Assessment of action plan

ACTIONS PROPOSED BY GL IN RESPONCE TO 2006 EVALUATION		
OBJECTIVES	**RECOMMENDATIONS - EVALUATION**	**PROPOSED ACTIONS**
I. STRATEGIC POSITIONING		
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.	1. Undertake an environment scan to fine tune GL's positioning. 2. Develop a strong and well articulated conceptual framework for GL's work within the rights, democracy and good governance discourse. 3. Fine tune mission statement. 4. Rationalise and align programmes. 5. Articulate this clearly through POA's, in project proposals, on the website.
II. PROGRAMME OF ACTION		
GENDER AND MEDIA		
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 practise' internal institutional management (the latter would be a new role).	1. Conduct cutting edge 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. 2. Maintain the momentum of policy work in news rooms that has been given impetus by MAP and the SANEF glass ceiling study. 3. Give impetus to new areas of policy work with regulatory authorities and media NGOs. 4. Work with partners in conducting the second Gender and Media Baseline Study in 2008/2009 to benchmark progress made generally, as well as specifically in the coverage of HIV and AIDS and Gender.
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). 2. **Entry level**: Sustain work started on mainstreaming gender in media training to ensure that this is cascaded more effectively. 3. **In-service:** Reinforce training through running short courses with media training institutions. 4. **Training tools:** Develop relevant training tools for electronic media; grow and leverage the use of the Virtual Resource Centre (VRC).
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.
Mirror on the media Build the capacity of networks and the public to engage critically with the media.		1. Initiate new areas of media monitoring in addition to the news, such as advertising and entertainment. 2. Expand the media literacy programme through deepening engagements with schools, including programmes run over school holidays.
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. 2. Develop new formats for the Opinion and Commentary Service, e.g. radio and digital stories. 3. Develop and market the Media Diversity Journal.
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. Use the feasibility study to develop a business plan. 2. Establish the advisory group. 3. Together with members of the advisory committee, fund raise for the centre, especially physical space, equipment and manager.

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GENDER JUSTICE		
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)whether duplication of roles (and clashes) could arise with any existing institutions.	1. Participate in the coordination committee of the South African National Action Plan Task Team.
		2. Assist in developing targets and indicators for the plan.
		3. Link the gender justice and governance programmes through pilot projects to localise the National Action plan, using the City of Johannesburg Women's Development Strategy as an entry point.
		4. In partnership with GEMSA networks in-country and members of the Protocol Alliance, build on work started in Zimbabwe, Namibia and Mauritius to assist in the development of National Action Plans to end Gender Violence in SADC countries.
		5. Link the gender justice and governance programmes through developing indicators for measuring gender violence as part of the SADC Gender Protocol campaign.
		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.
		7. Monitor progress across the region through the monthly e news Gender Justice Barometer.
GENDER AND GOVERNANCE		
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. Support the campaign to elevate the Declaration on Gender and Development to a Protocol through work on the task team; assisting in developing of a tool kit for in-country consultations; lobbying and advocacy at the heads of state summit; popularising the Protocol when it is adopted.
		2. Publicise "At the Coalface, Gender in Local Government," including a launch at the 2007 Heads of State summit where HOS have requested comprehensive statistics on women in all areas of decision making.
		3. Develop a tool kit for mainstreaming gender in local government based on the three pilot projects conducted in 2004/2005, and the development of the Women's Development Strategy for the City of Johannesburg.
		4. Conduct training of trainer workshops with SALGA.
		5. Extend work piloted in South Africa to other countries in the region.
		6. Link local government programme with media programmes focused on community radio, and with Write about Rights through the "I" stories.
		7. Link governance and GEM Training projects through newsroom training in the run up to elections in the region 2008-2010; generate content for the Opinion and Commentary Service through the training; monitor media's performance in covering gender and elections through the Mirror in the Media Project.
ADVISORY SERVICES		
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 practises 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 practises.	1. Document GL's experiences in developing management systems, including use of IT into a user-friendly manual for NGOs.
		2. Train a core cadre of associates in GL approach and methodology
		3. Put together project teams as and when required to undertake assignments.
		4. Provide quality assurance and control.
III. INSTITUTIONAL GROWTH AND DEVELOPMENT		
GOVERNANCE		
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.
		2. Ensure that annual Board meetings are well serviced, comprehensive, review and fine tune strategic objectives.
		3. Ensure that quarterly Executive Committee meetings serve as an effective decision-making structure, monitoring and evaluation tool in between Board meetings.
STAFF		
Complement: Match staff complement with funds at hand by mounting a	The evaluators recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a	Develop a staff plan to match the POA, and as part of efforts to secure core funding.

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campaign to raise core funds.	separate 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.*	
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.
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. Assess other incentives to increase retention.
IT		
To remain at the cutting edge of use of IT to lever-age GL's work.		1. Internal: Ensure management of the database; P drive; general systems. 2. External: Regular updating of the website; strategic use of the list serve and cyber dialogues. 3. New applications: Develop relationship with World Bank and IFC for the use of video conferencing; skype for teleconferencing.
IV. NETWORKS AND PARTNERSHIPS		
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.
	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.
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.
V. SUSTAINABILITY		
Core funding To put forward a case for and raise at least 15 % of the budget in core funds over the next three years.	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.	Develop a rationale and indicative budget for core funding; canvass this with key donors with the aim of securing at least 30% core funding by the end of the three year plan.
Cost recovery		Develop cost recovery measures put in place for publications; photo library; conference centre; VAT
Investments		Seek out strategic investment opportunities through Amalungelo Trust.
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.