitator said “*Media managers are unwilling to release their key staff to participate in a process that takes one or two days. In one case, a driver was part of the editorial team sent to help in drafting the policy*”. Some media houses expect to receive financial awards to develop policies. When they realise there is no financial support they send junior staff to attend the training. They also allocate only one day out of the expected 4 days for training and development of the policy.

***Variations in composition and facilitation of local councils in countries:***

The local council or local authorities in SADC countries are not uniform in their structure and facilitation by government. For example, there is no qualification limit for one to be elected councilor in Botswana. This is a challenge because councilors have political power and are key decision-makers at the local level. They are expected to work with and supervise sectoral committees headed by technical people. In Zambia, councilors are expected to work as volunteers and are not facilitated to do their work. Lack of facilitation and payment of the local councilors has contributed to lack of quality people joining politics. The members of parliament on the other hand are handsomely remunerated and facilitated to visit their constituencies.

***Frequent turnover of trained councilors and transfers of staff:***

Politics is always changing and new councilors come while those trained may lose their seats. While this turnover may eventually contribute to a creation of a critical mass of gender sensitive leaders in the communities, sometimes the new councilors may not have buy-in. Gender mainstreaming is further affected by frequent transfers of local government staff by the Ministry of Local Government. Often new staff and councilors have no concepts of gender action plans thus the need to start getting buy-in with them. This sometimes results in unnecessary delays implementation of plans and calls for continual training of the local councils in order to maintain momentum and get new councilors on board.

***Weak institutional structures of partner organisations and protocol***

***Alliance:*** The success of the programme depends on strong institutional structures of partners and members of the Gender Protocol Alliance both at regional and country level. The work of the Alliance in sustaining momentum at the national level is weak in delivering programme outcomes.

***Weak national coordination structures:***

The effectiveness of the work of the Alliance is highly dependent on robust national structures since GL merely plays a regional coordination role and does not have a presence in all countries. GL is rectifying this issue through signing MOUs with the gender structures of the in-country NGO coalitions instead of individual organisations, such as NGO CC in Zambia, NGO GCN in Malawi, and Women’s Coalition of Zimbabwe. BOCONGO in Botswana is not a strong structure for coordination at the national. There is no full

time gender person at BOCONGO and the governance and implementation structure of BOCONGO needs restructuring.

***Difficulty in reaching communities with programmes:*** Reaching community media and leaders with gender training is still a challenge. The main thrust of Gender Links work is with mainstream media houses, including the public media, because these have the widest reach. Community media is relatively new and sometimes unstable, but is growing. The GMPS included monitoring of community media for the first time and GL is targeting community media in its gender policies with newsrooms work. Targeting community radios in particular would ensure direct engagement with communities. The majority of gender stereotypes and gender crimes are committed at the community level. There is a strong element of community participation in community radios both on content of programmes and management.

The local government gender training is mainly targeting civic and elected leaders but not traditional and cultural leaders, political parties, religious leaders, and community with gender training. These are people with the power to act and they sometimes command power and a lot of respect when they speak compared to the local councilors. They should be targeted with gender training as agents of change in the communities and in their parties. The local council training does not reach councilors in the remote areas. These councilors are left out because of lack of transport to the training venue. For example, three quarters of Zambia is remote and 54 out of the 72 local councils are in remote areas. In addition, the councilors are unable to disseminate information in the communities due to lack resources to do their work and the remoteness of communities.

***Intensive processes are costly and require huge amounts of resources***

Research and training are the key programming approaches of GL by they are resource intensive. For example the research on GBV indicators has proven to be very costly because it requires a high level of financial and human resources and buy-in from governments. Gender Links has managed to leverage resources through developing strategic partnerships with key institutions including the Mauritius Research Council, Medical Research Council in South Africa, and the Women's Affairs Department in Botswana. Resource sharing with some of these institutions has assisted in managing resource constraints.

The local government gender training workshops for the local councilors are done in three days due to resource constraints. The councilors feel the six modules should be covered in at least five days because all topics are very important. These concepts are new and people need time to internalise and apply them. Despite in-kind contribution by the local councils and local government associations, the costs for the workshops are enormous. The programme should look into this in the final phase.

**Recommendations**

***Intensify advocacy work on women's constitutional and legal rights:*** GL and the Women in Law Southern Africa Trust as the coordinator of the constitution and legal rights regional cluster should revisit the Alliance advocacy efforts to address cultural barriers and gender based discriminations against women. So far the advocacy efforts of the constitution and legal rights cluster have targeted countries going through constitutional reforms like Angola, Madagascar, Namibia, Swaziland, Seychelles, Zambia, and Zimbabwe. Members of the cluster in these countries have

made submissions to the constitutional review committees based on the provisions of the SADC Gender Protocol for these countries to enshrine gender equality and equity.

While targeting constitutional reviews is commendable, the Alliance's efforts tended to be one-off actions without any sustained follow-up. The members of the cluster should be more proactive and lobby governments at the national level to address gaps identified in the 2009 Baseline Barometer. The Alliance conducted a comprehensive analysis of the gender provisions of Constitutions in the SADC region and identified gaps. The cluster should now name and shame countries with regressive and discriminatory legislation based on the 2010 Barometer. Countries failing to meet the provisions of the Gender Protocol on women's constitutional and legal rights should be lobbied to review their constitutions and to address the identified gaps by removing claw back clauses that allow for discrimination under the customary law.

***Lobby governments to ratify and implement the Protocol:*** The Gender Protocol has not yet come into force because SADC requires 9 countries (two thirds of the 13 signatories) to ratify the Protocol. One more country is required for this to happen: lobbying and advocacy strategies need to be stepped up for this as well as ratification and domestication by all countries.

***Create an additional four regional clusters to strengthen Alliance work:*** Gender Links should create four new regional clusters on education, men's network, care work, and faith-based work on the Protocol. There are examples of good work on the protocol happening with men's networks in Malawi and South Africa, faith-based organisations in Zambia, and care work campaign by VSO-RAISA. Alliance should take advantage of the church's influence because churches are much organised in reaching the grassroots with messages on the provisions of the Protocol. Creation of new clusters will ease coordination efforts at regional and country level. In addition, Gender Links should ensure that members of the Alliance identify and implement at least one of the 28 targets of SADC Gender Protocol as their core business. The new cluster on peace and security led by ISS is a significant milestone. ISS is seeking to work with lead organisations at country level whose core business is gender, peace and security. The ISS model should be emulated by regional clusters in order to strengthen coordination of the Alliance work at the national level. The Alliance should also learn from Malawi and Zimbabwe's model of working with thematic clusters at country level.

***Develop strategies to mitigate the losses in upcoming elections in SADC Countries:*** The Protocol mandates state parties to introduce affirmative action measures to eliminate all barriers to women's participation in all spheres of life including political representation. It is reported in the 2009 Baseline Barometer that 9 of SADC countries have some form of affirmative action provisions to improve the situation of women and girls. Gender Links and the Women in Politics Support Unit as the leader of the gender and governance cluster design advocacy strategies to lobby governments to implement affirmative action for achieving 50:50 women's political representation through constitutional and legislated quotas. The members of the gender and governance cluster should lobby governments to set aside a certain percentage of seats or positions for women through the constitutions or relevant electoral laws. The Alliance should target law makers, political parties, and electoral commissions to ensure application of quotas and enforcement of sanctions for non-

compliance. Gender Links should also target political parties and traditional and cultural leaders in addition to women politicians and journalists with its media literacy and gender training. Gender Links should support the women politicians to develop better campaign strategies to counter the negative stereotypes. Gender Links should integrate civic education in the 50:50 campaigns and especially in village meetings to popularise the Protocol.

***Scale up work with community media:*** Gender Links should scale-up work with community radios through piloting work with community radios in South Africa and one or two other countries in order to reach the rural communities. There are over 100 community radios in South Africa alone including those in countries like Malawi, Zambia, Mozambique, the DRC, Angola, Botswana and Lesotho. Gender Links should support community radios to develop gender policies and to implement programmes to roll out the policies. The approach to community radios should be different because of the high turnover of staff all the time. Most of the community radio reporters get into journalism out of passion and service to the communities but they get snatched by mainstream media houses due to better pay. In spite the turnover, training of community radio journalists will lead to a creation of a critical mass of empowered journalists from the communities and mainstream media. There is also potential in building synergies in Gender Links governance programmes because some community radios operate from Local government buildings. Gender Links should engage with both male and female gate-keepers of tradition and cultures at the community level through use of community radios.

***Strengthen backstopping and develop monitoring tools for tracking implementation of gender and HIV/AIDS aware policies in newsrooms:*** Gender Links should provide focal persons within the media houses with simple monitoring tools. Monitoring of implementation of policies is one of the key gaps identified in the GEM Summit. Gender Links should develop yearly monitoring reports on policy implementation in order to make media houses own up to their policies. In addition, GL should strengthen backstopping to ensure implementation of policies in newsrooms and media houses. The need for backstopping is well articulated by one of the editors during the drafting of their gender policy: *"It is good that you come in and empower us to develop the policies. But the problem is you then disappear and we have no one to turn to during the implementation period, particularly when it comes to training the journalists on HIV/AIDS or gender sensitive reporting,"* Rose Mdami, Editor Tumaini Media.

***Develop programme on the economic empowerment of women:*** Gender Links and the Zimbabwe Women Resource Centre Network (ZWRCN) as the leader of the gender and economic justice cluster should develop programmes on economic empowerment for women. There are several good practices in the region on economic empowerment of women such as models implemented by the United Church of Zambia. Gender Links and ZWRCN should conduct research on such innovative approaches and disseminate best practices to Alliance members in the economic justice cluster. The Alliance should use the case studies to lobby governments to implement and scale up best practices economic empowerment of women. Gender Links should introduce economic justice programmes through its justice, governance, and care work at the local government work to localise interventions.

Economic justice is a gap that requires immediate attention. This is because women are denied justice and political representation as result of lack of resources. It was reported in Zambia that sometimes chiefs interfere with court proceedings and GBV issues are pulled out court. Women could pursue legal redress if they are economically empowered. The political parties in Zambia also discriminate against women because they do not have proof of sound economic base to be adopted as party flag-bearers.

***Lobby School of Governments and Universities to mainstream gender in the curriculum:*** Local councils are the key entry point for GL's gender mainstreaming work at the local level. Gender Links should also target the School of Governments and Universities to mainstream gender in the curriculum for training of administrators. Just like the work with journalists, GL should target training institutions to ensure the technical staff that join local government are equipped to influence decision-makers in the councils. Change the training curriculum at the training institutes to change the mindsets. GDMC should take the lead in piloting mainstreaming gender in the local government training institutions.

#### **Summary of recommendations**

- Intensify advocacy work on women's constitutional and legal rights.
- Lobby governments to ratify and implement the Protocol.
- Create an additional four regional clusters to strengthen Alliance work.
- Develop strategies to mitigate the losses in upcoming elections in SADC Countries
- Scale up work with community media.
- Strengthen backstopping and develop monitoring tools for tracking implementation of gender and HIV/AIDS aware policies in newsrooms.
- Develop programme on the economic empowerment of women.
- Lobby School of Governments and Universities to mainstream gender in the curriculum.

## 5. PARTNERSHIPS AND TARGET GROUPS

*"GL has made significant progress in collaborating with governments in the region, the organisation is gifted in managing partnerships; it has made progress in Francophone countries, and its publications are high quality and are used by many organisations and individuals across the board."* Ammu Joseph, member of the Network on Media Women in India; her contact with GL goes back to 2002. She attended Gender and Media Summit in 2004, 2008 and 2010.

*"Gender is the least addressed issue in DRC due to prevailing political and security problems this important issue has not received adequate attention and GL's approach through PANOS International, an international French organisation in 2007 was a welcome opportunity for the country to work with GL. Four universities have expressed their interest to work with GL and a memorandum understanding has been signed and they are waiting for launching a project."* Dorothea Swedi, UCOFEM, DRC.

The evaluation assessed how well the partnership and management arrangements work and how they developed. GL has a clear partnership strategy in relation to the SADC Gender Protocol and its four core programmes. The strategy includes coalition building, direct partnership arrangement, and strategic partnership. The strategy seeks to make links from local to global level as illustrated in Table nine:

**Table nine: Partnership strategy**

<b>PARNERSHIP STRATEGY</b>	<b>REGIONAL PARTNERS</b>	<b>INTERNATIONAL LINKAGES</b>
<b>SADC Gender Protocol</b>		
Building a coalition of regional and national NGOs that promote gender equality	MOUs with 7 regional NGOs to lead theme clusters:	GL is a member of FEMENET which convenes the Africa caucus at the annual meeting of the UN Commission on the Status of Women; GL convenes the Southern Africa caucus on behalf of the Alliance at CSW; produces hard copy and online newspapers and conducts cyber dialogues. GL has applied for ECOSOC observer status, and has observer status with the World Bank and IMF.
	MOU's with 15 national coalitions of gender NGOs e.g. BOCONGO in Botswana; the Women's Coalition in Zimbabwe; the Gender Coordinating Network in Malawi.	
	The Alliance represents the gender sector in the SADC Congress of NGOs (SADC CNGO). The Alliance also enjoys a close working relationship with the SADC Gender Unit.	
<b>Media</b>		
Direct approaches to media houses for developing gender policies; building long term institutional relations with	125 media houses working on gender policies in ten countries. A letter from management and report of the stage one management meeting are filed at head office before policy work proceeds.	International partners of the GMDC include the International Federation of Journalists based in Brussels; the International Media Women's Foundation (Washington); the World
	MOU's with eight media studies	

<b>PARNERSHIP STRATEGY</b>	<b>REGIONAL PARTNERS</b>	<b>INTERNATIONAL LINKAGES</b>
media regulators and training institutions.	departments of universities as part of the Gender and Media Diversity Centre (GMDC) that “collects, connects and collaborates” in research, curriculum development	Association of Christian Communicators that conducts the Global Media Monitoring Project (Toronto); University of Gothenburg Media Studies Department; Network of Indian Media Women.
<b>Governance</b>		
Formalising links with local government associations and/or gender/local government ministries; approaches through these to 100 COE municipalities	MOUs agreed or in final stages in ten countries where GL is working. Some of these cover the ten municipalities in the country that have signed up as Centres of Excellence in Gender Mainstreaming (COE’s); others have direct MOUs with GL.	International partners with whom GL regularly interacts on governance include the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); the DANIDA Women in Africa fund grantees; the DFID Governance and Transparency Fund (GTF) Grantees.
<b>Justice</b>		
Formalising links with gender and justice ministries for the GBV indicators project.	MOUs with gender ministries in Mauritius and Botswana; the Mauritius Research Council; Medical Research Council (South Africa).	MOU with the UN ECA Africa Centre for Women; member of the UN DAW Expert Group on National Action Plans to End GBV; member of the Secretary General’s Africa UNItE campaign advisory group.

Gender Links’ key partners are media organisations, academia, research organisations, government ministries, and local government associations in the region. Partnerships with these organisations have grown overtime. Gender Links has taken steps to strengthen partnerships with the various organisations with the view of ensuring sustainability and encouraging these partners to take greater ownership of work. These include formalising the partnerships through the signing of Memorandum of Understanding (MoUs) and forming strategic alliances. Some MOUs are agreed while others are in final stages or being negotiated. For the SADC Gender Protocol work, GL has signed MOUs with 7 regional NGOs to lead theme clusters and MOU’s with 12 national coalitions of gender NGOs such as BOCONGO in Botswana; the Women’s Coalition in Zimbabwe; and the Gender Coordinating Network in Malawi.

GL has also signed MOUs with: 10 local government associations and with municipalities that have signed up as Centres of Excellence in Gender Mainstreaming (COE’s) in ten countries where GL is working; eight media studies departments of universities as part of the Gender and Media Diversity Centre (GMDC) that “collects, connects and collaborates” in research, curriculum development; MOUs with media houses, and media regulators; and MOUs with gender ministries in Mauritius and Botswana; the Mauritius Research Council; Medical Research Council (South Africa) for its gender justice programme. As the coordinator of the Alliance Secretariat, GL

has developed strategic alliances with the SADC Congress of NGOs (SADC CNGO), with the SADC Gender Unit, and with VSO-RAISA that is well connected to the SADC Parliamentary Forum, and some former and current Heads of States and first ladies to take forward the care work campaign. GL has developed other strategic alliances with MISA and South Africa Editor's Forum.

### **Managing from behind**

The strategy of partnerships allows GL to manage from behind while making others shine or take the limelight at the national level. For example, the strategy for the SADC Gender Protocol is to build a coalition of regional and national NGOs that promote gender equality. GL's strategy for its gender and media programme is to develop direct partnerships with individual media houses and institutional relations with media regulators and training institutions. For its governance and gender justice programmes GL has formal links with local government associations and gender/local government ministries through the approach of 100 Centres of Excellence (CoE) with municipalities across the region.

### **Involving partners in planning**

As the coordinating NGO of the Southern Africa Gender Protocol Alliance, GL involves the members of alliance in developing and implementing the annual plans. The local government associations plan the training workshops together with GL and they co-facilitate some sessions. The associations have also met some of the training costs, such as provision of transport in the rural councils and meeting the cost of catering in urban councils especially in South Africa.

Other examples of how partners influence programming at GL is the suggestion made at the GMDC advisory group meeting in February 2009 that GL conduct a Gender in Media Education Audit to identify strategic entry points in media training that have long term, multiplier effects. This research, canvassed at the World Conference of Journalism Educators and then the GEM Summit has led to a new initiative, supported by UNESCO, to mainstream gender in media education through a Community of Practise that involves peer learning and support among media trainers. Similarly, during the Gender Justice and Local Government Summit in March 2010, local government authorities worked with GL to conceptualise the Centres of Excellence in Gender Mainstreaming in now being implemented in 100 councils across the region.

The evaluators' assessed effectiveness of the programme's inter-partner management systems such as steering committees, working groups, and communications. Gender Links works through thematic clusters for campaign work on the SADC Gender Protocol and reference groups for its research work. These inter-partner management systems have proven effective in managing the regional programme. The structures at the regional level are stronger than those at the national level, especially in some countries without GL presence.

Gender Links is the Secretariat of the Alliance made up of country and theme clusters drawn from the region. The work of the Alliance is organised around 8 thematic clusters at regional level on: gender and media; peace and security; gender based violence; sexual and reproductive rights and HIV and AIDS; gender and governance; constitutional rights, and gender & economic justice. Thematic clusters are led by experts in those areas. For example, the legal and constitutional rights cluster is led by WILSA; gender & economic justice led by Zimbabwe Women

Resource Centre Network; Gender & Governance by Women in Politics Support Unit; Gender & Media by GEMSA; Gender Based Violence by Western Cape Network on Violence Against Women; Sexual & Reproductive Rights, HIV & AIDS by SAFAIDS; and peace and security by the Institute of Security Studies.

The Alliance meets annually to plan and review workplans on all 28 targets of the Protocol. Gender Links holds monthly teleconference with all cluster leaders to track progress on the annual workplan. There is a monthly electronic newsletter sent to a list serve of about 700 people for inputs and comments on Alliance work. As pointed out earlier, the work of the alliance at the national level is coordinated by national network of gender organizations. These networks work with country-based organisations to implement Alliance work of lobbying their governments to ratify and implement the protocol. For example, the legal cluster made submissions to the constitutional review commissions in Zambia, Zimbabwe, and Madagascar to advocate for gender equality based on the provisions of the protocol. Nevertheless, the alliance structure at the national level is still considerably weak in some countries. But significant progress has been made and lessons can be drawn from Malawi and Zimbabwe to inform processes in the other countries during the remaining programme period.

GL also creates reference groups for all its research and holds partner consultative meetings to engage with findings before the final product is published. For example, before publishing the Gender and Media Progress Study at the GEM Summit in October 2010 GL conducted workshops of editors, journalists, media analysis and gender activists in all fifteen SADC countries to reflect on the findings of this study that involved analysis of 33,000 news items. In addition, the CSOs coalitions at the national level make input into the draft national barometers before they are published.

### **Empowering partners**

*"GL is a unique organisation which sees partnerships positively and empowers the partners to become visible and relevant in their ways and facilitates them without competition. While some organisations are competing and trying to outdo others, GL finds it important to empower others and that practice has earned the organisation respect and reputation".* Perkins Francis Duri, Urban Councils Association of Zimbabwe.

*"Gender Links sees potential in a person; trains them and gives them backing to deliver. As a result the person becomes passionate and committed to Gender Links' work",* Pushpa Anne Jamieson, Gender Policy Country Facilitator Malawi.

GL is largely known for its empowerment of others rather than competing with them, according to several partners. The respondents included local government personnel, national broadcasting corporations, government ministers, university instructors, UN staff and international partners, who separately confirmed that GL is an organisation of very high integrity and partnership. The partnerships are built on mutual benefits. GL is a generous organisation in sharing its publications and allowing others free access to its web site.

Once a potential strategic partnership is identified and becomes a willing partner, a memorandum of understanding (MOU) is signed. These partnerships are built with

different groups, individuals, groups, organisations, each reflecting the uniqueness of the partnership. The selection of quotes from partners interviewed below shows the diversity of partnerships formed:

### **Communication and feedback**

GL as an organisation provides essential information to its partners; these include training facilitation, and networking, sharing important and appropriate publications and information of common interest.

GL has three monthly newsletters: Gender Linked for staff, Board and associates; Diversity Exchange, the newsletter of the Gender and Media Diversity Centre; and Roadmap to Equality, the newsletter of the Southern Africa Gender Protocol Alliance.

Annual questionnaires are sent to partners and an internal assessment of partnerships is conducted at every Board meeting, following recommendations made in the first five year evaluation report. This form is also found on line.

GL's beneficiary analysis provided a further opportunity for partners and beneficiaries to feed back to the organisation. The two five year organisational evaluations are also an opportunity for partners to express themselves freely through a third party.

The GMDC Advisory Group and the Alliance steering Committee meet twice a year. These meetings include a SWOT analysis where there is open and honest feedback.

### **Challenges**

Managing partnerships is an ongoing challenge. Strengths can also be weaknesses. For example, in the excerpt from the Alliance SOT in August 2010, some partners perceived having a powerful secretariat as a strength while others saw this as "dominance of the coordinating organisation."

#### **Excerpts from the Alliance SWOT, August 2010**

##### ***Strengths***

- Powerful Secretariat
- Strong commitment by the Secretariat
- Strong coordination and organising skills
- Good communication skills and follow up strategies
- Good at organising partnerships
- Good at utilising available resources
- Expertise on gender issues to influence regional change

##### ***Weaknesses***

- Dominance of the coordinating organisation
- Lack of accountability and transparency by the lead organisations
- Lack of country assistance to lobby for Protocol signing/ratification
- Limited resources – inadequate funding for the regional programme

#### ***GEMSA Network politics hindering project delivery***

The DFID Governance and Transparency Fund (GTF) Evaluation that accompanied this organisational evaluation identified serious weaknesses in the relationship with GL's oldest partner, the Gender and Media Southern Africa (GEMSA) Network that the organisation helped to found, and for which it provided offices until 2010.

The 2005 evaluation identified the catch 22 that GL found itself in this partnership. On the one hand, the region (and NGO history) is resplendent with examples of Networks inspired by a particular event (in this case the Gender and Media Summit) that get formed, do not have a support base, and collapse. On the other hand, if GL hosted and supported the Network, it ran the risk of being accused of dominating its affairs and the Network not developing its own identity. GEMSA is a wholly autonomous network with registered chapters in ten SADC countries.

Some of these, for example Media Watch Organisation in Mauritius and GEM Plus in the Seychelles predate the regional network. GL helped to found these now strong national networks before the inauguration of the regional networks. In other cases, for example UCOFEM in the DRC, existing networks affiliated to GEMSA. In other countries such as Tanzania, GEMSA helped to found new national networks. Generally, long standing national networks have performed well, while the new networks and the regional secretariat have had high staff turnover and have failed to raise funds for their operations. By 2010, the GTF (that included some joint programming on care work and media between GL and GEMSA) was the only source of regional funds that GEMSA had.

The DFID GTF mid term evaluation found that GEMSA has not demonstrated capacity to deliver due to internal network politics that has greatly affected its ability and institutional capacity to deliver programme outcomes. This was evidenced by low levels of achievement on all key programme outputs in which GEMSA took the lead. While GL is a research, advocacy and training institution with a reputation for high quality products and services, GEMSA is a membership network that has good mobilising power but is often fraught with network politics that hinder delivery.

The country chapters that existed prior to GEMSA (like UCOFEM in the DRC), or those GL helped to establish (like MWO-GEMSA in Mauritius) are well grounded and respected in their countries. GL has good collaboration with these chapters on the care work and the Sixteen Days of Activism. Other GEMSA chapters are not as strong. Not all GEMSA Chapters are registered in their respective countries. Lack of registration has limited GEMSA's ability to access local funds in the respective countries, such as from some UN agencies. This has also constrained partnership with media organisations interested in working with GEMSA. Some country facilitators lack a physical address and they operate from their homes or private offices. They lack logistical and technical support to implement the activities because the secretariat does not contribute towards operation costs such as emails and internets, telephones, and transport.

### **Recommendations**

GL should contract directly with GEMSA chapters that have a delivery track record rather than through the GEMSA regional secretariat.

The programme evaluator further recommends that GL have a direct partnership agreement with VOS-RAISA through the Alliance Cluster arrangement to strengthen the strategic relationship and direct funding agreement with active GEMSA chapters. DFID should allow GL to directly administer funds earmarked for care work and disburse directly to active GEMSA Chapters to avoid inevitable loss of funds due to GEMSA network politics that hinder delivery. In the first year of GTF, GL administered GEMSA funds directly against activities and deliverables. In the second

year, GL reached an agreement with DFID for funds to be transferred directly to GEMSA on a quarterly basis and following accounting for the previous quarter. For the current year GL has reverted to direct administration of funds to ensure that they are properly spent, and has contracted directly with country chapters where these have capacity and a track record for delivery.

The programme evaluator endorses this modus operandi for the remainder of the grant period, as this is the best safeguard against wasteful expenditure. The evaluator also recommends that any savings made contribute to strengthening the Alliance, as the broader umbrella network, and one that has wider multiplier effects as it mobilises around the 28 targets of the SADC Protocol on Gender and Development. DFID's willingness to allow some GTF funds earmarked for the care work project to be rolled over into 2014 is a significant window for this campaign as this is the time when the most momentum will be required.

#### **Summary of recommendations**

- GL should contract directly with GEMSA chapters that have a delivery track record rather than through the GEMSA regional secretariat.
- GL should support lobbying and advocacy on care work being conducted by VSO –RAISA and facilitate the formation of a cluster within the Alliance on care work.
- GL should continue to provide regular forums for partnership engagement and feedback, and free more time for the Executive Director to be involved in networking and management of partner relations which are at the core of GL's work and success.

## 6. INSTITUTIONAL STRENGTHENING

*"GL is a human laboratory that helped me to understand the fundamentals in media and gender related issues"* - Tarisai Nyamweda, former intern and student at the National Institute of Science and Technology.

*"The organisation has a healthy performance history and there is a consistent balance between staff reward, discipline, and sound democratic rule in managing human resources."* – Evaluation finding.

The institutional score card that framed this evaluation and is used by the organisation for self assessment is an example of the tools used to monitor institutional health. In addition, GL has mechanism in place to review its financial management system, including the annual financial audit, internal control system and overview of internal control tools. The annual financial audit provides feedback received through the management letter. This is incorporated into financial planning and policy formulation.

The ED receives a monthly staff profile from the HR manager that includes average age; length of service; diversity profile and salaries. Each year GL administers a team assessment analysed by department and overall. The organisation has annual staff awards, some based on objective criteria, like performance, and others voted on (for example team player of the year in staff and management categories).

**Figure nine:**

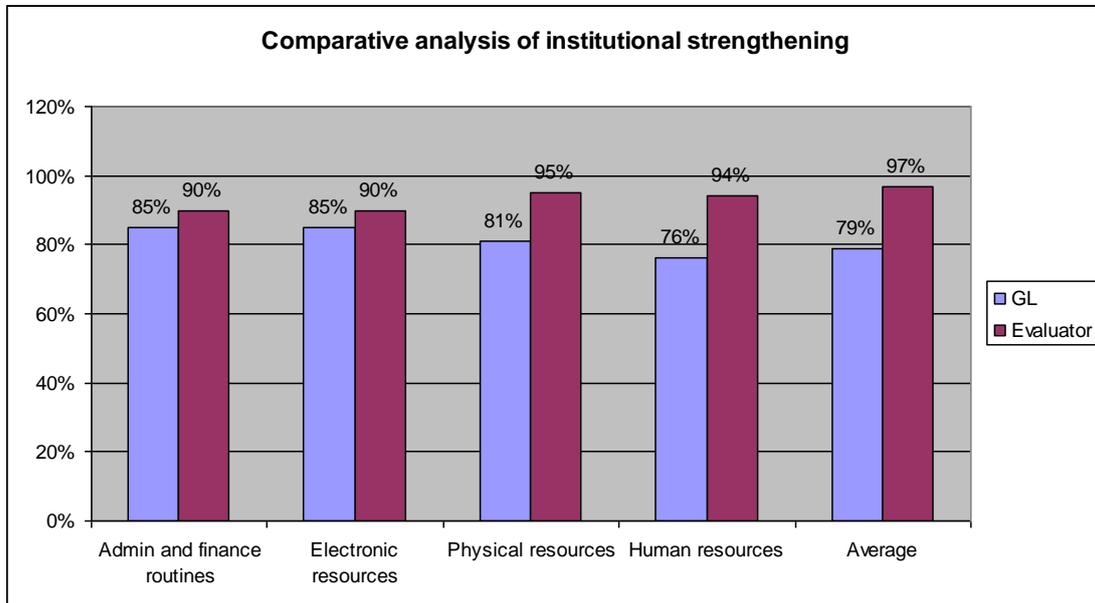


Figure nine is a comparative analysis of scoring by GL and the evaluators' on institutional strengthening indicators. GL gave itself 79% compared to 97% by the evaluators'. Again it is heartening that GL is more critical of itself than outside evaluators' are of the organisation. The area that GL identifies as having most challenges is human resources. This evaluation helps to place human resource

challenges – always among the most challenging in any organisation – in a broader context. But it also flags this area as one of ongoing concern and contains several recommendations.

### **Physical resources**

GL owns two adjacent properties that accommodate its entire staff in comfortable office spaces. Two guest rooms are used to accommodate satellite staff and other guests during their stay in Johannesburg. The properties eliminate rent costs and the guest wing enables GL to save on hotel and ground transport costs. Two conference rooms are used for training and are often rented out to partners at a fee. This significantly contributes to sustainability.

### **Electronic resources**

GL continues to experience rapid growth and advancement in all its IT systems. The secret behind the high website usage is the ability of the organisation and its highly efficient staff to constantly keep the website updated. Website statistics are vital for measuring the impact of GL's work.

In August 2009, GL launched a new website that is dynamic, flexible and robust. It accommodates a huge amount of data and it is easy to navigate. With regard to outreach and information sharing, GL also uses the Bulk Electronic Courier Messaging System (List serve) in order to post information to all the linked GL partners and friends. The list serve is comprised of 4900 contacts.

### **Operations**

GL policies and regulations manual (2010/2011) covers all key policy matters quite comprehensively. The organisation has a clear performance management system in place which has been cited in various sections of this report. This manual covers the issues of human resource, finance, travel policies, communication and the overall organisational principles and ethos.

Instructions are clearly laid out so that the staff know their roles and responsibilities, both collectively as well as individually. There is a reward for following the guidelines and performing well, but there are also consequences for not following the guidelines.

### **Human resources**

#### ***Recruitment***

GL administers a thorough selection process. Vacancies are widely advertised and attract candidates mostly from Southern Africa but also international in some cases. Transparent and rigorous interviews are conducted and practical tests are administered to ensure the best candidates are selected. First round telephone interviews are done for candidates out of South Africa to minimise the cost. These candidates are then often invited to Johannesburg, at GL's cost, for second round interviews. However, there is room for improvement in the interviewing process as higher-level posts must have two interviews, and the reference/background checking should be more consistent.

## Growth

**Figure nine: GL Staff compliment 2001-2010**

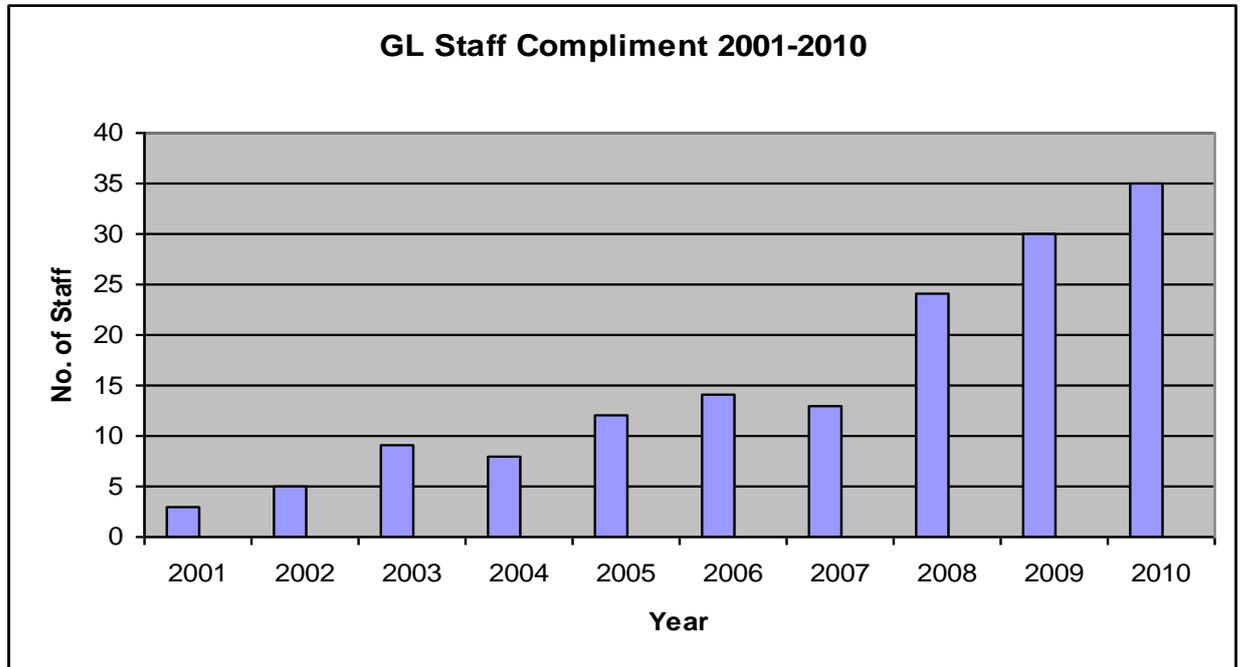


Figure nine shows that GL staff tripled over the last three years, currently standing at 35 full time staff and 50 altogether including part time staff, interns and volunteers.

**Figure ten: Origins of GL staff**

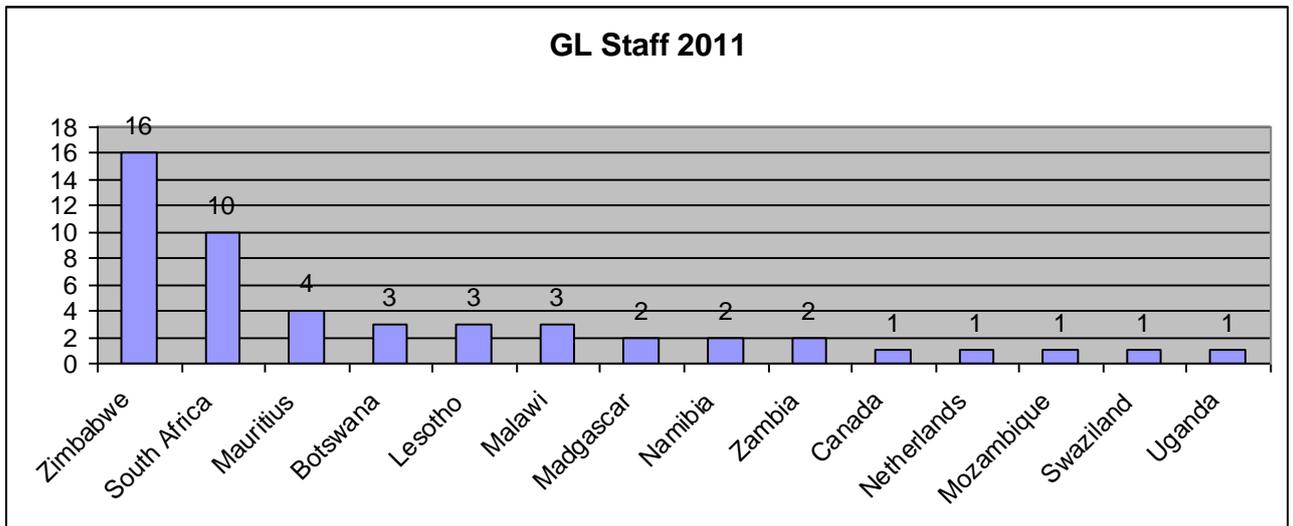


Figure ten shows that GL staff come from 14 countries, 11 of these SADC countries; one African; and two international.

## Profile

**Table ten: Staff profile**

Category	M	F	T	% M	Average age	Average length of service
All staff	10	40	50	20 %	32.5	1.4 years
Full time staff	3	33	36	8%	36.5	2.2 years
Managers	1	11	12	8%	38.5	3.4 years

Table ten shows that “all staff” consist of 36 full time staff and 14 part time staff; volunteers and interns. The latter category has increased substantially in the last year as all our field offices now have interns. This also accounts for the lower average age of staff overall (32.5) compared to full time staff (36.5). It also accounts for the lower average length of service of staff overall (1.4 years) compared to full time staff (2.2 years). It is also significant that the average age of managers (38.5) and average length of service of managers (3.4 years) is higher than the averages of staff overall, and of full time staff.

The organisation has a young and rather energetic team, with an average age of 36 years. A majority of the team members are activists and do their work with passion and show ownership and commitment to what they are doing. They work late, and some of them work during the week- ends. This is not based on interview responses alone but based on observations as the evaluation team stayed in the GL guest house right in the office building.

With regard to gender balance, men constitute 20% of all staff (as a result of a relatively high proportion of male interns). However, the proportion of men among full time staff and managers is only 8%. This is a concern, given that GL aims to have at least 30% men among its staff and beneficiaries.

### **Performance, discipline and rewards**

GL has detailed the terms of service for its employees in its policies and regulation manual (2010/2011). All staff members are required to pay attention to the required directives given to him or her by the Board, ED or line management such as a supervisor.

All the staff members are required to represent the organisation, GL, by promoting the work, policies and guidelines of the organisation. They have to actively promote its objectives and functions as an integral part of their duties. No staff member is entitled to accept remuneration offered to him or her by virtue of being a member of the staff without the consent of the organisation (the ED).GL staff members are encouraged to represent the organisation with due diligence, being polite, courteous and efficient in their private as well as public dealings .

All staff members are required to follow the lawful direction given to him or her by the Board, ED, DD or a supervisor. All staff members are required to actively promote the objectives and functions of GL. No staff member is entitled to accept remuneration offered to him or her by virtue of his/her being a member of staff without the consent of the ED. In their public and internal dealings, staff members are required to be polite, efficient and to promote the good name of GL

The purpose of the PM is to reward good performance and help correct poor performance as well as to identify capacity building needs. The ED and line managers work with staff to draw up performance agreements (PA). The GL Performance Agreement form sets out the objectives and standards for the job against which the individual will be evaluated three times a year. The organisation is committed to fostering a performance culture in pursuit of high standards of service delivery and producing quality results. The organisation sees itself as a person centered organisation, which places a strong emphasis on training, mentoring, coaching and on the- job- training.

The performance agreement, which has been adapted and changed over time in response to various critiques of the system, is linked to an annual bonus in which staff who score between 80% and 100% over the year receive a full bonus while those who score between 70% and 79% receive a half bonus. Staff who score 85% to 100% over the year are eligible for a notch increase (10% as opposed to the normal 5% cost of living adjustment). However, the ED has the authority to not award a bonus and notch increase where staff may have performed well in most areas of their responsibilities, but reneged in core areas, i.e. financial management of programmes or failure to produce a periodical publication on a due date as agreed.

The performance agreement is drawn from the trimester plan which enables each employee to track their own progress. Each week the Deputy Director, who is also Director of Programmes, the Head of Corporate Services and staff reporting to the ED submit a checklist of what they are working on against the quarterly plan. The ED shares her priority checklist with this team. This helps to ensure daily and weekly monitoring of implementation. Every four months the plan is updated against the annual plan and following staff evaluations. This ensures regular feedback and linkages between staff growth, development and timely delivery.

**Table 11: Gender Links staff awards criteria**

<b>Award</b>	<b>Criteria</b>
Exceptional performance	Average of 95% and over.
Excellent performance	Average 90% and over
Improved performance	Two staff whose performance scores have improved the most over the period worked.
Long service	Five years and over
Team player – staff	Nominated and voted for by staff
Team player – management	Nominated and voted for by staff
Innovation, staff	Nominated by and voted by staff
Innovation, management	Nominated and voted for by staff
Resource mobilisation staff	Nominated and voted for by staff
Resource mobilisation manager	Nominated and voted for by staff
Website	Most inviting, interactive and innovative section of the website as voted on by all staff, relevant associates and partners.
Financial administration	The best requisitions and reconciliations, finance staff vote
Gender Justice Summits	The field officer who in the assessment of the ED comes up with the most innovative examples of relevant and replicable local level

The organisation strives to get the right balance between reward and discipline. Table 11 provides a summary of the 13 annual staff awards; six voted on by staff and the others based on specialist knowledge or objective criteria.

GL being an activist organisation strives to ensure tolerance and fairness in the work place. During the interviews not a single staff member expressed concerns about unfair practices. GL as an organisation has attempted to live up to its own expectations as well as those of its partners. The organisation keeps an appropriate balance between opportunities and responsibilities, and the procedure manual reflects this quite clearly.

### **Work environment**

Gender Links is keenly aware of its environment and has identified the HIV and AIDS pandemic as a potential threat to its human resource pool. Included in its policy guideline is a necessary step, because new infections may be declining but there are already so many that have been HIV- infected in this sub region.

HIV and AIDS may not be a major problem for individuals working for GL, but through extended families, the problem is real. The infection rate is declining but there are a large number of individuals who have been infected, who gradually advance from HIV to AIDS syndrome. There is not enough access to antiretroviral therapy for many of the infected persons. Addressing these in advance is one of the best ways to respond.

GL is strengthening its internal policies on environment and climate change. These include recycling and waste management. Staff capacity building in these areas is important.

GL has a wellness programme that includes among others talks and lectures on pertinent issues; walking; choir and community service. The wellness programme is championed by the Deputy Chair, Scholastica Kimaryo, who has training in this area.

Although GL has a conducive work environment it is important for the HR manager to be more proactive in identifying and addressing signs of stress among staff. The manager's work load has recently been reviewed to allow more time for this.

### **Capacity building**

According to the 2009 /10 annual report by the Finance and Administration department, the organisation in December 2009 conducted a staff training needs assessment, which was summarised in the following bullet points:

- Attitude (Gender, Diversity, self presentation/assertiveness)
- Knowledge (content related to programme work)
- Life skills (communications, time management, conflict resolution, personal finance, health and nutrition)
- Training materials development and facilitation
- Management training (planning, leading, organizing, controlling and facilitation)
- Linguistic skills training ( French, Portuguese)

The organisation embarked on an internal gender course in August 2010 to empower all their staff especially non-programme staff on gender issues and to deepen their

knowledge of GL's work. Two modules were completed in November 2010 and certificates will be awarded to staff upon satisfactory completion and competence.

There is need for a comprehensive staff development plan linked to the Performance Management System. GL also needs to budget at least 1% of salary costs for staff development. The organisation needs to move on management training plans that have been in the pipeline for some time. In particular, all managers need to undergo HR management training.

### Staff movement

Figure 9 showed rapid growth of staff over a short space of time. Given that GL has only operated at its current staff levels for the last three years, the average length of service of two to three years among staff and managers is reasonable.

**Table 12: GL staff movements and turnover**

GL staff turnover between 2008-2010	2008	2009	2010
TOTAL STAFF	24	30	35
LEFT FOR MEDICAL REASONS	0	1	1
LEFT FOR FAMILY REASONS	0	1	1
LEFT FOR PROFESSIONAL REASONS	2	3	3
% turnover	8%	16%	14%
FAILED TO MAKE PROBATION	0	0	2

Table 12, showing staff turnover is the cause of some concern. HR best practice is that there should be about 10% movement within any given organisation in any given year. GL was below that mark in 2008, but above in 2009/2010. Although reasons for leaving included medical and family reasons, GL needs to work hard to retain staff, especially now that the organisation is on a more sound financial footing.

### Exit interviews

To ensure that internal mentoring succeeds, it is important to develop a brief exit interview for those who may leave the organisation for various reasons. This will enable the HR to make recommendations to management. The following are some of the examples to be considered in exit interview:

- Remuneration/more-attractive professional opportunities.
- Management style
- Family and personal reasons
- Professional niche
- Job security
- Policy/ideology related differences

These are not by any means exhaustive, but just a sample. HR management can use these findings to improve the situation in its future planning and to minimize staff departure from the organisation.

Table 12 shows that in 2010 two staff failed to make probation. This shows that the organisation takes probation seriously. At the same time, it is costly to recruit and then not hire. This points to the importance of tightening up on recruitment practices.

## Promotion

Staff movement out of the organisation needs to be balanced against movement within the organisation, and the possibilities for personal growth which this provides. Here the evidence shows that GL is an organisation that is willing to believe in people, to take chances, and to help shape careers in completely new trajectories.

**Table 13: GL Staff promotion and transfers over the last five years**

Staff member	Starting Position	Current Position	Quote
Nancy Padare	Cleaner	Receptionist/ House manager	As a receptionist I used to tell myself that I am not fit to do this type of work. GL empowered me with skills like scanning, printing and photocopying. I even teach other staff members how to use the equipment without damaging the machines. I conquered all these fears of being at the reception.
Susan Tolmay	Office Manager	Monitoring & Evaluation Advisory Services	Learning how to write, communicate and present information in more accessible and comprehensive ways has been another, sometimes difficult learning curve, but after almost five years of writing, editing and rewriting I know that there has been a great improvement in this area of my work.
Mwenda Mkhize	Administrator	IT Systems Administrator	There has never been a dull moment in my area of work here at GL. I have always loved my job because challenges bring tremendous growth in my career.
Agnes Murungi	Intern	HIV/AIDS Manager	
Rochelle Davidson	Intern	Senior Researcher	Multi tasking is the nature of the environment and if you are not naturally gifted with simultaneous thinking and doing many things, you are urgently natured into this very vital skill.
Judith Mtsewu	Programme Officer	Protocol Alliance Manger	But in as much as the ED gave me support, she also let me make my own decisions as to how I was going to proceed – I had to form and cultivate good working relations with my counterpart in the City, I had to know and acknowledge all Personal Assistants because they were the possible stumbling block between me and getting an appointment with their Director, and I had to keep meticulous records of all the processes happening concurrently. This allowed me to grow in the role and to act in a way that said: I owned the process.
Skhonzile Ndlovu	Intern	Media Programme Manager	This exercise presented me with vast learning opportunities because it meant that I had to read as well as 'apply my mind' as the ED would say.
Bridget Marango	Finance Manager	Head of Finance and Administration	Joining Gender Links has proved to be one of the best highlights of my career. My quest for personal growth has been met with satisfying opportunities.
Abigail Williams Jacobs	Gender Justice & Local	Gender & Governance Manager	This learning journey has encouraged me to explore other swimming styles and techniques so that I am not only able to help others along my next journey

Staff member	Starting Position	Current Position	Quote
	Government Manager		but also so that I simply do not drown!
Mukayi Makaya	Executive Assistant	Alliance & Partnerships Manager	I feel indebted to many within the GL community especially to the Executive Director, Colleen Lowe Morna who is also my manager. You have all touched my life in a positive way and shaped who I am today. So true is the saying that 'when you stop growing: you start dying' I have grown over the past year and look forward to further growth.
Saeanna Chingamuka	GMDC Coordinator	GMDC Manager	I feel I have developed excellent public relations skills, thanks to some difficult partners that I have had to work with. I enjoy working with people, talking to them and listening to their stories. It just gives me strength to look forward to the next day and days to come.
Vivien Bakainaga	HR & Admin Officer	HR & Assets Manager	GL gives you back as an organisation, opportunities to grow, get focused and set clear goals.
Mpumelelo Mlilo	Finance Officer	Finance & IT Coordinator	
Fanuel Hadzizi	Intern	Finance Programme Assistant	I believe GL has been able to challenge my potential in as far as finance is concerned. This experience has been enriching and has helped widen my career prospects.
Kelello Tekateka	Intern	Gender Justice Programme Assistant	
Mercilene Machisa	Intern	GBV Indicators Manager	
Gladys Muzirwa	Intern	Executive Assistant	Through GL I have learned to make each day count by gainfully employed. My knowledge of gender issues has increased awesomely. My computer skills, and confidence are higher than before.
Danny Glenwright	Editor	Communications Manager	
Roos van Dorp	Programme Assistant	Programme Officer	My dearest memories are of meeting and interacting with people who work in the field and who are supporting. In those moments I am reminded of why we are working so hard in the office.
Davinah Sholay	Programme Assistant	Programme Officer	

Table 13 provides examples of 20 staff who have been promoted at GL. These include seven interns who went on to be hired as staff; in the most famous case, Sikhonzile Ndlovu, who started as an intern, now manages the media programme. Several staff have moved from administration into programmes, in another famous case the office administrator went on to become gender and governance manager, and later Monitoring and Evaluation Manager. Comments by the staff, taken from the annual "Learning Journey" that GL produces, reflect the personal growth that staff have experienced. There are many more of these stories in GL's ten year "herstory" – Giant Footprints.

## **Management**

GL has sustained its original leadership with inspiration and passion and the management team seems to fit into it through their own activist and passionate backgrounds. Table eight shows that the average age of managers is 38.5 years and on average managers have been with the organisation three years or more. On-the-job experience provides intense engagement, mentoring, and demands to produce quality results.

GL has a high standard of professionalism it derives from a strong sense of consistency, commitment and excellence that the organisation has developed and institutionalised over time. The organisation has developed a system to perform checks and balances and regularly track its management performance.

The ED is assisted by the DD, among others, in programme management, staff support, and being the custodian of the office in the ED's absence. The management team is productive and largely represented by fast learners. The task is immense and multi-dimensional which includes fundraising, managing strategic partnerships, leading the organisation and supervision, mentoring and coaching the managers, and sustained engagement in advocacy and lobbying.

## **Succession planning**

As the organisation embarks on its second decade, succession and staff retention will be one of the areas the Board and management need to address. It may not be that difficult for GL to identify willing donors to support its highly influential service and move forward with growth and expansion. In which areas does the organisation want to grow? Does it envision fully developed satellite offices in all the SADC member states within next five years? Does it want to sustain the same number of staff in the regional office in Johannesburg or slim down the regional office as it continues to open more satellite offices?

Succession planning is a process and it can be done over an extended period. Currently there are about five staff members who have served in the organisation for more than five years and some of the programmes are relatively new. The managers of these programmes could stay even for a longer period with the organisation and contribute to on-the-job training and mentoring, from which future managers and leaders will emerge.

While there is no emergency in this area, it is a vital part of organisational growth. If GL receives multi-year funding from at least four large donors, its human resource need will need to be sustained. This is why it is important to keep experienced core veteran staff members within the organisation for more than five years. Internal promotion has the advantage of experience with the organisation.

The issue of succession should be addressed broadly, and it should not be confined to a single leadership position but from a four-pronged perspective:

### **Core Group №1**

- There should be a multi-skilled core group of professional staff members at the senior management level, who have the potential to assume any emerging managerial and leadership positions within the organisation. The number ranges from over three -five individuals.

- The organization mentors core staff by assigning them to short term assignments in the country offices, representing the organisation in international forums and accompanying the ED to some of the fundraising events and marketing GL's expertise to potential partners. These staff members are multi-skilled, qualified, and well versed in GL's ethos, passion, and professional excellence.

### **Core Group №2**

There should be a multi-skilled core group of professional staff members at the middle management level, who can be internally moved at a rapid speed to fill in positions vacated by senior staff members. These individuals would have been with the organization for more than three years, and they must have been engaged in tasks of varying magnitudes and importance. As they fill the vacuum left by their predecessors, they are familiar with the organizational culture and demands of the position, because they have worked with their colleagues, and they have been intentionally and strategically mentored and prepared for such occasions by GL leadership.

### **Core Group № 3**

There should be another core group at a general staff or junior level staff whose performance is monitored and who produce results with consistent improvement and individuals excel in what they do. As they fill the vacuum left by their predecessors, their own positions could be filled by selected members of junior staff. These individuals will be inspired and excellence to them will not be a choice but the only way to success.

### **Core Group №4**

GL will continue recruiting new staff based on expressed needs and availability of resources. Among the new recruits there will be individuals who form the 4<sup>th</sup> core group. All the above-mentioned groups fall within the organizational transformation and changing process, and the overall succession planning can be improved over time as it is an endless process.

### **Summary of recommendations**

- The Board should ensure that the ED has an Executive Assistant in order to relieve her from managing details to managing and mentoring the managers and leading the organisation, because the organisation is entering a different phase in its development.
- The organisation also needs to draft a human resource development and retention strategy, envisioning organisational growth within the next five years and beyond. The proposed human resource strategy is based on GL's experience and in anticipation of the growing organisational profile. Someone with human resource management expertise should facilitate the exercise to add external inputs and innovation to the existing experience and expertise. This recommendation is made in accordance with GL's proactive repositioning and management culture.
- GL needs to narrow the gender gap in its staff composition, intentionally by recruiting qualified male candidates to currently open and future positions.
- GL needs a logistician for logistic support of its work, such as workshops.

***Succession***

- Use the HRS development exercise to discuss the four core groups and work with each group mentoring them in the areas of their assignments.
- Use outside facilitation once a year for at least two days to review the progress in this area and to strengthen the process.
- Assign individuals to various short term leadership and management opportunities within the organisation. For example, when both the ED and DD are out of the office or country, someone else should have the opportunity to manage the office for a few days. Rotate such opportunities among the key management staff members.

## 7. SUSTAINABILITY

*"The organisation has a very effective financial management system and receives a high mark on the way it manages its resources."* - Evaluation finding.

As an NGO, the bulk of GL funding comes from short term funding through various projects. This has limitations in the areas of operational, capital, and core staff costs. GL is aware of this limitation. It is working to increase its multi-year funding and to secure core donor commitment based on mutual interests. The organisation is also doing its best to generate revenue locally. Last year it raised ten percent of its budget locally.

The organisation's Executive Director is the chief accounting officer and reports to the Executive Committee on a quarterly basis while submitting an annual report to the Board. The Finance Manager is responsible for preparing budgets, payments, annual accounts, and day-to-day management of finances.

Although the focus of this evaluation was not on the financial audit, the external evaluator performed a basic assessment of the finance system of the organisation through in-depth discussions with the financial department and the Executive Director separately.

**Figure 11**

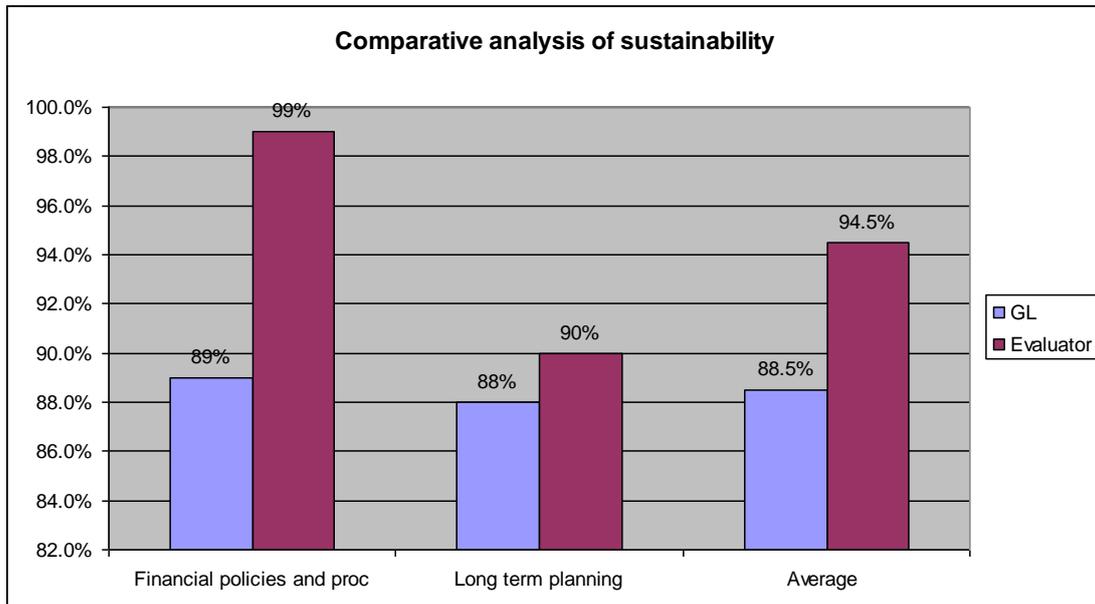


Figure 11 is a comparative analysis of GL's scoring of itself on sustainability as compared to that of the evaluators'. GL scored itself 88.5% compared to the evaluators' score of 94.5%. The evaluators' scored GL much more highly than itself on financial policies and procedures. Scores for long term planning (88% and 90%) were about even.

### **Financial management indicators and accountability**

GL has an effective and efficient control system in place to manage income and expenditures of the organisation, while providing accurate quarterly reports to EC

and annual report to the Board and donors. The finance manager, with the assistance of the finance team, prepares the financial report. The Executive Director is the chief accountant of the organisation and the Director of Programmes is the second signatory of the cheques, along with the ED.

The EC reviews the financial status of the organisation during its quarterly and annual Board meetings. An outside auditor reviews the financial system once a month and the accounts are audited yearly, rated sound, and acceptable. The financial manager and her team appeared to be adequately involved in managing the financial system with oversight from the ED and the DD.

The organisation has a positive rapport with donors regarding financial management. Before new donors release their funds to the organisation they review the financial system through an independent auditor to make sure that the system meets their requirements (Irish Aid conducted the latest such review).

The organisation has a sound budget development process with a management system which tracks the process effectively and consistently. Financial reports are reviewed rigorously. The person who makes the request for funds within the organisation is required to pay due attention to the internal control system and act based on the set policy guideline. The finance department double checks the request and attaches a check for signature from the Executive Director. The ED reviews the request as the chief finance officer for the organisation, and if she is satisfied with the process, she signs and forwards the check to the Deputy Director for her signature.

The finance manager does not sign cheques but is responsible for preparing error free requisitions for signature. This evaluator attended one of the management meetings chaired by the ED. She cited a situation where a particular requisition bypassed the tracking system and landed on the ED's desk. Examples like this are added to a finance manual and used for training.

The effectiveness of the system is that checks and balances ensure that if a requisition misses one step in the chain, this is quickly picked up. The financial system is not perfect and free from error, but it has a sound management system to detect and prevent mistakes that could lead to embarrassment or loss to the organisation. This confirms a functional system.

### **Value for money**

The evaluators' assessed whether value for money has been achieved in the implementation of programme activities and if the same results have been achieved for less money. Overall, the evaluators' concluded that Gender Links has achieved more with less money and all programme expenditures are appropriate and within context.

***Programme expenditures appropriate to the context:*** All expenditures are detailed against outputs and are aligned to the log frame. The administrative costs comprise only 8% of the total budget, and salaries for the Executive Director and Finance Manager allocated on percent basis. Salaries and other expenditures appropriate to the context. GL has managed to keep administrative costs low and eliminated costs like rents due to its sound asset base. The organisation GL bought and owns two adjoining houses with office rights using money obtained from

reclaiming VAT as permitted for NGOs that pass the South African Revenue Service's rigorous audits. This facility has a conference wing which is periodically rented out to partners to offset maintenance costs and a guest wing used to reduce accommodation costs.

### ***In-kind logistic support from partners***

GL estimates that it saves some GBP 200 000 annually through in-kind logistic support. This is because of in-kind logistical support given by partners during key programme events. For example the partnerships with local government associations have resulted in office space being provided free or at reduced cost in four GL field/satellite offices. All workplace activities (e.g. gender policies and action plans in 100 newsrooms and 100 local councils) are conducted on-site at no cost. Both the local associations and council's contribution during the gender workshops are in-kind and cash, such as transport for trainers, access to council chambers for training venues, subsistence allowance and transport refund for councilors. Gender Links pays for conferencing facilities such as meals, training materials, etc. Local government associations also co-facilitate the gender training workshops. Other examples of in-kind support was in Mauritius and in DRC when the Media Trust and Panos provided conference facilities free of charge respectively, and in Botswana the regional and Botswana country barometers were launched in SADC House free of charge.

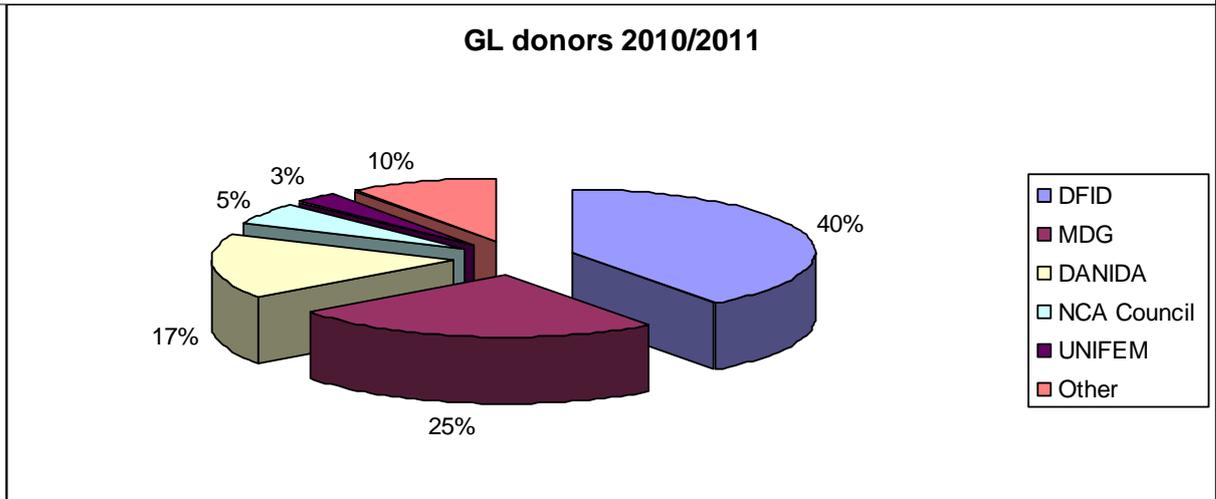
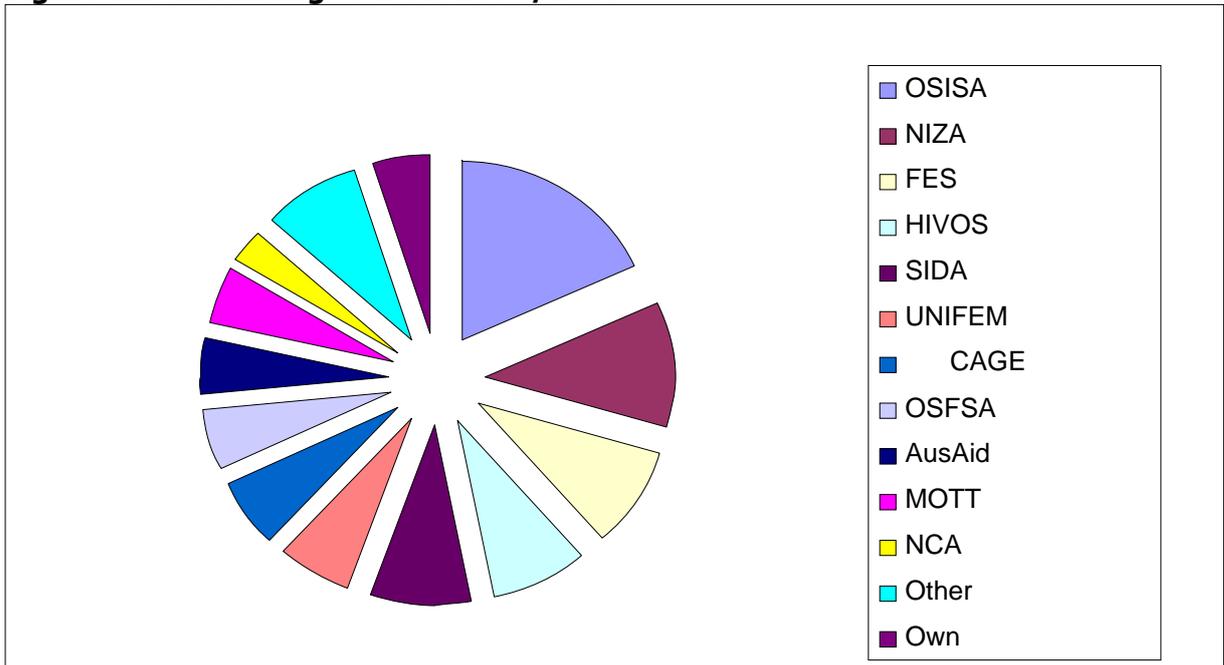
### ***Programme synergy and dovetailing activities to reduce costs***

Gender Links has also created synergies between the different programmes such that all programmes contribute towards the same goals. For example, media is a common thread in all GL program and the governance programme is linked to Gender Justice through integrating gender plans in the local government. Care work campaign is linked with the Media and GMDC to develop online directories for women sources and working with Gender Justice on 16 Days of Activism. Gender Link's work with local governments seeks to develop synergy in GL's programme work by focusing various projects in specific localities.

GL uses the quarterly plans and calendars for identifying possibilities for dovetailing events so as to cut travel and venue costs and maximise synergies. For example, GL launched the Zimbabwe Centres of Excellence for Local Government training manual together with the SADC Gender Protocol 2010 Barometer, making the link between local, regional and international (MDG 3). Also during the 2010 GEM Summit, the members of GEMSA attended the GEM Summit and also held general assembly soon after the summit. Conducting meetings in the same venue and one after the other has enabled GL and GEMSA to reduce costs.

**Long term financial planning and resource mobilisation**

**Figure 12: GL funding sources 2008/2009**



Figures 12 and 13 compare GL funding sources in 2009/2010 and 2010/2011. These two figures show that GL is moving in the direction of fewer funders but more substantial grants mostly from bilateral donors. DFID (40%); the MDG Fund of the Netherlands government (25%) and DABIDA (17%) accounted for 82% of GL's funding in the FY that ended February 2011.

**Table 14: Comparative analysis of GL donors over five years**

DONOR	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Australian Aid (AusAid)	437,263					
CAGE	501,600	125,400	99,989			
DANIDA			2,017,038	5,050,991	4,528,702	4,619,999
DFID				9,404,148	11,400,439	11,030,981
Diakonia				448,442	405,063	404,249
Friedrich Ebert Stiftung (FES)	750,240	279,811	301,305	254,271	100,322	300,000
Hivos Stichting (HIVOS)	705,003	661,564	652,869	821,216	2,186,189	662,795
The Netherlands Governments' MDG3 Fund				1,133,452	5,944,767	6,837,057
MOTT Foundation	416,268		210,525	398,150	419,750	299,356
Nederland Institute voor SA (NIZA)	924,678	458,039	1,080,166	803,559		
Norwegian Church Aid			359,753	1,061,763	432,985	412,465
Norwegian Council for Africa (NCA)	256,054	308,582	711,184	592,187	956,764	1,489,884
Open Society Foundation for SA (OSFSA)	472,400	359,900	310,200	150,000		
Open Society Initiative for SA (OSISA)	1,532,315	619,277	812,201	1,417,530		
Southern Africa Trust (SAT)		232,175	189,287			
Swedish International Development Agency (SIDA)	694,826	1,692,404	2,004,800	598,500	1,068,972	
UNIFEM	532,595		30,105	859,380	208,170	795,160
UNICEF		358,330				
Irish Aid						464,875
Other	1,112,546	640,534	53,500	327,544	12,500	296,246
TOTAL	8,335,788	5,736,016	8,832,922	23,321,133	27,664,623	27,613,067
% INCREASE 2006			53%	306%	382%	381%
NO OF DONORS	24	15	14	16	12	13

Table 14 shows a further breakdown of donors and the amounts contributed since the last evaluation. GL experienced three fold growth (budget and staff) following the DFID GTF, the Netherlands Government's MDG3 fund and an additional grant from Danida. GL's income in 2010/2011 (R27.6 million) was about four times that in 2005/2006 (R8.3 million). Being selected for GTF funding following a highly

competitive bid process propelled GL into the donor limelight and gained the organisation considerable respectability.

A major new development for GL in 2010/2011, and further indicator of growth and credibility of the organisation, is the provisional allocation of additional resources from DFID through the PPA fund. This followed a competitive two round bid process in which 400 organisations put in bids; 101 were shortlisted and 40 (including GL) have been earmarked for funding. Should GL succeed in the final round, this will be the first untied strategic support that the organisation will receive. It will be used to give depth to GL's already considerable programme work, and strengthen Lusophone/field operations.

**Table 15: Funding projections 2011-2015**

	<b>2011-2012- R</b>	<b>2012-2013- R</b>	<b>2013-2014- R</b>	<b>2014-2015- R</b>
<b>Total budget</b>	-27 713 028	-26295 325	-26012 747	-30 729 691
Funds secured	25 031 930	19 696 641	10 475 289	-
Funds under negotiation	2 709 464	2 512 464	3 570 464	-
<b>GAP</b>	<b>28 366</b>	<b>-4 086 220</b>	<b>-11 966 994</b>	<b>-30 729 691</b>

Table 15 (funding projections 2011-2015) shows that assuming PPA funds are secured, GL will be able to cover its funding needs in the next financial year (when the MDG 3 Fund comes to an end). Funding gaps re-emerge in the third and fourth year, when GTF comes to an end.

The 2005 evaluation pointed to the urgency of a basket funding arrangement for GL. The organisation worked hard to try to get such an arrangement, especially with its two Scandinavian donors, SIDA and DANIDA. Indeed in October 2009 DANIDA hosted a donor round table for GL in Copenhagen. However this coincided with the economic down turn and major funding cuts by SIDA. GL has come to realise that basket funding is elusive and not the preferred option of most donors, who do not like to cede oversight of their funds. GL's strategy has therefore been to seek to reduce the number of funding partners and focus on large bilateral funds that provide more money and flexibility, and whose management overhead is much lower. GL has indeed reduced the number of funding partners from 24 in 2005/2006 to 13 in the last year (with three major bilateral donors). Being able to compete for large international funds with much bigger NGOs reflects the tenacity of the management team; this has been key to GL's sustainability.

The organisation has successfully secured resources despite the global economic crunch. Selected donors have recognised GL's contributions and rightly demonstrated their appreciation by generously granting funds. The challenge is being able to sufficiently diversify revenue sources to sustain the current level of activities while growing, and expanding geographically as well as strategically. The resource development plan is aligned with the organisation's mission, and/ or long-term vision known as "Vision 20/20," a working vision and proactive initiative, projecting the organisation's future growth, expansion and strategic positioning.

Going forward GL needs to constantly vigilant and on the look out for such funding opportunities. At the time of writing the organisation had proposals in with UNDEF

and the UN Women Violence Against Women Trust Fund. These are examples on on-going fund raising efforts.

There are opportunities for the organisation to strengthen its resource base diversification through an in country resource identification process in ten countries where the organisation has now established its presence and is expanding to the remaining countries in the near future. The resource bases varies from country to the country and some of the opportunities available in South Africa may not be available in other countries, due to a variance in economic development.

The resource base includes various UN agencies, NGOs and other bilateral agencies in each country. The following are a few of possible opportunities to be explored:

- Identifying in country businesses and industries that are encouraged by their respective governments to contribute a certain percentage of their resources to humanitarian causes within the country. Currently, this evaluator is aware of two countries with such opportunities as South Africa and Mauritius.
- The UN agencies in satellite countries have regional partnership potential - sometimes these agencies have resources but no mechanisms to disburse them. UNDP, UNCICEF, UNHCR, UNESCO, and GL could be the type of organisations that they may be interested in partnering with GL.
- Other larger NGOs/COSs in the satellite countries who may have resources but do not have the same expertise GL has. They may wish to sign a memorandum of understanding with GL nationally as well regionally.
- Other bilateral agencies like GTZ, CIDA, SIAD, USAID etc should be contacted locally and explored, if they will be interested in locally as well as regionally supporting GL's work.

Once the head of the satellite office identifies some of these opportunities, she/he will inform the ED and regional office and give technical backstopping in proposal development. This will be an additional opportunity for GL to consider within its existing and ongoing fundraising efforts. Currently, GL has a presence in ten countries of the SADC block and exploring this opportunity may yield some encouraging results.

### **Diversification of resource base**

There are several examples of ways that GL is actively seeking to diversify its resource base and ensure sustainability.

#### ***Strategic local investments***

The formation of the ***Amalungelo Women's Rights Trust*** with CBO partner Lets Grow. This is partnering with Mkhombi Investments as a BEE consortium in the acquisition of shares in a mining venture. The proposal is at the final stage of approval by the Department of Minerals and Energy of South Africa. If this venture is successful, GL will strengthen its sustainability efforts.

***Own income:*** GL has set a target of 10% of its resources being generated each year from own income. This comprises consultancy services; interest; VAT; conference facilities; sale of publications etc.

<b>Table 16: Comparative analysis of own income</b>				
	2008/2009- R	%	2009/2010- R	%
Consultancy services	904,949.00	28%	1,072,875.00	34.2%
Interest earned	886,572.00	27.6%	88,119.00	28.1%
VAT	429,521.00	13.4%	619,772.00	19.8%
Conference facilities	282,304.00	8.8%	308,780.00	9.8%
Profit from endowment funds publications			199,179.00	6.4%
Publications	10,722.00	0.3%	48,847.00	1.6%
Trust	700,000.00	21.8%		0.0%
<b>Total</b>	<b>3,314,068.00</b>	<b>100.0%</b>	<b>3,136,572.00</b>	<b>100.0%</b>

Source: GL Annual Report March 2009-February 2010

Table 15 provides a comparative analysis of income for the 2008/2009 and the 2009/2010 financial years. It shows that potentially the most lucrative “own resources” is consultancy services. The last evaluation recommended that GL consider establishing a separate arm for this. GL has indeed established and publicises as part of its work GL Services, including research, training, gender audits and institutional support. The major constraint has been capacity and time as GL also has a heavy programme load. The potential for growth is however immense as GL is able to leverage its brand through the provision of consultancy services.

**Gender Links Training Institute Trust:** Training is one of the highly recognised and appreciated services GL delivers to beneficiaries and partners across the board. During the evaluation interviews, several respondents spoke highly of the training sessions provided by the organisation. GL has a long term agreement to provide gender training to the City of Johannesburg.

GL training is being institutionalised through accreditation, a provision of regular training services to beneficiaries and consultancy services to selected customers regionally and globally. GL has just recently registered the GL Training Institute Trust, and secured two major contracts for training women for decision-making in South Africa, as well as tailoring support for grant recipients of DANIDA’s Women in Africa Fund. From the number of requests received for training GL believes there is considerable potential for expanding the work of the training institute as a profitable venture.

GL should explore

- Partnerships with UN agencies, World Bank and others in the region to establish national as well as regional training partnerships and signing of MOUs.
- Taking the training service needs to go down one more step closer to the rural communities where about 65% of region’s population resides, by training and assigning community animators as change agents.

### **Summary of recommendations**

- Although GL as an organisation has done well in its fundraising and diversification efforts, it needs to expand its donor base to include foundations that are not currently included in its existing donor contact list. These foundations and organisations may be approached as a courtesy call or information sharing, to explore a partnership and their interest in GL's work in the region. These include the World Bank, other UN agencies, and other foundations in Europe and the US.
- There is need to draft a fundraising strategy, with facilitation by an individual or organisation with fund raising expertise to ensure that the strategy envisions the next ten years including the satellite offices as an integral part of regional and national resource mobilisation. This recommendation is made to reinforce what GL is already doing well in anticipation of additional projected growth and complete country office establishment. External expertise may bring some additional insight to what is already in the house.
- As the organisation completes its establishment of offices in countries of the region, it should explore in-country fundraising opportunities from bilateral and multilateral agencies, and some NGOs, depending on each country context.
- GL should continue to explore local strategic investment opportunities.

## 9. MONITORING AND EVALUATION

*"GL has a training curriculum that results in changed behaviors and attitudes. In Mauritius, a woman who owns an advertisement agency and used to use women's images for commercial gain, has stopped using these images for her advertisements, sacrificing income but dignifying women."* - Denisha Seedaya, Mauritius.

During 2009/2010, GL made a concerted effort to apply and test a range of monitoring and evaluation tools developed as part of GL's growth in this area as the organisation began to define more clearly what it is trying to measure. Figure 14 shows that the results of GL's work are seen in terms of activity outputs (the tangible things that are produced); outreach (how we create multiplier effects through face to face engagements; the media and website); outcomes (what changes as a result of our interventions) and impact (whether we contribute in some small way to broader social change).

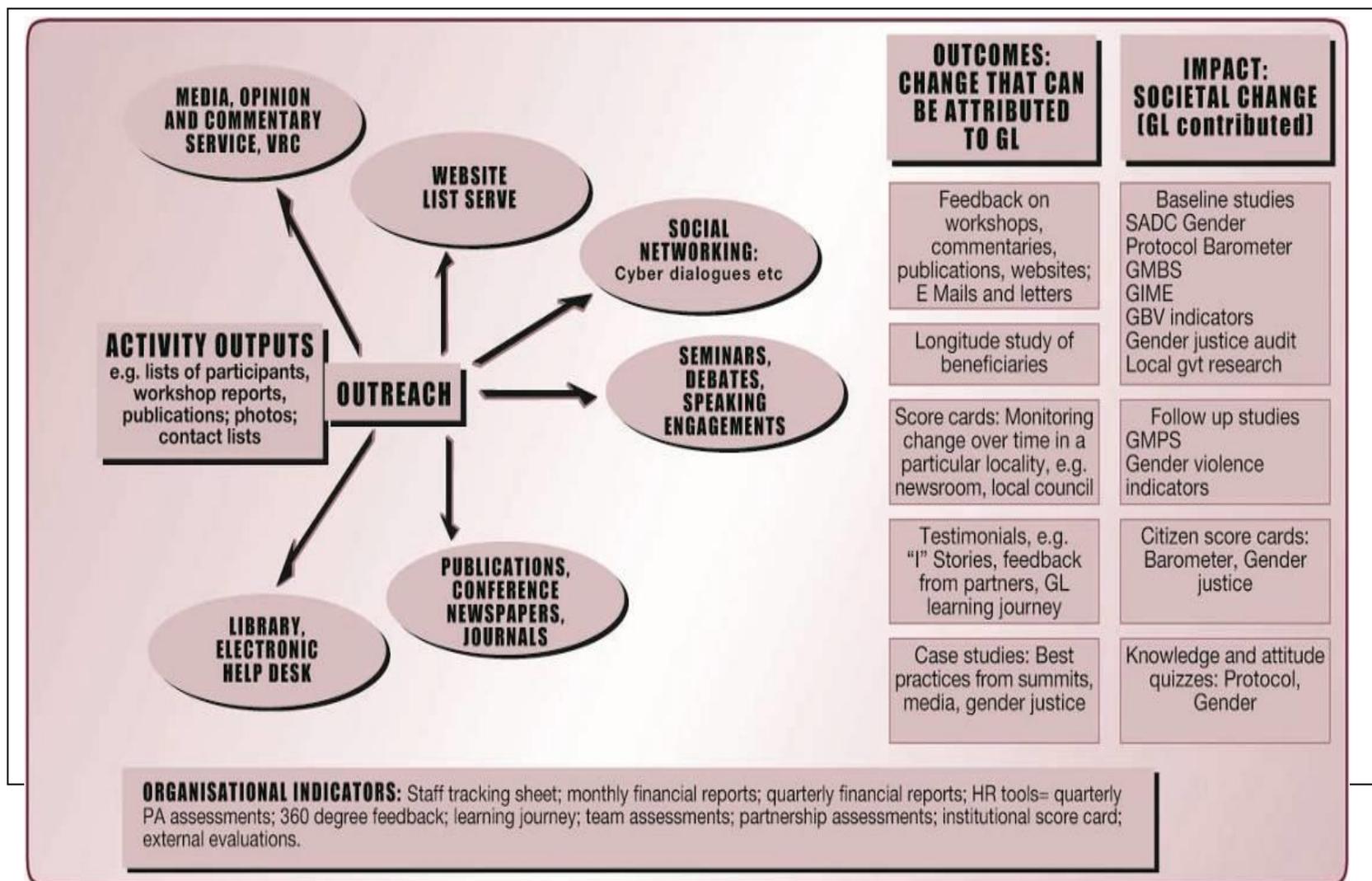
The M&E unit is responsible for setting up systems, gathering and managing data across all GL programmes. The GL planning, monitoring and evaluation manual sets out all of the M and E tools, systems and reporting formats.

All GL staff have attended workshops and training on the M & E Manual. The M&E unit is responsible for setting up systems, gathering and managing data across all GL programmes.

The Planning, Monitoring and Evaluation (PME) system is an articulate planning process mapping out the organisational direction of the first nine years through its biennial strategic planning process, and in 2009 the organisation has introduced three-year strategic planning which ends in 2013. The planning includes the strategic objectives of the organisation, laying out the organisational ethos and culture based on its vision and mission.

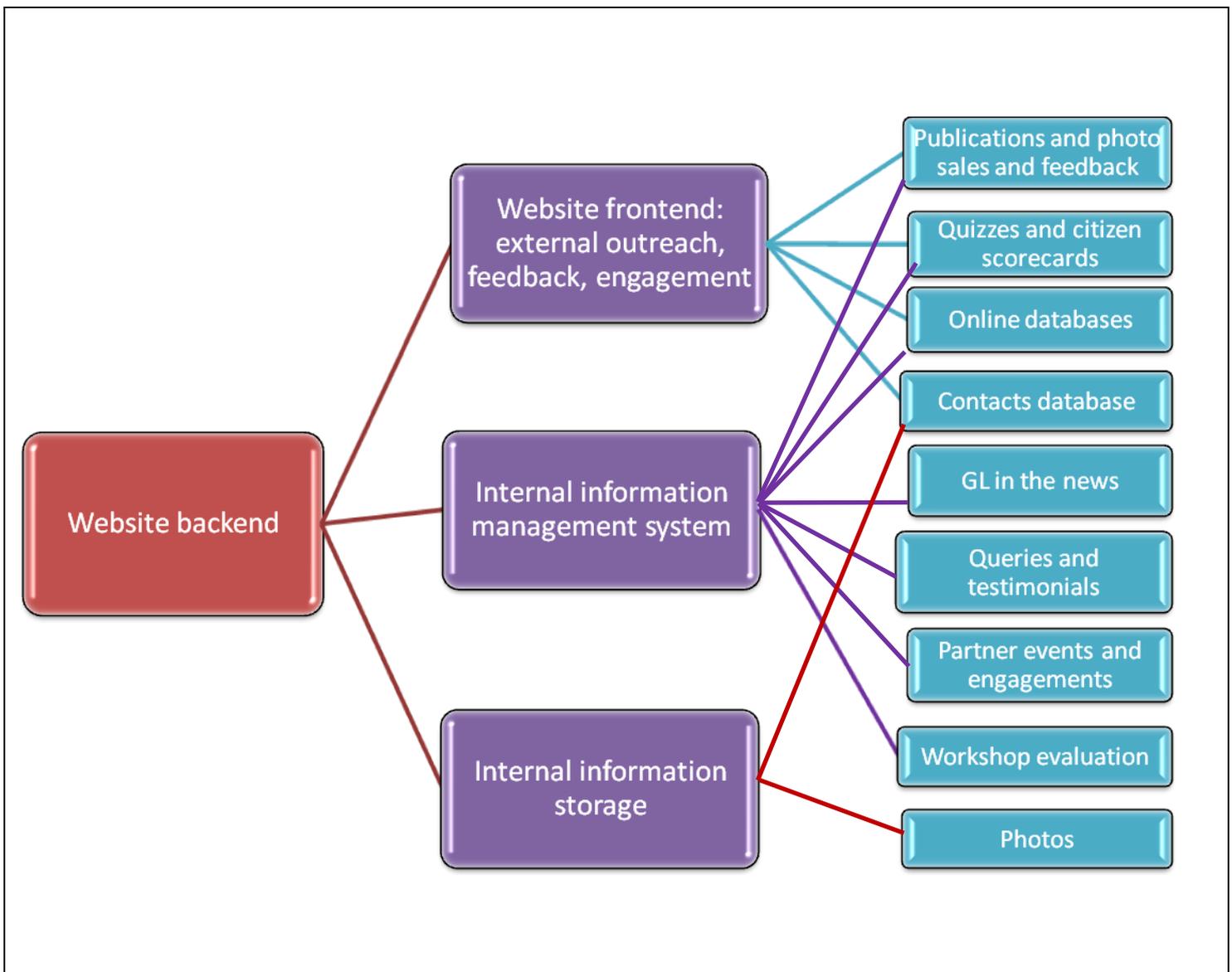
GL, within the first nine years has adjusted its vision and mission in response to its external environment, which is in line with its learning and transforming nature. Through the planning process, the organisation sets out an annual plan, which is comprised of bi-monthly, monthly, and quarterly reports. The PME department provides indicators for organisational performance monitoring and analysis, as well as for monitoring the programme activities, which reflect on the organisation, because if the programmes performed well, it means the organisation is performing well. Thus, the monitoring and evaluation tracking system provides the organisation with self-evaluation tools on a regular basis, as to whether it is meeting its own expectation and those of its core partners.

**Figure 14: GL's Monitoring and Evaluation approach**



Effective use of ICTs is another way in which GL has learned and developed its systems to become more efficient. The diagram illustrates how GL has streamlined M and E processes by developing online forms which are housed in the backend of the GL website. Instead of sending documentation to head office, which is costly and time consuming, forms and information can be captured off site at our satellite and field offices. Workshops and training have taken place with all staff regarding the M and E manual and tools. This improves the quantity and quality of data capture. The diagram illustrates how innovative website data base solutions are being used to gather data from field and satellite offices such that the website becomes an effective tool for decentralisation and information storage: some for internal and other public usage.

**Figure 15: Use of website for M and E**



The PME system is quite meticulous and pays attention to details. All the managers submit their monthly reports to the monitoring, evaluation and planning department, and the M&E manager into a single monthly or quarterly report consolidates them and they are submitted to the ED. The system is set up in such a way that bi-monthly reports contribute to the monthly report, and the monthly report leads to the quarterly, and the quarterly report will be consolidated into an annual report. Activities among the limited concerns that were expressed both internally as well as externally during the evaluation interviews.

The annual strategic planning process is rightly fine-tuned to coincide with the annual Board meeting and the commencement of a new fiscal year. The report is presented to the Board for review, comment, and endorsement. Furthermore, the occasion offers the Board an opportunity to interact with the management team and contribute to the strategic planning process by addressing major management issues and jointly sharing observations and commending the organisation for good performance.

The reports are prepared by respective programme managers as well as by the manager of finance, and before they are sent to the donors, the ED reviews them. The ED and FM jointly produce the quarterly financial report for the Executive Committee and the annual financial report for the Board.

Outreach indicators are measured through the monthly report, and the Executive Director compiles the final report to be presented to the Board during its annual meeting, and quarterly reports are submitted to the Executive Committee. The reports include: gender disaggregated statics on workshops and other key activities the organisation conducts on a regular basis, process indicators including feedback received, comments solicited from the annual report and books, and reports developed in partnership with other organisations. The system provides an opportunity for the organisation to actively track and find out if the service is generating the intended outcomes and beneficiaries are positively impacted.

The M&E tracking system continues to improve and over time its strategic role has become sharper and institutionalised. A range of factors is identified concerning the inherent limitations women encounter in their endeavors to overcome the historic bias entrenched in the culture and societal fabric as roadblock to their gender and human rights.

GL, through a combination of its effective and efficient use of media, active and consistent tracking system, functional operation research, and quality data collection on feedback from a sample partners, has made steady progress in its advocacy and lobbying efforts in the region.

As part of its monitoring and evaluation GL is documenting personal accounts of change in the lives of women, for example:



Much has been written on land grabbing by greedy politicians in Zimbabwe; but very little on the systematic way in which every day widows are dispossessed of their land. Bernadette Chipembere, a councilor from Chiredzi, won a special award at the Gender Justice and Local Government Summit in March 2010 for her one-woman campaign to seek justice for widows. She won a laptop, got an e mail address and is now on the GL list serve. One day, among her hundreds of E

Mails the GL Executive Director got one with the header: "I am connected!" Chipembere wrote about how since she won the award, and with the media publicity this received in Zimbabwe, the minister of lands had paid her a surprise visit and pledged support for her work. Chipembere is an avid reader of GL's Opinion and Commentary Service, and has gleaned ideas from this on forming networks of informal traders and neighborhood watches against trafficking etc. Chiredzi is one of the 100 Centers of Excellence for Mainstreaming Gender in local government that includes developing a gender action plan with flagship local at level campaigns for ending gender violence and empowering women economically.

GL has conducted a follow up study, "Healing through Writing" (book to be published by Zed Books, London in 2011) on the "I" Stories series that provides space for women survivors of gender violence to reclaim their lives by telling their own stories. These personal accounts are the human faces of the broader policy objectives that GL works to achieve (adapted from GL's proposal to DFID, October 2010).

For higher level impact indicators, GL conducts a range of research including:

- Coordinating the annual Gender Protocol Barometer that measures progress in the region against the 28 targets of the Protocol.
- The Gender and Media Progress Study.
- The Gender in Media Education Studies.
- The Coalface series on women in local government.
- The Gender Violence Indicators Study.

Learning is a key element of monitoring and evaluation and an example of this learning in both the media and governance work is that after the *broad brush approach* (working with many organisations) of the first ten years, there was a need to reassess our processes, going back to work at an institutional level where it is easier to measure change. A key pillar of the media has been supporting 100 newsrooms to develop and implement gender policies, and with local government, working with ten councils (Centres of Excellence) in each country to similarly draw up and implement gender action plans. This is a process driven approach that begins 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 Centres of Excellence (COE) concept in local government GL is aligning several of its programmes and focusing these on specific localities, working

to ensure greater synergy as well as greater impact. The COE's are also informed by the pilot project that we have run with the City of Johannesburg over several years as well as a think tank meeting convened by GL, Hivos and Akina Mama wa Afrika on "Support to Women Leaders: Lessons Learned and Strategies for the future." This brainstorming meeting with partners in December 2010 at which we concretised our thinking on COE's demonstrated why it is key to step back in order to step forwards.

#### **Summary of recommendations**

- Invest more in analysis of results of higher level M and E such as the attitude quiz; knowledge of the Protocol etc.
- Invest in online data bases for making information more readily available, in formats that can be easily updated.

## 10. CONCLUSIONS AND NEXT STEPS

*"GL is not afraid to change and is always trying new things to improve its service and to reach those who need its service directly and indirectly."* – Evaluation finding.

### **Punching beyond its weight**

This organisational evaluation shows that it is not the size of its budget and staff alone that earns an organisation a reputation among its peer groups, but also its approach, consistency of purpose and relevance of vision, mission and strategic positioning. In a span of ten years, the organisation acknowledges having made contacts with at least 49,000 participants and with its ripple effect the total number is far more than what is indicated.

### **Action-research is Gender Link's flagship**

Gender Links' comparative advantage is in evidence-based research that adds value to society and creates impact. Research has given GL advantage in addressing the root causes of gender inequalities and to design cutting edge interventions that focus attention on neglected areas, such as mainstreaming gender in local government. The approach of many NGOs is to design interventions that address gaps or putting off the fire without finding out the cause. Gender Link's approach is to understand the cause of the fire and develop policies that make governments and media houses own up to their actions or make them accountable. One former intern of Gender Links commented that:

*"It is amazing to see how a very small organisation has managed to gather so much information from the SADC region and how it is using it to coordinate with governments and other organisations in the region to bring about tangible change in society and the lives of ordinary people."* Albert Ngosa, GL Office in Zambia

### **Strategic interventions with wider relevance**

Gender Links work with local government fits well with the recently launched African Women's Decade (AWD - 2010-2020) of "Grassroots Approach to Gender Equality and Women's Empowerment". The Decade hopes to effectively combine a top-down and a bottom-up approach with the aim to advance gender equality through the acceleration of the implementation of global and regional decisions and commitments on gender equality and women's empowerment. Unlike most gender NGOs in the governance sector whose focus is on national parliament, GL's focus is strengthening women's representation at the local government level. All themes and provisions of the SADC Gender and Development Protocol fit well with all 10 thematic focus of the AWD. This situates the work of the Alliance strategically on the continental map to inform learning and implementation of the AWD as well as access additional resources from the AU's Fund for Women.

### **Media as a target and a tool**

The effective use of media to promote social justice within the African social justice context and mobilizing a male-dominated system to advocate and support gender equality. The ability to work with government systems in the region to make the SADC Gender Protocol the most referred to and functional instrument.

### **Unique package of programmes**

Gender and media is not a common approach to address gender inequalities. Gender Links is interested in shaping people's attitudes and beliefs through media because popular media has a way of shaping values and beliefs. Values, attitudes, and beliefs are the core obstacles to gender inequality in the SADC region. GL has developed gender and media related policies as a sustainable approach to addressing gaps identified through research. Engaging the media in all of Gender Links work ensures great outreach and profiling of the organisation. Communication is an underlying strategic component of Gender Link's work. Gender Links' work is underpinned by understanding gender roles, access to services, media, and capacity building to institutionalise gender. Gender Links' work with local governments is groundbreaking and can be replicated by many gender organisations. Local government is important because delivery of services happen at the local government level. Many policy and advocacy organisations focus on national level policy processes without linkage to the communities.

### **Utilisation of technology to advance advocacy**

The latest accessible information technology including online chats in the form of cyber dialogues, face book and twitter, and SMSes are used to ensure that all stakeholders remain linked up across geographical boundaries especially throughout the 16 Days Campaign of No Violence against Women. Gender Links has also used IT to engage women from all over the world daily during the post-Beijing review meetings in New York in 2005 and 2010 on the outcomes of parallel sessions through the use of forum newspapers dialogued through the cyber dialogues. This ensured that inputs from women from all over the world was included in the final document handed over to the UN. Gender Links is also using cyber dialogues for the 16 Days of Activism every year to make technology work for women.

### **Partnerships, including with governments**

The organisation has the capacity to mobilise like-minded partners to speak with a united voice for the causes of women and gender and human rights. The ability to mobilise mutual partners to work together to advance the causes of woman in collaboration with men and as a result, a joint voice with a distinct leadership image. GL is perceived as an open minded organisation and likes to share, learn and transform. A civil society organisation can work with governments across the Board to bring about sustainable gender rights with the government's support and collaboration.

### **Self reflection**

Another best practice about GL's work are the built - in, ongoing self- evaluation approaches that enable the organisation to update itself and amend its plan through an effective planning, monitoring and evaluation process monthly, quarterly and annually.

### **Documentation**

Publications are the exceptional contributions of the organisation to society at large. The training curriculum, which is being accredited, is an important attribute of the organisation which has a significant impact on trainees.

### **Capacity building**

According to the evaluators' observations, the most important intervention is its training intervention. There are at least 49,000 individuals that have been reached to date. GL's quality and targeted publications are among its best practices, because through its web site, hard copies, workshops, summits and other means, GL's publications could be reaching far more people than being accounted for. GL is keenly aware of human development as an integral part of the organisational endeavor, linking with higher education institutes in the region and encouraging young interns to come and gain experience.

### **Recognition of talent and outstanding achievements**

Gender Links has provided awards to recognise outstanding achievements by journalists, local government councils, and its own staff. This innovative approach has recently been recognised by the Mail and Guardian that led to GL's winning the Mail and Guardian prestigious "Investing in the Future" award in the non-profit category for recognizing the importance of working with local government to bring about social change in Southern Africa. GL's work approach of giving awards for outstanding work is also applied internally to its staff.

### **Maintaining a small organisation with large footprints**

Balancing a small organisational structure with growth of programmes and budget is a great strength of Gender Links. GL has not become a huge monolithic structure but has remained small and focused in spite of the scope and intensity of work in the region. The organisation has coped by moving away from projects to programmes and through leveraging its work in order to reach a wider audience. Working through country facilitators to implement GL programmes is also consistent with managing growth and cost-effectiveness.

### **Next steps**

The recommendations of this evaluation, made throughout the report, are summarised in the executive summary. Key next steps include:

- Presentation of the report to the Board, donors and partners on 30 March.
- Incorporation of the recommendations arising from this evaluation into GL's five year strategy 2010-2015 during the annual staff/Board meeting on 1 April.

## Annex A: Gender Links Organisational Score Card

NO.	KEY PERFORMANCE AREA	GL Score	Evaluator Score
	<b>STRATEGIC POSITIONING</b>		
	Vision, mission and core values		
1	GL has a clear vision, mission and core values	8.9	10
2	The vision, mission and core values are known & internalized by governance, management & staff and shared with new governance, management and staff	8	10
3	The vision, mission and core values are regularly reviewed to ensure relevance	8	10
	Formulation of relevant strategies		
4	GL understands and regularly reviews the political context within which it works	8.1	10
5	GL has clear, comprehensive strategies	7.8	10
6	The strategies have been developed in a participatory manner and are well known by the whole team	6.8	10
7	The strategies are reviewed regularly	7.8	10
	Legitimacy for its work		
8	GL has a strategy for communicating about itself (e.g. brochures, flyers, annual reports etc.)	9.5	10
9	GL is a well known player within its field confirmed by its participation in public thematic discussion/debates, being used as a reference point, invitation to give talks/contribution in different forums etc.	8.8	9
10	GL regularly disseminates information and/or shares learning and insights from its work with other interested parties through organised forums.	8.4	10
	<b>GOVERNANCE</b>		
	<b>Governance structures</b>		
11	GL has an independent governing body (Board) besides the management team with a clear demarcation of roles and responsibilities	8.8	9
12	The Board meets regularly, minutes are taken and maintained	9.2	10
13	The Board plays its oversight role and policy direction in GL	8.5	10
14	The Board has equal gender representation	5.8	5
15	The Board is renewed regularly	7	7
16	GL has a clear governing constitution that is reviewed and updated regularly	8.5	9
	<b>Application of democratic rule</b>		
17	The routines and practices of GL are fair and transparent	7.4	9.5
18	Decision-makers are held accountable for the decisions they make	8.4	10
19	There are clear, formal lines/systems for decision making that involve as broad participation as practical	7.8	10
20	GL does not exclude participation by people on account of their sex, ethnic or religious affiliation	9.2	10
	<b>PROGRAMME OF ACTION</b>		

NO.	KEY PERFORMANCE AREA	GL Score	Evaluator Score
	<b>Planning for implementation</b>		
21	GL has a strategic plan aligned to the vision and mission	9.5	10
22	GL has annual plans drawn from the strategic plan	9.1	10
23	Planning is done in an integrated and participatory manner and is understood by everyone involved in implementation	7.9	9
24	The plan clearly defines the expected activities, indicators and results and is used for monitoring and evaluation	8.4	10
25	Planning takes into account the gender perspective and PLWA	6.8	9
26	Planning takes into account the PLWA	6.6	9
27	There is flexibility for the planned activities to be adjusted in case of significant changes during the implementation period	7.2	8
	<b>Working methods</b>		
28	GL's working methods are reflected in the policy and other steering documents	8	10
29	GL allows its stakeholders to critically and openly examine the work methods; GL responds constructively to feedback from stakeholders	7.5	10
30	Work methods are regularly reviewed in a participatory manner	8.3	10
	<b>Reporting and documentation</b>		
31	GL documents what it considers important either for dissemination or for archiving	9	10
32	GL reports to the donors on a timely basis according to their requirements	9.3	10
	<b>Follow up</b>		
33	GL has systems, tools and routines for regular follow-up to compare quality and quantity of results against plans and ensures that follow up takes place	7.8	10
	<b>PARTNERSHIPS AND TARGET GROUPS</b>		
34	Findings from these follow-ups are usually discussed in relevant forums	7.4	10
35	GL has well defined target groups	8.5	10
36	GL is known by the defined target groups	8.1	9
37	The relationship between GL and the target group is alive – characterised by free interaction and expression.	7.7	8.5
38	Target group accepts/appreciates the work of GL as addressing their needs.	7.7	9
39	GL has partnerships with national and external NGOs	8.3	10
40	GL has a mechanism for involving the target group in its processes e.g. planning, monitoring and review	7.6	9
41	Feedback from the target group is taken seriously by GL and is always acted upon	7.6	10
42	GL conveys relevant information to the target group effectively and on a timely basis	7.5	9
43	GL actively participates in relevant networks.	7.4	10
44	GL has been involved in joint activities with other network member organisations	8.2	10
45	Through the networks GL has been able to acquire new	8.1	10

NO.	KEY PERFORMANCE AREA	GL Score	Evaluator Score
	information, work methods, skills etc.		
46	Those who participate in networks always give feedback to the other relevant staff in GL	7.1	8.5
47	GL has leadership/coordination role in some of the networks	8.5	10
48	GL regularly reviews participation in networks to ascertain those that are beneficial and those that are not	7.5	10
	<b>INSTITUTIONAL STRENGTHENING</b>		
	<b>Physical resources</b>		
49	GL has comfortable and pleasant working space	7.1	8.9
50	Staff have the equipment and resources they need to be able to work	8	9
51	There is space for meetings and interactive events	8.1	10
52	GL ensures that its physical assets are insured, safe and secure at all times	9.1	10
	Electronic resources		
53	There is formal procedure manual of hardware, software and instructions on the use for organisational information systems	8.6	10
54	Staff are trained and receive support in how to use IT effectively	8.1	9
55	Technical problems are solved within short periods of time without disrupting work.	8.8	8.5
	Administrative and financial routines		
56	GL has an administrative and operational policy that is in use.	9.2	9
57	There are established systems and routines in all areas of GL work; these are clear and transparent.	8.5	9
58	Administrative decisions are made in an effective manner (consistently and promptly)	7.6	9
	<b>Human resources</b>		
	Selection and recruitment		
59	GL has a recruitment policy that is applied in all cases	7.4	9
60	All positions in GL have clear and operationalised job descriptions	7.1	10
61	All people working in GL have relevant qualifications, skills and experience	8.1	10
62	GL has engaged enough people commensurate to the planned activities.	7.3	8.5
	Capacity building		
63	GL has a staff development policy; encourages learning and supports capacity building; regularly updates the knowledge of staff through relevant refresher courses/workshops	7.2	9
	<b>Roles and responsibilities</b>		
64	GL has a documented structure that is known to staff members; Duties and responsibilities area allocated according to the structure	8.2	9
65	Every member of staff has a clear job description stating the responsibilities and the reporting lines	7.8	9

NO.	KEY PERFORMANCE AREA	GL Score	Evaluator Score
66	The structure is regularly reviewed, especially when strategies change and the structure effectively facilitates coordination of activities	8.2	10
	<b>Performance, discipline and reward</b>		
67	There a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives?	8.6	10
68	Cases of poor performance are addressed effectively	7.6	9
	Work environment and communication		
69	Staff have regular staff meeting where they are able to freely express their feelings and opinions	6.5	10
70	The relationship between the management and staff is cordial	6.9	9
71	GL have a clear and effective mechanism for handling staff grievances as well as cases of indiscipline.	6.3	9
72	Management does not discriminate against staff on account of their sex, ethnic or religious affiliation	8.5	10
73	GL has HIV and gender workplace policies that are well known and implemented	7.7	9
74	GL has a wellness programme that is budgeted and assists staff to cope with balancing work and other needs.	8.2	10
	<b>SUSTAINABILITY</b>		
	Financial policies and procedures		
75	GL has a written financial policy that is in use	8.8	10
76	GL has committed and qualified finance manager/accountant to carry out all finance related activities of the organisation	9.1	10
77	The Executive Director has a basic understanding of financial accounting	9.4	10
78	GL has a written purchasing and procurement policy that is in use	9	10
79	GL has a comprehensive fixed assets policy	8.8	10
80	GL has the ability and capacity to develop good proposals for donor funding	9.3	10
81	The accounting system provides for accumulating and recording expenditures by grant and cost category shown in the approved budget	9.2	10
82	All vouchers are filed with all original supporting documents chronologically	9.1	10
83	Monthly management reports are generated and reviewed	9.1	10
84	Rejected transactions are promptly analysed and corrected by a supervisor	8.5	10
85	Backup copies are maintained and stored in a secure, fire resistant area?	8.5	10
86	GL has no difficulty with financial reports to donors – accuracy and timeliness	9.3	10
87	There budgeting procedures in place and budgets are taken seriously	9.4	10
88	Accounts are audited annually and comments by auditors taken seriously to improve financial management	9.4	10

NO.	KEY PERFORMANCE AREA	GL Score	Evaluator Score
89	GL ensures value for money from service providers	8.6	10
90	Travel is managed carefully to ensure best value for money and lack of wastage due to cancellation, change of plans etc.	8.2	10
91	All staff, especially managers, are trained in financial systems and held accountable for any transactions they are involved in or budgets that they manage.	8	8.5
	Long term financial planning and resource mobilisation		
92	GL's resource mobilisation strategy embeds sustainability needs	8.5	8.5
93	GL has diversified sources of funding	8.8	8.5
94	GL has/is building an asset base	9.1	10
	<b>MONITORING AND EVALUATION</b>		
95	GL has internal project monitoring, evaluation and management systems and indications on how they contribute to good, accountable performance by GL .	8	10
96	GL has mechanisms to monitor & support operationalisation of amended and/or new policies	7.8	10
97	Organisational reporting is based on results rather than just on activities	9.1	8
98	GL has a mechanism of incorporating new learning and experiences from these follow-ups into future plans; these are reviewed regularly to ensure relevance and effectiveness	7.9	10
99	GL uses both quantitative and qualitative methods to document results	8.1	10
100	GL packages and communicates the results of its work effectively and to a variety of relevant stakeholders	9.2	9
	TOTAL	818.2	951.9
	PERCENTAGE	82%	95%

Adapted from institutional reviews made in the course of applying for the DFID Governance and Transparency and MDG 3 Fund; UNIFEM VAW Trust Fund; as well as an evaluation by Diakonia.

---

**ANNEX B: CALL FOR EXPRESSIONS OF INTEREST (EOI) TO CONDUCT AN  
ORGANISATIONAL AND SPECIFIC PROGRAMME EVALUATIONS  
SEPTEMBER 2010 TO JANUARY 2011**

**Synopsis**

Gender Links is a Southern African NGO founded in March 2001 with offices in Johannesburg, Mauritius (Francophone base) and Botswana (headquarters of the Southern African Development Community) as well as project sites in seven other countries. The vision of the organisation is a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development. GL has four programme areas: the SADC Protocol on Gender and Development; media; governance and justice.

At its meeting in March 2005 the GL Board resolved to commission an external evaluation of the organisation and specific programmes as per donor requirements every five years. The first such evaluation took place in 2006. In preparation for the tenth anniversary of Gender Links in March 2011 as well as to provide specific assessments required by key donors GL is calling for proposals for two suitably qualified, impartial, independent consultants to conduct an organisational and specific programme evaluations for Gender Links.

**Objectives**

The evaluation aims:

- I. To evaluate the overall efficiency and effectiveness of the organisation and make recommendations which will add to the success and value of the organisation.
- II. To reflect specifically on work supported by the following donors as part of the programme evaluation:
  - MDG III Fund: Employment equity in the media and the gender justice and local government work.
  - DANIDA: The Gender and Media Diversity Centre and the gender and local government work.
  - Hivos: The Gender Links Opinion and Commentary Service and overall institutional support.
  - SIDA: The development of HIV and AIDS and gender policies in newsrooms.
  - Diakonia: Gender and economic reporting as part of the *Business Unusual* training course.
  - Norwegian Council on Africa: The development of gender violence indicators.
- III. To provide the following stand alone evaluations that will draw from the overall and programme evaluation but follow the format and requirements of these donors.
  - A Mid-Term Review (MTR) for one of GL's largest donors, UK Department for International Development's Governance and Transparency Fund (DFID-GTF). The purpose of the MTR is to provide an independent assessment on the progress and performance to date and to measure and report on achievements and early signs of change and impact, and to indicate adjustments that may need to be made to ensure the success of the programme and its should be used to inform GL's future work. The

work supported by DFID covers all four of GL's programme areas as well as the care work project of the Gender and Media Southern Africa (GEMSA) Network.

- An assessment of the work carried out under the UNIFEM Trust Fund Grant on Violence Against Women including support for developing National Action Plans to End Gender Violence.

## **Requirements**

### ***Organisational evaluation***

The evaluation should provide the Gender Links Board and management with an impartial assessment of the organisation highlighting some of the key strengths and opportunities as well as weaknesses and threats which will inform the organisation's future strategic planning processes. The guiding framework for the organisational evaluation will be the institutional scorecard developed by GL and adapted from institutional reviews made in the course of applying for the DFID Governance and Transparency and MDG 3 Fund; UNIFEM VAW Trust Fund; as well as an evaluation by Diakonia, attached at **Annex A**. The evaluators' will be expected to score each item as well as provide a brief narrative assessment of their findings with regard to strategic positioning and relevance; governance; programmes; institutional growth and development; financial management and sustainability; monitoring and evaluation; conclusions and recommendations. Reference can be made in the EOI to the strategy and action plan for the current and past periods <http://www.genderlinks.org.za/page/strategy-and-action-plan> as well as the annual report <http://www.genderlinks.org.za/page/annual-reports>. The first five year evaluation and other relevant M and E documents are available at <http://www.genderlinks.org.za/page/monitoring-and-evaluation>.

***Programme review:*** The general programme review will be integral to the organisational evaluation, but include specific reference to work funded by donors that have requested this or contributed to the evaluation as stated under objectives.

### ***Specific donor evaluations***

Stand alone donor evaluations are required for the DFID-Governance and Transparency Fund (GTF) and UNIFEM funded projects. These will draw from the overall evaluation process but include more in-depth information on progress against targets, assessing relevance, impact, efficiency, effectiveness, sustainability, value for money, equity, replicability and review the risk analysis of the programmes. Consultants will make reference to proposals and reports already submitted to donors on these projects. A brief summary of these projects follows:

### **DFID – GTF: Making Every Voice Count for Gender Equality in Southern Africa**

This programme aims to make governments *and* the media accountable for achieving gender equality and ending poverty in the Southern African Development Community (SADC) region. It forms part of the work of Gender Links, a Southern African NGO that promotes gender equality and justice, in partnership with the Gender and Media Southern Africa (GEMSA), network. The partners have developed a programme to "make every voice count for gender equality" in Southern Africa. Using the SADC Protocol on Gender and Development, the programme will empower citizens, especially women, to engage critically with the media and policy makers to:

- Adopt, sign, ratify and implement the Protocol which has 28 concrete targets for achieving gender equality by 2015.
- Ensure women's equal representation and participation in decision-making.
- Halve current levels of gender violence and devise targets for achieving this.
- Recognise women's unpaid labour as care givers; especially those who care for people living with HIV and AIDS.
- Hold the media to account for promoting gender equality in and through its work.

*The specific requirements of this evaluation can be accessed in the Monitoring and Evaluation section of the GL website: <http://www.genderlinks.org.za/page/monitoring-and-evaluation>.*

### **UNIFEM: Supporting the effective implementation of national and local action plans to end violence against women**

Gender Links and GEMSA will support implementation by:

- Holding a regional consultative workshop to develop indicators on gender violence that will form a framework for comprehensive monitoring and evaluation system for measuring the impact of existing national plans of actions.
- Assist in strengthening multi-sector task teams for implementation of the national plans.
- In collaboration local partners and gender machineries in Botswana, Mauritius, Namibia South Africa, Swaziland, and Zambia develop communication strategies for popularisation of the plans so that ordinary women are aware of the existence of these plans and what they seek to accomplish for them. Develop advocacy and communication materials for the action plans.
- Building on Gender Links and GEMSA's gender and media strengths, implementation of the Prevention, Training, Education and Awareness Raising component of plans in Botswana, Mauritius Namibia and Swaziland. Conduct training on acceptable standards and ethical reporting of gender based violence and related issues such as poverty, children living on the streets which often leads to child prostitution a form of gender based violence, trafficking and so forth using the "Reporting Gender Violence" manual developed by Gender Links.
- Pilot the implementation of local action plans in Mauritius and South Africa in selected districts.
- Carry out annual assessments on progress being made to end gender violence by developing score cards with targets and indicators which will act as checklist against which progress will be measured. This will be achieved in the context of the SADC Addendum on the prevention and eradication of violence against women and children as well as the draft SADC Gender and Development Protocol which is set to supersede the SADC Declaration.

### **Support available to the evaluators'**

- GL has a full time Monitoring and Evaluation manager and unit that will provide briefing materials, analysis and support to the evaluators' as required. The unit will also assist in setting up meetings.
- GL is currently undertaking a beneficiary analysis involving the administration of a questionnaire to 300 people who have worked with the organisation over the ten years. The quantitative analysis and preliminary findings will be made available to the evaluators'.

- The GL administration will make all travel and logistic arrangements. Evaluators' will be accommodated at the GL guest house when they are in Johannesburg, if they are not from here.

### **Qualifications of the evaluator**

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames. Specific experience of conducting DFID and UNIFEM evaluations would be an advantage.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- Fluency in English, knowledge of French and Portuguese would be an added advantage.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators'.

### **Submissions**

Proposals may be submitted individually or in pairs. If the latter, GL will be looking for a clear division of labour between the consultants. For example, one might focus on organisational aspects, while the other focuses on programme review.

The format for the Expressions of Interest is attached. **Please take note of all the supporting documents required.**

**Please submit proposals by Friday 10<sup>th</sup> September 2010 to the Monitoring and Evaluation Manager, Susan Tolmay at [mande@genderlinks.org.za](mailto:mande@genderlinks.org.za) or fax to +27 11 622 4732 (Tel: +27 11 622 2877)**

### Annex C: Evaluators' schedule at a glance

<b>ACTIVITY</b>	<b>DATES</b>
Consultants arrive	6 October
Key internal briefing, observations and preparation	
Meetings with ED and M and E Manager, review key documents	7 - 8 October
Interview with GL managers and staff	11-12 October
Field work and observation	
GEM Summit – participate and conduct interviews with beneficiaries and partners	13 – 15 October
Interviews with Jhb based donors and partners	18 October
Mauritius – Satellite office	19 - 21 October
Botswana – Satellite office	19 - 21 October
Office day	22 October
Zimbabwe	25 - 26 October
Zambia	26 - 26 October
Final/ follow up meetings with staff and partners in Jhb	27 - 29 October
Consultants depart	30 October
Malawi (Sandra Ayoo)	6-8 December
<b>Report and feedback</b>	
Workshop to review draft (SA – Sandra Ayoo)	21 January
Final draft	28 February
Presentation to Board and partners (SA – Sandra Ayoo)	30 March

#### ANNEX D: LIST OF INTERVIEWS

Surname	Name	Designation	Organisation	M/F	Location	Programme
Made,	Patricia	Treasurer	Gender Links	F	Board	Media
Mekgwe	Pinkie	Board Member, Gender Links	Deputy Director, International Education and Partnerships, University of Botswana	F	Board	General
Namburete	Eduardo	Member	Gender Links	M	Board	General
Virahsawmy	Loga	Director (Mauritius & Francophone)	Gender Links, Johannesburg Office	F	Board	General
Albert	Ngosa	Intern	Gender Links, Zambia Field Office	M	Staff	Governance
Baikainaga	Vivian	Human Resources Manager	Gender Links, Johannesburg Office	F	Staff	General
Coopan	Mary	Local Government Facillitator	Gender Links	F	Staff	Governance
Galathwe	Vincent O.	Volunteer, M & E Data Capturer	Gender Links Botswana Office	M	Staff	Governance
Hadzizi	Faniel	Governance Officer	Gender Links, Johannesburg Office	M	Staff	Governance
Lowé Morna	Colleen	Executive Director	Gender Links	F	Staff	General
Jacobs Williams	Abigail	Gender and Governance Manager	Gender Links, Johannesburg Office	F	Staff	Governance
Lewis	Jennifer	GMDC Manager	Gender Links	F	Staff	Media
Maposa	Priscilla	Local Government Facillitator	Gender Links	F	Staff	Governance
Marango	Bridget	Finance Manager	Gender Links, Johannesburg Office	F	Staff	General
Miilo	Mpumelelo	Finance and Administration Coordinator	Gender Links, Johannesburg Office	M	Staff	General
Mogari	Susan	Entrepreneur	Gauteng, Johannesburg	F	Staff	Media
Ndlovu	Sikhonzile	Media Manager	Gender Links	F	Staff	Media
Nsofu	Faides	National Facillitator	Gender Links – Zambia Office	F	Staff	Governance
Ntsabane	Keabonye	Country Coordinator	Gender Links, Botswana Satellite Office	F	Staff	General
Rama	Kubi	Director of Programmes	Gender Links, Johannesburg Office	F	Staff	General
Tolmay	Susan	Monitoring and Evaluation Manager	Gender Links, Johannesburg Office	F	Staff	General

<b>Surname</b>	<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>M/F</b>	<b>Location</b>	<b>Programme</b>
Akpabio	Prof. Eno	Head of Department, Media Studies	University of Botswana	M	Botswana	Media
Alexander	Elsie Magdaune	Vice Chair and Alliance Member	GPPC, University of Botswana	F	Botswana	Media
Dibeela	Mpho	Editor & Member of Press Council of Botswana	Botswana Guardian, Gaborone	M	Botswana	Media
Dikobe	Maude	African Diaspora Studies, English Department	GPPC, University of Botswana	F	Botswana	Media
Ellece	Sibonile	Lecturer	University of Botswana	F	Botswana	Media
Kibakaya	Fanuel W.	Chief Physical Planner Housing & Estates	Francistown Local Council, Botswana	M	Botswana	Governance
Madibela	Magdeline		SADC Secretariat GU	F	Botswana	SADC Protocol
Maiketso	Phemelo	Principal Gender Officer	Department of Women's Affairs, Ministry of Labour and Home Affairs, Botswana	F	Botswana	SADC Protocol
Malete	Dr. Leapetswe	Director International Education Partnerships	University of Botswana	M	Botswana	Media
Manthe	Patrick C.	Local Councillor	Botswana Association of Local Authorities (BALA)	M	Botswana	Governance
Masojane	Ethel	Principal Economic Planner	Francistown Local Council, Botswana	M	Botswana	Governance
Matshameko	Ludo	Project Manager	Botswana Association of Local Authorities (BALA)	F	Botswana	Governance
Mogegeh	Valencia K.D.	Director Women's Affairs Department	Department of Women's Affairs, Ministry of Labour and Home Affairs, Botswana	M	Botswana	SADC Protocol
Monggae	Oarabile	Volunteer, Gender Links, 4 <sup>th</sup> Year, Social Work Student	University of Botswana	M	Botswana	Governance
More		Director	Kagisano Women's Shelter Project	F	Botswana	Justice
Mosojane	Ludo Margaret	Customary Court President	Tati Town, Francistown Botswana	F	Botswana	Media
Motsamai	Lentswe	Assistant Gender Officer	Department of Women's Affairs, Ministry of Labour and Home Affairs,	M	Botswana	General

Surname	Name	Designation	Organisation	M/F	Location	Programme
			Botswana			
Mutwale	Ivy	Capacity Building and Networking Manager	SADC-CNGO	F	Botswana	SADC Protocol
Nkala	Gideon	Editor & Member of Press Council of Botswana	Mnegi Newspaper	M	Botswana	Media
Phama	Sikhwebu	Chief Social & Community Development Officer	Francistown Local Council, Botswana	F	Botswana	Governance
Pule	Keredwe	Chief Human Resources Officer	Francistown Local Council, Botswana	M	Botswana	Governance
Ramad	Gladys	Broadcasting Advisor	Gaborone, Botswana	F	Botswana	Media
Sereto	Thomas	Controller of Fire Services	Francistown Local Council, Botswana	M	Botswana	Governance
Razafinmpiasa	Hary		University of Antananarivo	M	Madagascar	Media
Jamieson	Pushpa Anne	Country Facilitator, Malawi	Gender Links	F	Malawi	Media
Kaliya	Emma	Chairperson	NGO Gender Coordination Network, Malawi	F	Malawi	SADC Protocol
Kamanga	Penelope	Facilitator	GEMSA	F	Malawi	Media
Mithi	Dingaan	Programme Officer	Journalist Association Against AIDS, Malawi	M	Malawi	Media
Callikan	Dan	Director General,	Mauritius Broadcasting Corporation	M	Mauritius	Media
Neeliah	Dr.Harris	Research Officer	Mauritius Research council	M	Mauritius	Justice
Seedoyal	Denisha	Executive Committee member	MWO-GEMSA	F	Mauritius	Media
Shin	S.F Chuong	Team Leader , Finance and Marketing,	Mauritius Broadcasting Corporation	F	Mauritius	Media
Sholay	Davinah	Programme Assistant	Gender Links	F	Mauritius	Media
Sik Yuen	Hon.Michael Yeung		Minister of Business, Cooperative and Consumer Protection	M	Mauritius	General
Soboron	S.D	Deputy Director General General	Mauritius Broadcasting Corporation	F	Mauritius	Media
Chummun	Satyam	Village Councillor	Triolet Village Council	F	Mauritius	Governance

<b>Surname</b>	<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>M/F</b>	<b>Location</b>	<b>Programme</b>
Kheedoo	Rozy	Village Councillor	Baie du Tombeau Village Council	F	Mauritius	Governance
Aubeeluck	Geraldine	Former Intern	Gender Links	F	Mauritius	Media
Mourade	Djemillah	Former Intern	Gender Links	F	Mauritius	Media
Prayag	Carla	Former Intern	Gender Links	F	Mauritius	Media
Swedi	Dorothee	Chairperson	UCOFEM	F	DRC	Media
Comate	Clementine	Country Facilitator GEMSA – Mozambique	GEMSA	F	Mozambique	Media
Sayagues	Mercedes		Independent	M	Mozambique	Media
Brown	Emily		PON	F	Namibia	Media
du Toit	Jaco		UNESCO	M	Namibia	Justice
Abdool	Zeenat	Producer/Presenter of Programmes	SABC – Channel of Africa Radio	F	South Africa	Media
Botha	Mbuyiselo	Government & Media Relations Manager	Sonke Gender Justice Network, Johannesburg	M	South Africa	Media
Gwabe	Sweetness Lulama	GBV Survivor	Gauteng Johannesburg, RSA	F	South Africa	Justice
Hendricks	Dr Cheryl	Senior Research Fellow	ISS Pretoria Office	F	South Africa	Media
Jambaya	Loveness	Justice Manager	Gender Links, Johannesburg Office	F	South Africa	Justice
Mbonani	Nonhlanhla	Internet Content Analyst	Film & Publication Board, Gauteng RSA	F	South Africa	Media
Mundeta	Bongai	Director	VSO/RAISA, South Africa	F	South Africa	HIV/AIDS
Ndlovu	Sikhonzile	Gender and Media Manager	Gender Links, Johannesburg Office	F	South Africa	Media
Ntshangase	Jacob	Country Facilitator, R.S.A.	Gender Links	M	South Africa	Media
Raletsemo	Rabbuh	Prevention Programme Officer	National Prosecuting Authority (SOCA – Unit), RSA	M	South Africa	Governance
Thamae	Rose	Director	Let Us Grow – Orange Farm	F	South Africa	HIV/AIDS
Maziya	Ncane	Country Facilitator	GEMSA – Swaziland	F	Swaziland	Media

<b>Surname</b>	<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>M/F</b>	<b>Location</b>	<b>Programme</b>
Haji	Rose			F	Tanzania	Media
Okwemba	Arthur	Consultant/MAP Facilitator	African Woman and Child Features Service - Kenya	M	Tanzania	Media
Chapeshamano	Catherine	Councillor	Kafue District Council	F	Zambia	Governance
Chipo	Chitenge	Accountant	Local Government Association of Zambia (LGAZ)	F	Zambia	Governance
Kando	Loyda F. N.	Acting Registry Supervisor	Chongwe District Council, Lusaka – Zambia	F	Zambia	Governance
Kasale	Tresphord	Senior Superintendent National Coordinator	Victim Support Unit, Zambia Police Service	M	Zambia	Governance
Mulumo Nsofwa	Rev. Rosemary	Community Development Secretary	United Church of Zambia	F	Zambia	General
Mwansa	Kenneth	Country Director	AMICAAJJ - Zambia	M	Zambia	Governance
Namumba	Mpatalisji	Information Officer	LGAZ	F	Zambia	Governance
Nkupisha	Mathews	Council Chairman	Chongwe District Council, Lusaka Province, Zambia	M	Zambia	Governance
Sakala	Joyce	Councillor	Chongwe District Council	F	Zambia	Governance
Sichikwenkwe	Perpetual		GEMSA	F	Zambia	Media
Sinyangwe	Laston	Division Fire Officer	Chongwe District Council, Lusaka Police - Zambia	M	Zambia	Governance
Zulu	Sangulukani Isaac	Area Councillor	Chongwe Ward, Lusaka – Zambia	M	Zambia	Governance
Bangajena	T	Senior committee Officer	Chitungwiza Council	F	Zimbabwe	Governance
Boniface	B	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Chapfika	T	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Chipiyo	P	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Chiriri	W	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Chiriri	W	Councillor	Chitungwiza Council	F	Zimbabwe	Governance

<b>Surname</b>	<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>M/F</b>	<b>Location</b>	<b>Programme</b>
Chirongwe	B	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Conese	L	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Keri	P	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Mafunga	I	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Mafuratidze	G	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Makwara	C	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Mandirahwe	Z F	PRM	Chitungwiza Council	F	Zimbabwe	Governance
Matsika	Kathy		National University of Science and Technology	F	Zimbabwe	Media
Muchawa	Emilia	Director	Zimbabwe Women Lawyers Association	F	Zimbabwe	SADC Protocol
Muchawaya	O	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Muchindu	B	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Mudherede	P	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Mukweshu	L	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Muropa	Tafadzwa R.		Gender Economic Alternative Trust	F	Zimbabwe	Media
Mushonga	Netsai	National Coordinator	Women's Coalition of Zimbabwe	F	Zimbabwe	SADC Protocol
Mutemi	C	Clerk	Chitungwiza Council	F	Zimbabwe	Governance
Rukweza	J	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Tembo	M	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Tsikwa	M	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Usada	B	Councillor	Chitungwiza Council	M	Zimbabwe	Governance
Usayiwevu	L	Councillor	Chitungwiza Council	F	Zimbabwe	Governance
Madibela Mathiba	Magdeline	Head of SADC Gender Unit	SADC – Gaborone, Botswana	F	Regional	SADC Protocol
Mufune	Jennifer	Manager	GEMSA	F	Regional	Media
Joseph	Ammu		Independent	F	International	Media

<b>Surname</b>	<b>Name</b>	<b>Designation</b>	<b>Organisation</b>	<b>M/F</b>	<b>Location</b>	<b>Programme</b>
Mohr	Lavinia	Director of Programmes	WACC	F	International	Media
Ncube	Cecilia		UNIFEM	F	Donor	Justice
Yates	Dr. Samantha	Social Development Adviser	DFID Southern Africa, Pretoria	F	Donor	General

## **Annex E: Profiles of Evaluators'**

**Alemu Mammo** is a social science consultant with a background in public health, community development, gender and development, gender focused Human Security project evaluation and organisational performance evaluation. He has also done extensive evaluation work since 1985 in the African region in the following areas: emergency programmes design, community needs assessment, and participation in the regional and national and international forums. Primary health care strategy development in eastern and southern African sub - regions, evaluation of area based diverse large-scale development programmes for NGOs and UN Agencies. In the areas of programme management he has designed and implemented, intersect oral, health, development, and emergency programmes in east Africa.

He conducted evaluation assessments in the Western Africa sub region, with a focus on gender-based violence for International Alert, Two of them as a team leader and one of them as team member. In gender focused Human Security Project, media and conflict resolution, which focused on Women's security and synthesis report development, which summarises the organisation's work, with a special focus on women's needs in peace -building priorities in the Mano River Union countries. As a team leader in conducting a large scale Global Fund project for UNDP and the Government of Angola. This consultancy was based in the Africa Region from 1985 covering eastern and southern African Region as a Primary Health Care advisor, based in Nairobi, Kenya.

From 1994 through December 2001 Mammo based in Zimbabwe covering the southern African region (January 1994 through December 1997 for World Vision International, Southern African region). In addition, from 1998 through 2001 for World Health Organisation Africa Regional Office as an intercountry epidemiologist covering southern Africa and Indian Ocean island countries. The bulk of the assignment included integrated disease surveillance assessment, action plan development, outbreak investigation, and participation in the regional and national forums representing the organisation. Specific areas of interest include programme evaluation, organisational evaluation, emergency need assessment, and programme design.

**Sandra Ayoo** is a women's rights advocate and a gender, peace, and security consultant with expertise and vast experiences in policy research and advocacy, strategy and program design, program and grant management, monitoring and evaluation of programs, and managing donor funds. She has a Master's degree in Rural Development from the University of East Anglia in the UK in which Gender Analysis was one of her Majors. Ms Ayoo also undertook specialized courses in gender and women's rights in development at American University, Washington DC. Examples of her work include gender mainstreaming, cross-regional programme evaluations of the implementation of UN Security Council Resolution 1325 and GBV Women's Human Security Programmes for International Alert in West Africa, and evaluation of CARE International's UN SCR 1325 programmes in war torn northern Uganda.

## References

- GEMSA (2009): Regional Report: Making Care Work Count: A policy Analysis
- GEMSA and VSO-RAISA (2010): A policy Development Handbook: Making Care Work Count.
- Gender Links (2007): At the Coalface – Gender and Local Government in Southern Africa, Edited by Colleen Lowe Morna and Susan Tolmay
- Gender Links (2007): The “I” Stories: Speaking out on gender violence in Southern Africa Volume 3, 2007
- Gender Links (2008): At the Coalface – Gender and local government in Zambia, Edited by Tolmay and Colleen Lowe Morna
- Gender Links (2008): Strategic Communications Planning & Capacity Building National Action Plan to End GBV & 16 Days of Activism: Workshop pack
- Gender Links (2008): The “I” Stories: Speaking out on gender violence: South Africa, 2008
- Gender Links (2008): The “I” Stories: Speaking out on HIV and AIDS in Mauritius, 2008
- Gender Links (2009): Annual Report March 2008 – February 2009
- Gender Links (2009): At the Coalface – Gender and Local Government in Botswana, Edited by Pamela Mhlanga, Susan Tolmay and Colleen Lowe Morna
- Gender Links (2009): Glass Ceilings: Women and Men in Southern Africa Media, Edited by Pat Made and Colleen Lowe Morna
- Gender Links (2009): GTF Programme Case Study Five: Speaking Out Can Set You Free
- Gender Links (2009): GTF Programme Case Study One: Monitoring and Evaluation
- Gender Links (2009): GTF Programme Case Study Three: Gender and Governance
- Gender Links (2009): GTF Programme Case Study Two: SADC Gender Protocol
- Gender Links (2009): SADC Gender Protocol Baseline Barometer. Edited by Colleen Lowe Morna and Deborah Walter
- Gender Links (2009): The “I” Stories: Polygamy – the heart of the matter, 2009
- Gender Links (2009): The “I” Stories: Speaking out on gender violence in Southern Africa Volume 4, 2009
- Gender Links (2010): Annual Report March 2009 – February 2010
- Gender Links (2010): Brief Summit Report: Local government and gender justice summit and awards, Parktonian Hotel, Johannesburg, South Africa: 22 – 24 March 2010
- Gender Links (2010): Draft SADC Gender Protocol 2010 Barometer: Zambia
- Gender Links (2010): Gender and Media Progress Study: Southern Africa by Colleen Lowe Morna, Thabani Mpofo and Danny Glenwright
- Gender Links (2010): Gender in Media Education: An audit of Gender in Journalism & Media Education and Training Southern Africa, Final report written by Patricia A. Made
- Gender Links (2010): Gender in the 2009 Malawi Elections
- Gender Links (2010): Gender Links/GEMSA – DFID Annual Report: April 2009 – March 2010
- Gender Links (2010): SADC Gender Protocol 2010 Barometer. Edited by Colleen Lowe Morna and Loveness Jambaya Nyakujarah
- Gender Links (2010): SADC Gender Protocol 2010 Barometer: Botswana
- Gender Links (2010): SADC Gender Protocol 2010 Barometer: Malawi
- Gender Links (2010): Southern African Gender and Media Progress Study: Malawi
- Gender Links (2010): The South African “I” Stories Experience: Speaking out can set you free, 2010
- Gender Links and MPP (2007): Diversity in Action: HIV and AIDS and Gender Policies in Newsrooms: Media Action Plan Handbook, Second Edition by Patricia A Made and Colleen Lowe Morna
- Gender Links and the Medical Research Council (2010): The war @ home:

Preliminary findings of the Gauteng Gender Violence Prevalence Study  
Ministry of Women's Rights, Child Development, Family Welfare & Consumer  
Protection (2007): National Action Plan to Combat Domestic Violence, November  
2007

SADC Protocol on Gender and Development

Southern Africa Gender Protocol Alliance (2009): Roadmap to equality: Lessons  
learned in the campaign for a SADC Protocol on Gender and Development, Edited  
by Pat Made and Colleen Lowe Morna

Voluntary Service Overseas (2009): Gender and HIV & AIDS: A new Agenda for  
Change: 2009 VSO-RAISA Regional Conference Report Back, Pretoria, South  
Africa, 29 – 30 June 2009