RESULTS FOR CHANGE POLICY AND REGULATIONS 2019

These Policies and Regulations take account of the laws prevailing in all the GL countries of operation. Should there be a contradiction between the Policies and Regulations and national laws, the later will take precedence except where, in the interest of fairness policies have been standardised across countries.

RESULTS FOR CHANGE

Planning

1. GL's financial year runs from 1 January to 31 December of each year. The annual work plan is developed at the beginning of each year and this is further broken down into two semester plans to allow for midyear review.

2. The annual Board meeting takes place in April/May each year. Among its functions are to review and adopt the annual, audited financial statements; review current programme work and work plan and approve the strategic plan where necessary.

3. In 2010 GL adopted a five year strategic planning framework.

4. All proposals to donors are based on the strategic plan. GL strives at all times to ensure that it retains strategic control and direction of its work. This is especially significant as the majority of funding agencies move away from core support towards more project-related support.

5. The annual work plan is based on the strategic plan and on specific agreements reached with funding agencies. These are worked into one standardised log frame that includes detailed activities, timeframes, output and outcome indicators as well as means of verification (MOV's).

6. The annual action plan cascades into more detailed semester plans.

7. The annual work plan and semester plans inform individual remuneration-linked Performance Agreements (PAS) including the output and outcome indicators for each member of staff. This is explained in the Human Resources section.

8. A weekly planner is used for weekly planning.

9. A workshop event/checklist is used to organise major cross cutting events. (Form WS01: Workshop checklist form)

Reporting

There are a number of different ways and levels at which reporting takes place. These include:
  a) The monthly programme review reports and weekly planners.
  b) The CEO/DCEO is responsible for ensuring that programme managers and the finance department prepare reports to donors as required.
  c) The CEO and DOO prepare quarterly financial statements for review and approval by the EC and annual financial statements for review and approval by the Board.
  d) The CEO/DCEO coordinates the production and dissemination of the annual report.

GL Reports on Website

Name Survey/Form	Report
GL Workshop Reports	
GL and Partner Workshop Event form	GL and Partner Workshop Event Report
External Events Report Form	No report
Gender Links Evaluation Form	Evaluation Form Report
GL In the News form	GL in the News report
Alliance	_
Agenda 2030 SADC Protocol On Gender And Development Quiz	Agenda 2030 Quiz Google Data Studio Report
Agenda 2030 SADC Protocol On Gender And Development Citizen Score Card	Agenda 2030 Citizen Scorecard Google Data Studio Report
Agenda 2030 SADC Gender And Sustainable Development Attitudes Survey	Agenda 2030 SADC Gender Attitudes report
Southern Africa Gender Protocol Alliance SRHR Policies and Laws Survey	No report
Alliance Mapping	Alliance Mapping Report
SADC Gender and Rights Score Card	SADC Gender and Rights Score card Report

Name Survey/Form	Report
Governance	
Agenda 2030 Council Community Score Card	Council Community Google data Studio report
Local Government COE Gender Score Card	Local Gvt COE Gender Scorecard report
Gender Aware Leadership Score Card	Gender Aware Leadership Scorecard report
Entrepreneurship	
Sunrise Council Survey Gateway	Sunrise Council Tracking Google Data Studio Report
Sunrise Mentor Details	No report
Sunrise Participants Data Gateway	Sunrise Participants Tracking Google Data Studio Report

Results for change management tools

A full set of tools and reporting formats is provided in the GL Results for Change Manual which should be read in tandem with this section of GL Policies and Regulations. The GL Results for change framework includes monitoring, evaluation, knowledge, learning and innovation. A key cross cutting area is institutional effectiveness.

Monitoring

Monitoring includes programme implementation and outputs. Monitoring of programme implementation takes place in the following ways:
   a) Unit meetings take place weekly and weekly priority lists are submitted to the CEO every Monday for the current week.
   b) Programme and systems reports are produced and analysed by management monthly.
   c) Feedback is given by managers at the monthly management meetings.
   d) Individual staff performance appraisals take place two times a year in line with the Performance Management System (PMS).
   e) Monthly financial reports are presented by the DOO and reviewed at monthly management meetings.

f) GL obtains feedback from participants at every workshop or event conducted. This is summarised and included in every workshop report.
g) GL, through its departments and units, conducts internal reviews of all its major projects.
h) Donors regularly visit GL and make their own assessments of projects they are supporting.

10. Programme outputs are monitored and evaluated in the following ways:
- Each programme has deliverables and output indicators.
- These are monitored two times a year during programme reviews and planning.
- Output indicators are quantified at the end of each year in the report to the Board and the annual report. These inform the annual and five year plans.

Evaluation

1. Evaluation includes outreach, outcomes and impact. Outreach is measured through monthly reports (see list of reports in the Results for Change Manual). The data is compiled in the annual reports to the Board in the following areas:

a) Gender disaggregated statistics on workshops.
b) Website statistics covering number of hits; most accessed pages; country and region of origin; comments and feedback on the website. In the case of cyber dialogues these are summarised and posted on the website.
c) Publication reports on materials produced and their dissemination.
d) Media statistics and examples of media coverage.
e) Statistics from the Opinion and Commentary Service on number of articles written, authors by sex and region; number of new writers; number of times articles are used by the mainstream media and in other ways, for example research.
f) Contacts data base and list serve statistics disaggregated by sex, region and areas of interest.
g) Invitations received and honoured and an analysis of the event form that all staff fill out after they have represented the organisation anywhere. This stipulates the nature of the event and GL's input; the outputs and outcomes; follow up and opportunities identified.
h) Reports on debates conducted through the GMDC and feedback received as a result of this.
i) Analysis of research queries received and acted on through the GMDC.
j) Feedback received on GL productions.

2. Outcomes includes documenting the difference GL is making to individuals and institutions, these are measured through:

a) Changing lives, personal of people GL has worked with and how the intervention has changed their values, attitudes and practice.
b) "I" stories, survivors of violence write about their experiences violence. The writing process triggers a process of healing.
c) Women making a difference, documenting accounts of women in decision making in politics and the media and the difference they are making and how GL is assisting in the process.

3. Impact includes measuring public views on gender as well government's performance through empirical indicators. These are gathered through:

a) A gender attitude quiz
b) A SADC Protocol on Gender and Development quiz
c) A citizen score card that measures citizen's perception on gender**.**

These three tools are administered to at least 4800 people every year. The results of the tools are included in the Annual SADC Gender Barometer.
The SADC Gender Development Index (SGDI) that uses 23 empirical indicators in six areas including governance; education; economy, productive resources and employment; health; HIV and AIDS and media, information and communication. The analysis of the SGDI is included in the annual SADC Gender Barometer.

d) Conducting audits and baseline studies such as the Gender and Media Baseline Study; the Gender Violence Indicators Project; and the two seminal studies conducted by GL on gender and governance (Ringing up the Changes and At the Coalface).

Knowledge

GL uses the analyses garnered from the evaluation tools to generate through:
a) Reflective books and reports developed with partners following major undertakings such as *Business Unusual: Gender Economy and the Media* with a foreword by Ellen Johnson Sirleaf; *Mapping a New Course* on Gender, HIV and AIDS policies in newsrooms; and *Roadmap to Equality* on the Southern African Gender Protocol Alliance campaign for the adoption of this critical regional instrument.
b) Producing of documentaries such as *Making Every Voice Count* on the Gender and Media Baseline Study; *Road Map to Equality* on the SADC Protocol on Gender and development and *At the Coalface: Gender and Governance* in Southern Africa.

Learning

GL packages learning in the following ways:

a) Producing and presenting academic papers presented at GL events and others to which GL is invited.
b) Policy briefs on relevant issues such as GL's theory of change; gender and climate change and women's representation in parliament.
c) Documenting the staff's annual personal accounts of what they have learnt through good and bad experiences.

Innovation

GL innovates to work more effectively to cover its substantial geographical scope, several projects and large amounts of content. Innovations:
- In the manner in which it does its work e.g. using information technology to connect more effectively with GL's target and offices in different countries; a digital archiving system that is capable cataloguing audio, audio visual and text based materials.

Institutional effectiveness

GL regularly monitors its institutional health in the following ways:
a) Due diligence conducted by donors before funding agreements are made or funds released.
b) The annual financial audit; feedback received through the management letter and how this is incorporated into financial planning and policy.
c) An institutional barometer that GL has compiled based on several of these assessments and administers internally after every Board and strategic planning session as a means of self assessment (see Annex J).
d) SWOT exercises conducted after each major project as well as annually
e) Annual questionnaires to partners and internal assessment of partnerships following recommendations made in the first five year evaluation.
f) Annual team assessments using the Blake and Mouton questionnaire.
g) Compilation of awards and other measures for the recognition of distinction at individual and organisational level.

External evaluations

Key features of the five yearly external evaluations:
a) The contribution of several donors who have an interest in GL's work to a comprehensive external review that covers the work of the organisation and the institutional infrastructure that supports it. The coordination of donors in conducting one overall institutional audit is itself an important institutional indicator for GL.
b) The evaluators (at least two) are independent and have no direct interest in the organisation.
c) The evaluation takes place over several months giving the evaluators the opportunity to observe GL's work, its methods and linkages over a period of time and in a variety of settings.

d) The evaluation is participatory and engages with the Board, Staff and Stakeholders at key points to debate drafts and findings so that the findings are internalised, owned and acted upon by the organisation.
e) The final report is presented to donors, stakeholders, staff and the Board.
f) The recommendations are incorporated into strategy and planning.

GL ROUTINES AND STANDARDS

KEY: CEO= Chief Executive Officer; DCEO= Chief of Operations; DOO= Director of Operations; HRA= Human Resources and Assets Manager; Monitoring and Evaluation Officer= M&E officer; PO=Procurement Officer

NB: These standards and routines should be read in conjunction with and do not substitute GL Policies and Regulations. They should also be read in conjunction with the compendium of forms for all operational matters; the Monitoring, Evaluation, Learning and Knowledge Manual as well as the Communications Manual.

PLANNING AND REPORTING

- Five year strategy approved by Board.
- Annual plan prepared by CEO with inputs by managers and careful reference to funding commitments.
- Annual budget and budget codes prepared by DOO. The financial year runs from 1 March to 28 February.
- Trimester plan coordinated by CEO, DCEO,DOO with inputs by all staff.
- Trimester staff PAs prepared by managers based on plan.
- Weekly diary entries are submitted at noon each Friday to the M&E Officer and distributed by the CEO each Monday
- Action plan checklists are submitted by managers by COB Friday to the M&E Officer and circulated by the M&E Officer on Monday morning.
- Monthly management and M and E reports are submitted to the DOO and DCEO by the tenth of each month.
- Management meetings are on the 15th of every month. Senior management meets first followed by meetings with each unit, then the full management team.
- Annual report coordinated by CEO, DCEO, DOO for the annual Board meeting held in March/April. The final report is produced by June each year.
- Donor reports are produced and submitted on time according to a register prepared and updated by the DOO. Managers are expected to file their reports to the DCEO/CEO at least one week before these are due to donors.

DEPARTMENTAL ROUTINES

Cross cutting

Daily
- Check emails and respond first thing in the morning.
- Check deadlines for the day.

Weekly
- Requisition payments on Tuesdays.
- Unit meetings on Friday mornings.
- Submit calendar entries to the M&E Officer by 12h00 every Friday.
- Submit weekly priority list to the M&E Officer by 17h00 every Friday.
- P drive filing every Friday.
- Website updates every Friday.
- Reconciliations due within a week of the event happening.

Monthly
- All units submit M and E reports by 5th of every month
- Checked by M and E manager and returned with queries by 7th of every month.
- Corrected and resubmitted by 8th of every month.
- M and E unit compiles files by 10th of every month
- Monthly budget meetings by 10th of every month.

Newsletters (Alliance and GMDC)
- Editorial outline for e- newsletter by 15th of every month to be discussed at the Management Committee
- Call for e-newsletter by 1st of every month.
- Newsletters to CEO by 25th of every month.
- Newsletters sent out on the 1st of every month.

GMDC
- Daily Facebook updates.
- Monitor the print media every day to identify good clippings and VRC case studies.
- Upload publications and research into the databases every Thursday.
- Submit a monthly editorial plan for Commentary service by the 15th of every month for discussion at the Management Committee.
- Interns monthly meeting.

Alliance

Commented [FH2]: Now under media

- Mid-week checkpoint meeting on Wednesday.
- Work on Barometer case studies every second Thursday.
- Monthly reports to Alliance Manager – two days before due date
- Enewsletter to Alliance Manager 20th of every month

Media
- Call all media countries facilitators and discuss project roll progress every week.
- Prepare for workshops e.g. travel, workshop packs and other logistical arrangements as required.
- Payment requisitions every Wednesday
- Reconciliations
- Updating P-drive
- Updating the COE tracking sheet

Governance and Justice
Daily
- Check in via Skype/telephone
- Check & respond to emails, flag important emails for follow up
- Check daily weekly tasks against weekly priority list

Weekly
- Skype conversation.
- Update weekly CM event calendar.
- Check photo gallery & back end of the website.
- Call CM staff and interns around any issues they may have come up.

Fortnightly
- Upload M and E online from GL Governance/Justice Depart events

Monthly
- Ensure that monthly recons from CM staff are received and submitted to finance.
- Collect, compile and email the M and E statistics to the Governance Manager by the 3rd of every month.
- Submit publications stock sheet to the Governance manager by 3rd of every month.
- Monthly tele-conference with field officers and satellite offices on 13th of every month.

Corporate services

Finance

Daily
- Attend to queries from bank, staff, consultants, etc.
- Attend to meetings and any other requests.

Weekly
- Payments submitted on Tuesdays.
- Payments processed and checked on Thursdays.
- Accounts funded on Fridays.
- Payments signed off by CEO and DCEO on Fridays.
- Reconciliations checked and approved weekly by Thursdays.
- Banking on Mondays.
- Beneficiaries informed on Mondays.
- Petty cash issued daily.

Monthly
- Capturing of transactions from the 25th of every month.
- Checking of captured transactions and updating by the 2nd of the preceding month.
- Receiving cashbooks and supporting documents from Satellite and field offices by the 27th of the every month.
- Checking and capturing by the 5th of the preceding month.
- Working on all Clearing of Accounts by the 8th of the preceding month.
- Month-end reports by the 10th of the preceding month. (Satellite Offices, GTI, Cottages).
- Budget review meetings with Managers between the 10th and the 12th of the preceding month.
- Presentations reports to Senior Management Team and programme review meetings with managers on the 15th of the preceding month.
- SARS EMP201 submissions by the 6th of the preceding month.
- VAT returns by the 25th of every two months.

Quarterly
- Preparation of Quarterly financial reports.

Bi annually
- Submission of biannual SARS EMP501.

Annually
- Preparation of Annual financial reports.
- Annual audit.

- Submission of SARS Final EMP501.
- Preparation of annual board reports

IT Routines

<u>Daily routine</u>
- Check that all systems are working. Telephone System- Including fax lines, Ethernet Network, Wireless Network, File Server, Mail Server and Financial System desktop.
- Check bandwidth consumption for Cottages and Regional Office.
- Checking daily back up reports
- Checking functionality of Network shared printers – Konica, HP Printer and New wing network switch.
- Attending IT related problems faced from previous day.
- Issuing out equipment to staff
- Liaising with Service providers when needed.
- Once VPN is commissioned to check daily log files to detect intrusion

<u>Weekly routine</u>
- Changing back up drive
- Backing up of P, H and Q Drive
- Finalizing and prioritizing unfinished work from Weekly Planner
- Following up on service providers who have not delivered
- Attending to challenges at cottages
- Monitoring internet usage

<u>Monthly routine</u>
- Mailing List Report
- Internet Usage Report
- Publications Report
- Signing off all IT services done by IT providers and attending to queries.
- Stationery requirements - Cartridges
- Updating of Equipment register

<u>Per request</u>
- Liaising with IT service providers.
- Liaising with Cottages staff when problems arise
- Ordering of hardware equipment
- Setting up equipment for presentations and meetings.

- Troubleshooting any Network problems or faults.

Procurement

<u>Daily</u>
- Travel bookings for staff and workshop travels.
- Handling travel logistics like accommodation, visas, airport pickups, etc.
- Scanning and filing of consultants contracts.
- Procuring goods and services as reported.
- Coordinate driver and Taxi's schedules.

<u>Weekly</u>
- Reviewing draft consultants' contracts.
- Updating the facilities, consultants and preferred suppliers' database.
- Draft contracts for service providers as requested.
- Ensuring the car is in good condition.
- Reconciling and requesting payment for petty cash.

<u>Monthly</u>
- M & E report: Car log book, cost savings, travel bill backs and consultants, facilities database reports.
- Reconciling Annex and the taxi service bill and requesting payment.
- Ensuring Cottages stock take is done.

Human resources and administration

<u>Daily</u>
- Attend to queries from staff and external.
- Attend to internet.
- Keep the place tidy.
- Attend to reception: Distributing mails, faxes, courier, etc.

<u>Weekly</u>
- Planning
- Issuing of stationery.
- Leave application to doc and capturing.
- Cleaning fridges, windows, watering plants, emptying recycling boxes and taking out garbage cans.
- Ensuring that the yard is swept and grass is cut and the swimming pool is kept clean at all times.

<u>Monthly</u>

- Payroll and month-end leave update reports.
- Staff profile reports, staff contracts, tracking sheet, contract list.
- P and R drive.
- Wellness activity.
- Birthday contributions.
- Adding any new assets onto the insurance policy.

Key M&E Reports and Links

Item	Form to Upload	View Report
GL/Alliance Events form	https://www.surveygizmo.com/s3/4784212/GL-ALLIANCE-EVENT-FORM	https://datastudio.google.com/open/1GPSQvqI2hlgtsZHhU4gqPMOw1G_uhz-Z
Centres of excellency	Local Government Scorecard	Local Gvt COE report
Summit Combined Scores Report	Council Community Scorecard	Summit Combined Google data Studio report
Sunrise Campaign Training Materials		Web platform and Sunrise campaign Training Documents/ Resources
Sunrise Campaign M and E per Stage		Web platform and Sunrise campaign M&E Forms
Sunrise Participants report	Sunrise Participants form	Sunrise Participants Tracking Google Data Studio Report
Sunrise Council Report	Sunrise Council form	Sunrise Council Tracking Google Data Studio Report
Agenda 2030 SADC Protocol On Gender And Development Quiz	Protocol Quiz	Agenda 2030 Quiz Google Data Studio Report
Agenda 2030 SADC Protocol On Gender And Development Attitudes(GPS) reports	Gender Progress Score(Attitudes Survey)	Gender Attitude Report
Agenda 2030 SADC Protocol On Gender And Development Citizen Score Card	Citizen Scorecard	
Workshop Evaluation	Evaluation Form	Evaluation Form Google Data Studio Report
Local Government SRHR Meetings Documentation		http://genderlinks.org.za/what-we-do/governance/local-government-srhr-meeting/

Local Government SRHR M&Es		Es http://genderlinks.org.za/what-we-do/governance/local-government-srhr-m-and-e/
Alliance SRHR Mapping, Policy and Campaigns Meeting Documentation		http://genderlinks.org.za/what-we-do/sadc-gender-protocol/advocacy/alliance-srhr-meetings/
Alliance SRHR M&Es		http://genderlinks.org.za/what-we-do/sadc-gender-protocol/advocacy/alliance-srhr-me/