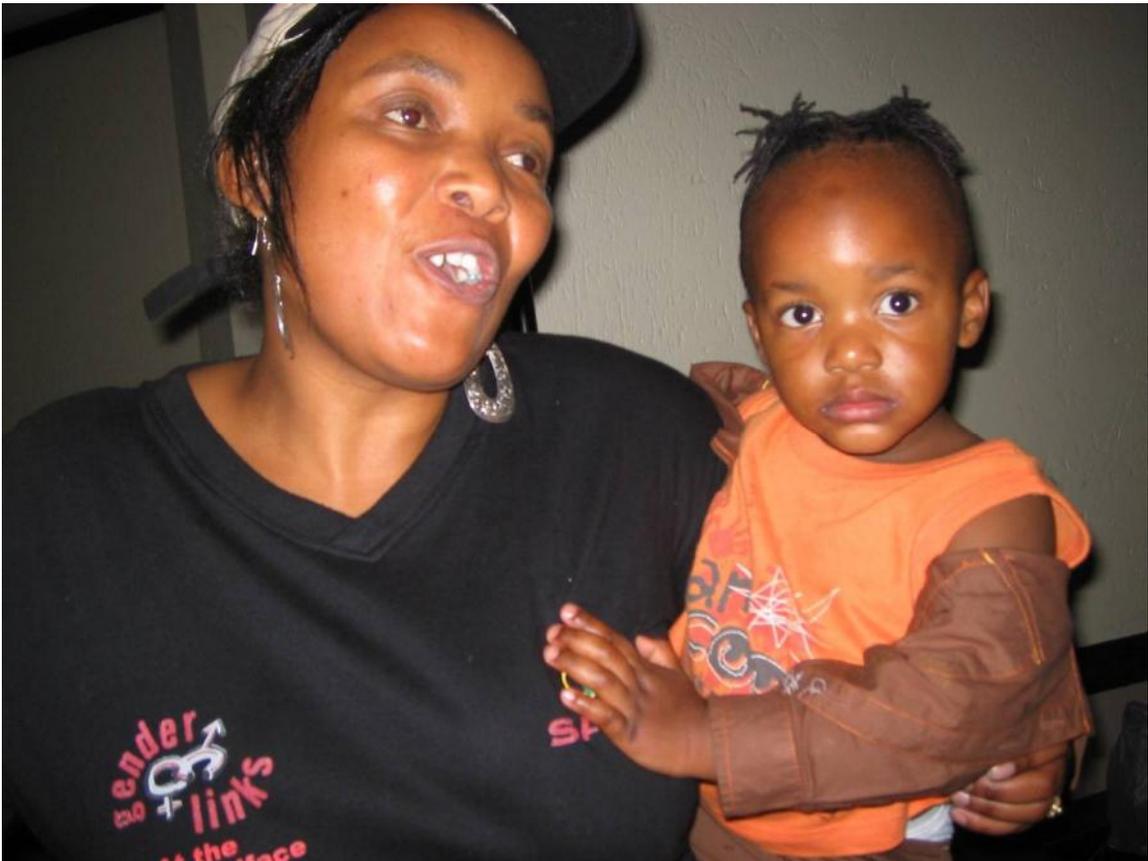




GL ACTION PLAN 2008-2009



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VISION AND MISSION

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

Gender Links (GL) is committed to a Southern Africa in which women and men are able to participate equally in all aspects of public and private life.

MISSION

This vision is achieved through three closely linked programmes: media, governance and gender justice. Working with partners at local, national, regional and international level, GL aims to:

- Promote gender equality in and through the media and in all areas of governance.
- Develop policies and conduct effective campaigns for ending gender violence, HIV and AIDS.
- Build the capacity of women and men to engage critically in democratic processes that advance equality and justice.

This mission is achieved by:

- Identifying gender gaps in our areas of work.
- Conducting research.
- Focusing on key strategic issues.
- Running pilot projects with a view to cascading these across the region by working with a broad range of partners.
- Developing training and advocacy materials in a collaborative way.
- Building regional, national and local capacity and action plans.
- Creating synergies to sustain the work.
- Responding to requests for assistance through the advisory services portfolio.
- Monitoring and evaluating progress using appropriate regional and international instruments.

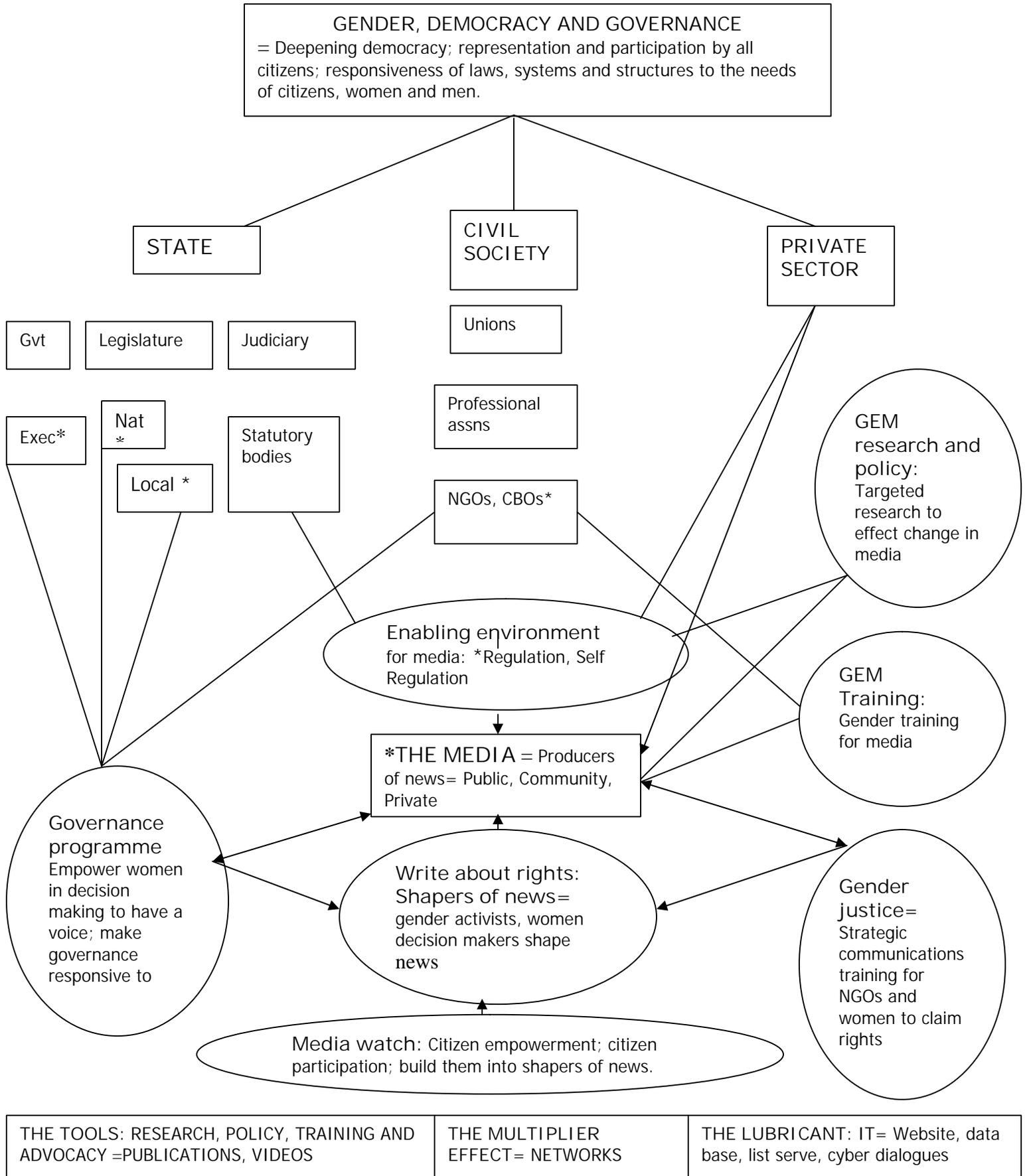
CONCEPTUAL FRAMEWORK



Figure one shows that:

- The framework within which we work is one of deepening democracy and promoting good governance. Ensuring that women, who comprise 52 percent of the population, have effective voice and agency, as citizens and decision-makers is central to these objectives.
- There are three broad sectors in society, the state, civil society and the private sector. These have various sub-divisions, such as in the case of the state, government, the legislature (national and local), the judiciary, the executive and statutory bodies.
- The media, often referred to as the “fourth estate” can be owned by the state (the fledgling public media), privately, or by civil society (community media, alternative media). These ownership issues are important with regard to strategies and tactics. For example, in the Sixteen Day campaigns it has been possible to go to public broadcasters in the region and form strategic alliances to ensure maximum coverage. In the case of the private media arguments must draw more on enlightened self interest.
- In so far as the media has systematically side lined the views and voices of women, it has not been fulfilling its mandate in a democracy. The gross under representation of women within the media itself is not exemplary of good governance.
- There are several direct ways of promoting gender equality in and through the media. These are encapsulated in GL’s gender and media research, training and policy programmes.

FIGURE ONE: CONCEPTUAL FRAMEWORK FOR GL POA



- The environment within which the media works is also a significant factor. In all countries, there are regulatory bodies set up by statute to regulate the air waves. Through their granting of licences and the conditions they attach, they have significant power to force the hand of the media with regard to more transformative agendas. There are also many examples of self regulation, for example in advertising. These bodies are also critical to engage with on gender and media issues.
- The media is a product of supply and demand. There are many ways in which citizens, especially activists and women decision-makers can shape news agendas by devising strategic campaigns, becoming more media savvy etc. This is why GL's gender justice and gender and governance programmes have had a strong focus on building the communication and media skills of activists and decision-makers.
- As shapers of news engage with the media, their activities and work also come under the public glare. They have to expect to be called upon to be accountable with regard to the impact of their work and campaigns. This explains some of GL's new areas of work like building the capacity of women decision makers to be more effective agents of change as part of the "beyond numbers" campaign and the development of national action plans around which to organise Sixteen Day campaigns.
- Because it is the most glaring violation of women's rights, one of the areas in which all decision-makers should expect to be called upon to account is ending gender violence. This explains the close synergy between GL's governance and justice programmes, and the links between these and the media programme. Work with local councillors will be a natural entry point for greater collaboration with community radio.
- Effective citizen participation is key to holding all agents and instruments of democracy accountable. Audience research suggests that the media in the region does not systematically engage with its readers, viewers and listeners, and has been especially unresponsive to women. This underscores the importance of empowering citizens to engage with the media; to move from being consumers of news to shapers of news.
- Through services like the Opinion and Commentary Service, part of GL's Write about Rights programme areas, gender and media NGOs are able to create a bridge between those whose voices have been excluded from the media and the media itself.
- Empowering gender and media networks to conduct various kinds of media monitoring through the Mirror on the Media programme is an effective way of tracking progress; holding the media accountable ("watching the watch dogs") enhancing media literacy and citizen participation.

PROGRAMME OF ACTION



PROGRAMME AREAS

GL has three programme areas. All these projects and programmes are closely linked. For convenience they are divided into the following four areas of work:

- Gender and the media
- Gender justice
- Gender and governance

In addition, where capacity permits, GL responds to specific requests for assistance in these areas of work through the advisory services portfolio.

The table summarises the GL POA over the period 2008/2009.

TABLE ONE
GENDER LINKS ACTION PLAN 2008-2009

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/ CONTRACTOR
PROGRAMME AREA ONE: GENDER AND THE MEDIA (GEM)							
RESEARCH AND POLICY							
1. HIV AIDS and Gender policies	To roll out gender and HIV policies in 80% of newsrooms by 2008 as part of MAP; extend MAP to three Francophone countries	Roll out of policies in 12 countries; baseline study and beginning of policy roll out in French speaking countries.	Roll out of policies in 200 newsrooms.	Improvement in quantity and quality of reporting as measured against the baseline	Over the year	1 156 243	SIDA
2. Francophone project	To complete the baseline study and roll out policies in three countries	Complete reports Launch reports Policy roll out	3 country reports 3 launch reports At least 30 new HIV and AIDS policies	MAP extended to Francophone countries	Over the year	423 659	SIDA
3. Glass ceiling research	To obtain up to date data on women in newsrooms so that targets and indicators can be set for transformation.	Reference group meeting to design research building on SANEF Glass Ceiling Study; Research in each country; compiling of data	1 regional and 12 country reports on Glass Ceilings in Southern African newsrooms	SAEF adopts specific targets and indicators for achieving change.	February 2008 – September 2009	519 900; 225 000	OSISA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
4. Gender in regulatory authorities and media NGOs	To assist regulatory bodies in developing gender policies	Situation analysis; in-house workshops; policy writing and development.	3 policies	Gender integrated into the work of key regulators and media NGOs.	April-December	103 400	FES
GEM TRAINING							
5. Training- Gender, economy and the media	To translate BU into French and extend this to DRC and Madagascar	French manual; Training in two countries	20 journalists x 2 countries= 40 trained; supplement	BU extended to Francophone countries.	March-2008 to Sept 2009	358 102	NIZA
6. Business Unusual- special compilation	To collect articles on gender and the economy for a special collection	<ul style="list-style-type: none"> • Commission stories with special focus on participants in GL's Business Unusual course • Edit and compile book 	<ul style="list-style-type: none"> • Book- Business Unusual: Gender, Economy and the Media. • No of articles entered for Gender and Media awards • 50 new case studies for the VRC. 	Unique collection and motivation for business and finance journalists to integrate gender into their productions; cementing of learning in GL's BU courses across ten countries	March-August 2008	227 522	DANIDA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
7. Training-Gender elections and the media	To conduct seminars with media and women politicians; and in newsrooms on gender and democracy ahead of key elections in each country.	1 day seminar with media; 1 day seminar with women politicians and the media; newsroom training; monitoring and analysis of coverage	3 countries 40 participants in seminars; 50 per country in newsroom training	Increase in women's representation and participation in decision-making.	Sept 08 – Feb 09	417 783	NIZA
8. Virtual Resource Centre (VRC)	To develop and maintain the VRC and make it a useful tool for trainers	10 new case studies each month advertised through the website	10 case studies per month	Relevant regional study materials that enhance training	Ongoing	98 250	HIVOS
GENDER AND MEDIA DIVERSITY CENTRE							
Governance, management daily running of the centre							
A. Planning	To ensure proper coordination and management of the GMDC.	<ul style="list-style-type: none"> Annual work plan. Monthly monitoring. Coordination of virtual, physical and training components. Fund raising. Reporting. Monthly newsletter Regular updates and communication with advisory groups. 	<ul style="list-style-type: none"> Monthly and annual reports. Additional funds raised. 12 x monthly newsletter. 	High level of transparency and accountability	Over the project period	683 875	DANIDA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
B. Annual TOT and advisory group meeting	To convene an annual meeting of the advisory group and link this to training of trainers on mainstreaming gender in the media	<ul style="list-style-type: none"> • Theme and preparation for training • Agenda for meeting. • Logistic arrangements. • Report and minutes 	<ul style="list-style-type: none"> • 12 trainers trained each year. • Three advisory group meetings held. 	<p>Good governance of GMDC</p> <p>Buy in and ownership</p> <p>Strengthening the skills of media educators on gender and media</p>	Once a year over the three years	123 619	
C. Website and database	To maintain a state of the art website to serve GMDC objectives	<p>Regular maintenance of</p> <ul style="list-style-type: none"> • Information and training resources; • Interactive zone; • Gateway to other websites 	<ul style="list-style-type: none"> • No. of website hits per month • Countries and occupations of users • No of wikkis/bloggs per month 	<p>Effective communication and interaction; sharing and engaging with knowledge resources.</p>	Over the three years	91 012	

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
	To update and maintain the GMDC data bases	Regular maintenance of key data bases viz <ul style="list-style-type: none"> • Contacts. • Research • Publications • Virtual resource centre for trainers • Photo library 	<ul style="list-style-type: none"> • At least 30 new contacts per month. • At least 10 new research links per month. • At least 10 new publications per month. • At least 10 new VRC case studies per month • At least 30 new high quality images per month. 	Easily accessible one stop shop for information and resources on gender and media diversity	Over the three years		
C. Seminars	To host monthly seminars that stimulate debate on topical gender and media issues	<ul style="list-style-type: none"> • Decide on topics with advisory group. • Identify different venues for hosting the debates. • Link to cyber dialogues • Summary reports posted on the website for further debate 	<ul style="list-style-type: none"> • Reports on 12 seminars x 3 years = 36 seminars. • No of participants in the seminars (target 20 x 12 x 3) = 720 • No of participants in cyber dialogues (target 20 x 12 x 3) = 720 	Engagement and critical analysis of topical issues in the gender and media field; especially with learning institutions.	Monthly, over the three years	36 405	

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
D. Internship programme	To provide the opportunity for students to grow and develop in this area of work through structured internships	<ul style="list-style-type: none"> Advertising of internship possibilities through learning institutions. Fund raising for additional support, especially for students from the region Properly structured programme with regular feedback and assessment 	<ul style="list-style-type: none"> 6 interns x 3 years= 18 interns trained. Feedback and evaluation reports from interns and their academic supervisors. 	A cadre of young media practitioners with first hand experience who can advocate gender equality in and through the media	Over the three years	72 810	
10. Media Diversity Journal	To enhance knowledge generation and dissemination on gender, media and governance issues through a high quality journal.	Editorial advisory group; decide on content for each issue; commission articles; edit; disseminate	2 x 1000 copies of journal; distribution list	Indigenous knowledge, resources and study materials.	September		FES
MEDIA WATCH							
11. Mirror on the Media	To launch the gender and tabloids research; conduct new research on community radio	Planning Training Compiling reports	Report Mirror on the Media- Advertising	Engage new media sectors in debate	April-February	97 875	OSISA
12. Media literacy							

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
A. GL courses run locally	To empower citizens to engage critically with the media	<ul style="list-style-type: none"> • Advertise course, especially with local councillors. • Select participants. • Structure and run course. • Final projects and presentations • Certificates 	<ul style="list-style-type: none"> • At least 20 participants trained each year. • No of letters to the press; call in to radio talk shows. • No of complaints taken up. • New forms of alternative media developed 	Citizens empowered to engage critically with the media Less complacent, more responsive media, especially with regard to gender issues	Over the three years	60 675	
B. Training of trainers	To train gender and media literacy trainers	<ul style="list-style-type: none"> • Selection of trainers 	<ul style="list-style-type: none"> • At least 12 trainers trained each year. 	Capacity for replicating gender and media literacy	Over the three years	197 193	
C. Media literacy run by partners	To replicate media literacy projects in all SADC countries	<ul style="list-style-type: none"> • Agreement on pilot project host institutions outside SA • Agreement and MOU with all partners • Structuring of course; reporting templates and materials 	<ul style="list-style-type: none"> • 4 countries x 20 media literacy graduates each year 	Citizens empowered to engage critically with the media Less complacent, more responsive media, especially with regard to gender issues	Over the three years		
13. GEM Summit							
A. Summit	To collect and disseminate good practices on gender and the media	<ul style="list-style-type: none"> • Call for papers • Planning of programme with partners • Invitations 	<ul style="list-style-type: none"> • 50 case studies documented and presented x 2 summits 		2008; 2010	494 219 104 898 37 400 58 800	DANIDA NIZA FES OSISA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
B. Awards	To affirm good practise through gender and media awards and use this as source material for the VRC.	<ul style="list-style-type: none"> • Develop criteria • Call for entries • Judging • Awards • Publicity 	<ul style="list-style-type: none"> • 15 Gender and Media awards x 2 summits. 	Positive reinforcement of progressive practise of gender and media in newsrooms.	September 2008; September 2010.		
WRITE ABOUT RIGHTS							
14. GL Opinion and commentary service	To support women experts in writing and publishing opinion pieces in the mainstream media	<ol style="list-style-type: none"> 1. Training workshop; 2. Placing of opinion pieces. 	At least ten articles a month; average usage x 3 (up from 1.5); at least two new writers per month	Enhance debate on critical issues; on the job training in writing opinion and commentary	Continuous	286 000	HIVOS
PROGRAMME AREA TWO: GENDER JUSTICE							
National Action Plans to End Gender Violence							
15. Roll out of National Action Plans to End Gender Violence to remaining countries	To develop National Action Plans for Ending Gender Violence in four countries each year based on the SADC Addendum and Protocol Monitoring Framework.	In country workshops in four countries each year; plans developed and structures put in place for their implementation	80 activists trained 4 new NAPS each year	Multi sector approaches and structures for ending gender violence.	April- Dec 2008	659 692	NCA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
Support for the implementation of NAPS							
16. A. GBV index	Research and develop comprehensive monitoring and evaluation system action plans to be piloted in all targeted countries	A composite index will be put in place to be able to measure impact of National Action Plans.	A publication of indicators and targets for gender violence measured in the region.	Model applied to the five targeted countries.	March – May 2008	393 750	UNIFEM
16.B GBV Score cards	Assist targeted countries to develop standard reporting formats in the form of score cards with indicators and targets which will become the checklist	The Checklist is used to provide a benchmark against which progress in ending gender violence will be measured each year during the 16 days.	All six countries produce a score card to measure whether commitments made to end gender violence are having an impact on women's life.	Capacity building workshops held in country to developing score card	May – August 2008		
16.C Backstopping	Strengthen multi-sector national task teams for implementing National Action Plans. Backstopping and support as appropriate	Progress included in the gender justice barometer and regular feedback from implementing partners	Plans adopted at national level	Regular feedback from implementing partners in target countries	July 2008 – December 2010 (periodically)		

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
16.D Communication strategies	As part of implementation develop communication strategies for all five countries to popularise plans and support (pamphlets, posters, media packs) as well as	Laws and policies in place to end gender violence are known by community women.	Media Pack and score card developed annually on implementation of laws and policies to end gender violence. Materials developed and distributed widely.	Number of materials developed and number of people reached.	2008 - 2010		
16E. Training journalists	Train journalists in covering GBV and HIV and AIDS and related issues	Journalists empowered to cover gender violence.	At least one training session held in each country and follow up media monitoring to see if there is a change in reporting	Workshop reports	2008 - 2010		
17. Attitude survey	To conduct a baseline survey of attitudes towards GBV in SA	Reference group meeting Field work Data analysis report	First baseline report on attitudes to GBV	Means to measure progress in communication work on GBV	June 2008- May 2009	450 000	OSFSA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
18. Sixteen Days of Activism	To use the Sixteen Days of activism to raise awareness and enhance accountability on the NAPS and give voice to survivors of GBV through the I Stories	Audits; Research; fact sheets; commentaries; accountability forums.	Analysis and targeted campaigns	Enhanced accountability by gvt and civil society	Ongoing over the three years	104 744	NCA
19. Gender Justice Barometer	To produce a monthly e newsletter	Editorial meetings Solicit inputs Production	12 newsletters Responses	Monitoring of NAPS	Ongoing	277 264	NCA
PROGRAMME AREA THREE: GENDER AND GOVERNANCE							
20. SADC and Gender campaign	To launch a region wide campaign on the need to enhance the SADC Declaration on Gender and Development to a Protocol	Planning meeting; training of in country facilitators; in country consultations; drafting of protocol; lobbying in the run up to the SADC Heads of State Summit	Lobbying kit; draft protocol; reports on country activities	SADC Heads of State commit to Protocol	April- August	560 000	Nor Church Aid
	To mobilise for the adoption of the Protocol	In country workshops in 14 SADC countries (input into Protocol and popularisation post adoption)	Country reports	Clarity on SADC government positions on draft Protocol; strong draft Protocol			

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
	To ensure the strongest possible provisions	Technical inputs into the draft Protocol	Inputs into the draft Protocol at national and regional levels	Stronger draft Protocol	April- August 2008		
	To raise the profile and awareness of the Protocol	Parallel Summit Meeting/training	Lobbying and strategy report; skills building report	Coordinated lobbying strategy for Summit 2008 Skilled alliance members	August 2008		
		Produce news supplements Write opinion and commentary pieces Design and layout Dissemination	2 news supplements annually	Effective profiling of Protocol issues at national and regional levels	August 2008		
	To mobilise for ratification of the Protocol	2.1 National Consultative workshops in 14 SADC countries	Reports on consultations	Effective mobilisation at national level on ratification and implementation of Protocol	September 2008-February 2009		
	3. To raise awareness on the content and process of the Protocol at national and regional levels	Production of thematic pamphlets on Protocol (3 languages)	3000 folders with thematic texts on Protocol (3 languages)	Increased awareness of the Protocol – extensive mailing list of end users	September 2008-February 2009		

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
		Produce news supplements (2 p.year) in 3 languages	2000 news supplements p.year	Increased profiling of Protocol issues and developments – extensive mailing list of end users	September 2008- February 2009		
		Write opinions and commentaries (ongoing)	Minimum of 25 opinions and commentaries annually	Increased profiling of Protocol issues and developments	September 2008- February 2009		
	To strengthen meaningful coordination of the Protocol campaign, including through clusters	Creating thematic clusters	Thematic clusters on all Protocol thematic areas; Terms of Reference	Effective issue based coordination across borders	Over the year		
		Launch Gender and Economic Justice Network	Network with TOR and deliverables	Stronger gender and economic empowerment sector coordination	August 2008	TBC	Diakonia
21. At the coalface, gender and local government-extending research	To launch research on gender and local government in Southern Africa, including at the SADC HOS	Workshops in four countries in which research took place; development of country strategies	4 x 30 participants; media publicity; buy in for local government gender action plan project	Gender and local government given a high profile and put on the political agenda for the first time.	April-December 2007	233 542	DANIDA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
22. Local gvt gender action plans	To build the gender analysis skills of local councillors across Southern Africa through the development of gender action plans, including strategies to end gender violence	Developing of tool kit; training of trainers;	4 countries x 4 trainers trained	First concerted effort to mainstream in local gvt in Southern Africa and to build skills for doing so; local capacity built through training of trainers and backstopping.	Jan/Feb 2008	2 319 451	DANIDA
23. Gender, communications and local gvt- two local authorities; Soccer 2010	To build capacity for gender mainstreaming in two local councils; use a flagship event to advance this	Gender, Communications, Local government project in two councils. Seminar- Soccer 2010	40 councillors trained Training report Soccer 2010 report	Methodology for supporting gender mainstreaming in local government that can be cascaded to other countries	April 2008-February 2009.	398 150	Mott
PROGRAMME AREA FOUR: ADVISORY SERVICES							
24. City of Johannesburg	To support gender mainstreaming in the City of Johannesburg	Adoption of policy Development of Action Plan Backstopping and support	Policy adopted Gender action plan in each unit	Flagship gender mainstreaming project	Over the year	373 890	City of Johannesburg
25. SADC Gender mainstreaming	To assist SADC in developing a gender policy, action plan and support materials	Situation analysis Gender policy workshop Gender action plans for each unit Tool kit	Gender policy Gender Action Plan Tool Kit	Gender mainstreamed in key regional institution	March 2008-June 2008	418 000	SADC Secretariat

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/CONTRACTOR
26. NDI-women in political parties	To conduct research on women's participation in political parties	Assessments in Lesotho and Botswana Training materials Workshops to share findings	Report Training materials	Closer collaboration with political parties in achieving the 50/50	April- August 2008	94 500	NDI
27. UNICEF/NPA preventing gender violence	To develop a model for preventing gender violence based on case material	Research and presentation	Research report	Focus and findings for GL strategic communications workshop in SA	April 2008	135 555	UNICEF
INSTITUTIONAL STRENGTHENING							
28. Governance	To hold regular Exco meetings; annual Board meetings	4 Exco meetings One annual Board meeting	Minutes and decisions	Good governance	Over the year		
29. Human resources and wellness	Ensure sound HR practise Implement wellness policy	Implementation of GL policies, rules, standards See wellness plan	Proper contracts; HR systems reports Outings and seminars	Productive workforce Motivated team	Over the year Over the period	340 737	HIVOS
30. IT	Ensure sound IT systems	Implementation of GL policies, rules, standards	Impeccable IT system	Functioning systems	Over the year		
SUSTAINABILITY							
31. Financial systems and maintenance	Ensure sound financial systems	Implementation of GL policies, rules, standards	Impeccable financial system	Clean audit; high level of transparency and accountability	Over the year		
32. Fund raising	Explore new funding opportunities, eg MDG 3 Fund.	Writing of proposals as opportunities arise	Proposals	More long term funding	Over the year		

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS/ CONTRACTOR
	Cost recovery	Ways for increasing returns from commentaries, publications.	E payment system	Increased cost recovery	First quarter of the year		
	New sources of funds	Maximising returns from the Amalungelo Fund Establishing an endowment fund	Endowment fund	Long term sustainability	By December 2008		
MONITORING AND EVALUATION							
33. Internal M and E System	To strengthen and decentralise existing system	Trimester plans Individual PAs Bimonthly reports and plans Annual review	Plans PAs adjusted every trimester Evaluation reports	Effective planning; corrective action; meeting of deadlines and commitments	Over the year		
34. Annual report	To produce a well documented annual report quantifying successes and challenges	Outline for report Input by staff and Board members Editing Production	Annual report	Accountability, transparency	May 2007		

GL BUDGET 2008/2009 AT A GLANCE

PROJECT	DONOR/CONTR	BUDGET-R	%
GENDER AND MEDIA			
Policy and research			
1. HIV AIDS and Gender policies	SIDA	1,156,243	
2. Francophone project	SIDA	413,659	
3. Glass ceiling research	OSISA	744 900	
4. Gender and media regulators	FES	103,400	
Sub-total		2,418,202	18%
Training			
5. Gender,economy, media	NIZA	358,102	
6. Bu- special compilation	DANIDA	227,522	
7. Gender, elections, media	NIZA	417,783	
8. VRC	HIVOS	98,250	
Sub-total		1,101,657	8%
GMDC			
9. GMDC	DANIDA	970,866	
10. Media Diversity Journal	OSISA, FES	244,288	
Sub-total		1,215,154	9%
Media watch			
11. Mirror on the Media	OSISA	97,875	
12. Media literacy	DANIDA	1,056,608	
Sub-total		1,154,483	8%
GEM Summit			
13. GEM Summit	DANIDA, NIZA FES, OSISA		
Sub-total		695,317	5%
Write about rights			
14. GEM Commentary	Hivos	286,000	2%
Total GEM programme		6,870,813	50%
GENDER JUSTICE			
15. Roll out of NAPS	NCA	659,692	
16. Supporting NAPS	UNIFEM	393,750	
17. Attitude survey	OSFSA	450,000	
18. Sixteen Days of Activism	NCA	104,744	
19. Gender Justice Barometer	NCA	277,264	
Total GJ programme		1,885,450	14%
GENDER AND GOVERNANCE			
20. SADC and Gender campaign	NChA, OSISA	575,525	
21. At the coalface research	DANIDA	233,542	
22. Local gvt gender plans	DANIDA	2,319,451	
23. Gender, comms and LG	Mott	398,150	
Total Gender and Govn		3,526,668	26%
ADVISORY SERVICES			
24. City of Johannesburg	City of Joburg	373,890	
25. SADC Gender	SADC Secretariat	418,000	
26. NDI- women in pols	NDI	94,500	
27. UNICEF GBV	UNICEF	135,555	
Total Advisory Services		1,021,945	7%
Institutional – core support	HIVOS,NIZA etc	340,737	2%
TOTAL		13,645,613	100%

PROGRAMME AREA ONE: GENDER AND THE MEDIA (GEM)



Given that GEMSA has only been in existence for just under two years, and that it is still caught in the throes of developing and building its own institutional capacity, it would be too soon for GL over the next two years to shift its focus markedly from media to governance. But thereafter, and depending on the growth and capacity of GEMSA, it might become a feasible undertaking and offer exciting new possibilities for GL. As a member of GEMSA, GL could also continue at that stage to help provide focus and direction for GEMSA, but possibly in a more expert advisory role, rather than in a leading implementation role.

-GL Organisation Evaluation 2006

Despite the considerable capacity that has been built in the gender and media area, notably through GEMSA, both the Board meeting and the evaluation affirmed that this remains a core competence of GL and one that the organisation cannot afford to become slack on at a critical moment when gains are apparent but still fragile. What is important, however, is to keep working in a catalytic way in which GL's main role is to undertake research and training that enhance ownership and build the capacity of other organisations, especially within the media itself, to take the process forward. GL must also keep assessing its role in this area, constantly repositioning itself to be as relevant as possible.

GL will continue to build on its existing gender and media research, training, monitoring work as well as programmes designed to give women greater voice and agency, such as the 'Write about Rights' and "Watching the Watchdogs" projects. During this period, GL will also initiate the Gender and Media Diversity Centre (GMDC) which is views as a key anchor for generating and disseminating knowledge in this relatively new area of work.

TABLE ONE: GEM PROJECTS AT A GLANCE

GEM RESEARCH AND POLICY	GEM TRAINING	GMDC	MEDIA WATCH	WRITE ABOUT RIGHTS
1. HIV AIDS and Gender Policies	5. Gender, economy and the media-francophone	9. Running the centre	11. Mirror on the Media-community radio	14. GL Opinion and Commentary Service
2. Francophone project	6. Gender, elections and the media	10. MDJ	12. Media literacy	
3. Glass ceiling research	7. Compiling best practices		13. GEM Summit and awards	
4. Regulatory authorities	8. VRC			

GEM RESEARCH AND POLICY

Objectives: To build on and leverage cutting edge research work that has had a catalytic effect in transforming gender relations in and through the media.

Achievements

- Cutting edge research on gender and the media through the Gender and Media Baseline Study (GMBS), the largest such study ever undertaken anywhere in the world and the Gender and Media Audience Study (GMAS), the only such study ever undertaken in the region, and the only regional audience survey of any kind. At the suggestion of a Namibian editor, this has been adapted for use by media houses and the first three pilot projects will be presented at the second Gender and Media Summit.
- Benchmarking of progress through the Global Media Monitoring Project (GMMP) in 2005 that showed significant improvement in countries where gender and media networks have been most active.
- The first ever engagement in this region and globally with media houses, and, with media regulatory authorities and media NGOs on the development of gender (and HIV and AIDS) policies in the media sector.
- Over 100 best practices gathered and disseminated at the first and second Gender and Media (GEM) summits, including items entered for the gender and media awards that demonstrate what is meant by gender aware reporting.

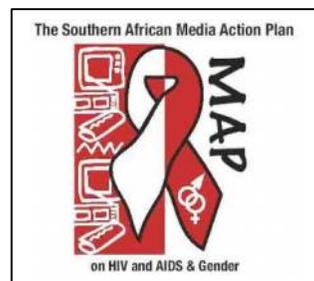
Focus 2008-2009

- Final roll out of MAP policies to 80% of newsrooms in the region.
- Launch of Francophone baseline study in these countries; roll out of policy process.
- Extending glass ceiling research to ten Southern African countries.
- Strengthening of work with media regulators.
- Preparations for the Gender and Media (GEM) summit.

Project one: MAP HIV and AIDS and Gender Policies

Synopsis

2008/2009 marks the final year of the Media Action Plan (MAP) on HIV/AIDS and Gender policy roll out. MAP is coordinated by the Southern African Editor's Forum (SAEF) with Gender Links and the Media Institute of Southern Africa (MISA) as the lead agencies for the newsroom policy sub-sector of the MAP.



Objective

To provide support to, Southern African media houses for developing and adopting HIV/AIDS and gender policies with a target of 80 % of all newsrooms having such policies by the end of 2008 and to extend the work of MAP to the French speaking countries of SADC.

Background

The HIV/AIDS epidemic is one of the greatest challenges confronting Southern Africa today. The region is at the epicentre of the epidemic which has devastated every sector of society, including the media, and brought out some of the worst fears and stigmas among the peoples of the region. As it has spread, the gender dimensions of the pandemic have become increasingly apparent. These include the inability of the majority of women in the region, including married women, to negotiate safe sex; the links between gender violence and HIV/AIDS; the fact that young women now constitute the majority of those newly infected by HIV/AIDS- many as a result of sex with older men; as well as the huge additional burden of care being borne by women.

At its Bi-Annual General Meeting at Mangochi Malawi in November 2004, the Southern African Editor's Forum (SAEF), with technical support from UNAIDS, adopted a Programme of Action of HIV/AIDS and gender.

The SAEF plan was further canvassed with partners from around the region at the Media Partners Consultation (MPC) hosted by Gender Links (GL) in Johannesburg in February 2005 that brought together representatives of SAEF and NGOs that work at regional level to promote freedom of expression and professionalism in the media. Among the presentations made at the MPC was a case study of one of the pilot projects that GL has worked on with the Times of Zambia to develop and implement HIV/AIDS and gender policies. This case study provided source material on how these two issues could be approached concurrently, as well as the institutional dynamics around devising, adopting and implementing such policies in news rooms.

The MPC led to the broadening of the original SAEF plan into a "Media Action Plan (MAP) on HIV/AIDS and gender" with five main components: policy, ethics, training, research and monitoring as well as information and resources for the media. It also established collaborative institutional mechanisms and assigned responsibility for the different sub-sectors to partner agencies under the overall coordination of SAEF (see box below).

MAP institutional mechanisms

Key decisions reached on institutional structures for implementing the MAP at the Media Partners Consultation in February 2005 included:

- Coordination: SAEF will be the overall coordinator of MAP. SAEF intends to set up a base in Johannesburg during the first half of 2005.
- Lead agencies: Different lead agencies will take responsibility for the sub sectors. The lead agency is responsible for: drawing together a reference group of interested partners; assessing what resources/ programmes already exist in order to avoid duplication; drawing up a detailed budget and action plan for the sub sector; coordinating the work of the sub-sector in liaison with the SAEF ex-co member assigned to work with that sub-sector.
- Annual meeting: The MPC has become an annual event for review of MAP.

In 2005/2006, GL worked with the MMP (the lead agency for the monitoring leg of MAP) to undertake the HIV and AIDS and Gender Baseline study; prepare reports and pamphlets for each country; develop a handbook for HIV and AIDS and Gender Policies, as well as train facilitators in the roll out of such policies. Six media houses that have completed their policies presented these at a review meeting held as part of the second Gender and Media Summit in September 2006. By the end of the 2006, all countries had launched the research findings; some had held inception workshops for the policy roll out (others preferred to work direct with media houses) and 32 policies were either in the pipeline of ready to be launched by 1 December.

In working with media houses, eight options have been put forward, with the hope that media houses will opt for all, as follows:

	Stand alone	Integrated into existing policies
Gender aware HIV work place	✓	✓
Gender aware HIV editorial	✓	✓
Gender work place	✓	✓
Gender editorial	✓	✓

The majority opted to go first for gender aware HIV work place policies and with persuasion others also developed HIV editorial policies. While MAP is opening doors to work on gender it is clear that more will have to be done on this front.

In the meanwhile, GL will seek to build on the momentum so far created by MAP in a concerted roll out campaign in 2007/2008.

Activities

Assessment and reconstituting/briefing of the team: Consultants in some countries have not performed/delivered according to expectation. GL will conduct an assessment at the end of 2006 and constitute a team of solid performers for 2007/2008. New recruits will be briefed/trained at a workshop linked to the Media Partners Consultation being convened by GEMSA in 2007.

Materials and branding: Packs will be developed with partner organisations, e.g. Panos and SAFAIDS to ensure that those who adopt policies can benefit from the full range of support services, including information and fellowship opportunities.

Roll out in each country and media house: The concerted roll out over this period will comprise:

- Situation analysis, using check list. Covering internal (human resource and work place issues) as well as external (editorial content, market considerations).
- Sensitisation workshop for senior management.
- Workshop involving all key departments to devise the draft policy.
- Task team to implement immediate actions.
- Formal adoption of the policy.
- Implementation.

Co-ordination and backstopping: Throughout this process the HIV and AIDS and Gender project manager will guide the project; train the trainers; backstop them; monitor the quality of work in each country; facilitate the exchange of information and step in to assist where problems arise. This project should be read in tandem with the training project that lays a heavy emphasis on newsroom training, as well as the information and resources project, all of which will be important components of the backstopping.

Indicators

- 200 media houses HIV/AIDS and Gender Policies by February 2009.
- Baseline study conducted in Francophone countries.
- Targets set for policy roll out in these countries.
- Significant improvement in quantity and quality of coverage on HIV AIDS and Gender as measured by the indices for the HIV and AIDS and Gender Baseline study.

Timeframe: March 2007- February 2008

Project two: Francophone project

Synopsis

This project seeks to extend MAP to three Francophone countries- DRC, Seychelles and Madagascar.

Objective

To conduct an HIV and AIDS and Gender baseline study in three Francophone countries and follow this through with policy roll out.

Background

Among the most successful policy roll out efforts are in Mauritius where the incidence of HIV and ADS is still low but where there is a keen commitment to ensuring that this remains the case. Mauritius, with its French and English background, provides a potential springboard to the French speaking countries (Madagascar, Seychelles and DRC) not yet reached in this programme. Already, the Mauritius facilitator has visited newsrooms in Madagascar with the support of the Indian Ocean Island Commission (IOC) and there is keen interest there in MAP. As materials and methodologies have already been developed, the marginal cost of translation and extending the programme to Francophone countries is low compared to the potential benefits. Organisationally, extending MAP to Francophone countries using the strong base that GL has cultivated over many years in Mauritius would be an important response to the criticism in the recent five year evaluation that GL is too biased towards the Anglophone countries.

Activities

- Complete analysis of results for baseline study.
- Launch reports
- Policy roll out.
-

Timeframe

- Over the year

Outputs

- Three country reports.
- Three launch reports.
- HIV and AIDS policies in at least thirty newsrooms.

Outcomes

- MAP extended to Francophone countries.

Project three: Extending the glass ceiling study to Southern Africa

Synopsis

Building on the SANEF Glass Ceiling Study developed by GL and SANEF and making use of the methodology developed to measure the impact of women in politics, GL seeks to extend the fifty- fifty campaign to newsrooms. This study will also be used to give added impetus to the development of gender policies in newsrooms, following the MAP process that has mainly focused on gender aware HIV policies.

Objectives

To obtain up to date data of gender gaps in newsrooms and use this to set transformation targets in line with the 50/50 position adopted by SADC in all areas of decision-making.

Background

Gender disparities in newsrooms in the region are among the worst of all. When SANEF released the first phase of its study in 2006, the Chairperson and GL Board Member Ferial Haffajee described the findings as "shocking." While there has been much effort in the political arena and in many bureaucracies to increase the number of women at decision-making level, the media has lagged behind. There is no automatic link between having more women in decision-making and more gender aware policies. But invariably where there has been progress, this can be traced to a few dedicated women trying to make a difference. Put differently, gender equality in editorial content is not likely to be achieved as long as sexism in newsrooms remains as rampant as it is. Glass ceilings in the media are legendary, even in the most progressive countries in the region. Why is this so? What difference would gender parity in newsrooms and in all areas of decision-making bring? As in Ringing up the Changes, GL will seek to answer this question through quantifying the gaps that exist (using the methodology that GL developed for SANEF) and interviews with male and female media practitioners and decision-makers. GL will also seek through this research to strengthen its partnership with the media women's associations and other partners in GEMSA.

Activities

- Conceptualisation: A reference group, consisting of organisations such as the Southern African Editors Forum, media women's associations, and academic institutions would meet to design the research during the Media Partners Consultation planned for February 2008.
- Literature review: The researchers would then conduct a literature review.
- Administering of questionnaire and undertaking case studies.
- Editing and production.
- Launch of the research together at the third Gender and Media (GEM) summit in 2008.

Indicators

- 1000 copies of groundbreaking qualitative research report.
- Link to gender policy development.
- The first reliable figures on women and men in the media itself.

Timeframe: 2008

Project four: Gender in the work of media regulators and NGOs

Synopsis

Following the review of the gender practices of media development NGOs supported by SIDA, as well as the contacts made with media regulatory authorities through GL research projects, GL with support from FES mounted three successful pilot projects on integrating gender into the work of media regulators. This project seeks to extend the work to three more media regulators, with the aim of building a critical mass of media regulators that see merit in integrating gender in their work.

Objective

To provide support to regulatory authorities in developing gender policies, using research and tools developed as part of GL's research portfolio and Map; and working in partnership with these groupings through GEMSA.

Background

In 2006 GL

- Conducted a review of the gender policies and practices of media development organisations supported by SIDA; a number of these in Southern Africa. The review included a set of tools for gender mainstreaming by these NGOs.
- Participated in a research project on the extent to which publicly funded media bodies are fulfilling their public service mandate. GL specifically engaged with ICASA.
- Provided technical support to GEMSA in conducting a gender audit of media laws and regulations in SADC countries, leading to the drafting of a handbook on integrating gender into media regulation.

GL believes that it is critical to extend support for the development of gender policies started under MAP to regulatory authorities. In the course of the pioneering work, interest has been expressed in this process by the media regulatory authority in the DRC; the Media Council of Tanzania and the Independent Communications Authority of South Africa (ICASA).

Activities

- Expressions of interest by media NGOs and regulatory authorities.
- Process agreed for briefing of management; in-house workshop; drafting and adopting of policies, using skills and expertise from MAP plus tools adapted for these sectors.
- High profile launching and publicising of policies.

Timeframe

April 2008 to December 2008

Outputs

- 3 policies
- Gender mainstreamed in work of key regulators

GENDER AND MEDIA TRAINING

Objectives: Target training tools and initiatives more effectively to ensure maximum leverage and impact.



Achievements

- A range of Southern Africa specific gender and media training manuals that have been used in training of trainer courses as well as in-service training courses in partnership with media training institutions. These include an innovative Virtual Resource Centre (VRC) that contains case studies from research and monitoring projects that can be searched by country, theme, what journalistic skill is illustrated and what the article reflects with regard to gender. The latest series of training by GL is on gender and the economy using its new training manual "Business Unusual". The course has now been run with media training institutions in nine English speaking Southern African countries.
- The first pilot project to mainstream gender into entry level media training (at the Polytechnic of Namibia) over a three-year period then documented and shared with other training institutions in a peer network arrangement.
- Pioneer work on newsroom training that is poised to expand on the back of the policy work being done with newsrooms as part of the Media Action Plan on HIV and AIDS and Gender led by the Southern African Editors Forum (SAEF) that aims to ensure that 80% of Southern African newsrooms have HIV and AIDS and gender policies by 2008.
- A successful round of training

Focus 2008-2009

- Extend BU to the Francophone countries.
- Begin gender, elections and newsroom training in five Southern African countries.
- Ensure that at least ten VRC case studies and 50 new clippings are added to the VRC each month.

Project five: Business Unusual - Gender, Economy and the Media

Synopsis:

This project concerns the extension of the BU project to two Francophone countries.

Objective:

To extend the successful Business Unusual training to the two French speaking countries in SADC; run training workshops in partnership with media training institutions in the two countries; train trainers using this manual through co-facilitating training with them; add case material to the Virtual Resource Centre; strengthen the GEMSA Trainers Network; increase awareness about and reporting on the role of women in the economy.

Background and rationale:

The work on Gender, the Economy and the Media forms part of GL's training programme that aims to strengthen gender and diversity awareness and training in the region through choosing a topical theme; developing training material and running training workshops with media training institutions using these materials. GL has also developed close links with media trainers, and helped to build their gender awareness through co-facilitating workshops with them. Previous themes covered include: gender violence; gender, HIV/AIDS and the media; as well as gender and elections (with support from NIZA).

Gender and the economy is a natural sequel to these thematic areas, as well as a serious area of need. The Gender and Media Baseline Study (GMBS) showed that women constitute a mere eight percent of news sources in Southern Africa, despite their pivotal economic role. The training provides a means for reaching out to a critical new "beat" within the media- business, development and financial reporters.

It is also a critical link to the Virtual Resource Centre (VRC) developed with support from NIZA. As a result of the training, 30 case studies have been housed in the VRC and can be accessed using a data base by country, theme and the skill that is illustrated through the case study. With the assistance of the expert placement (see below) additional case material will be added to the VRC from the Gender and Media Awards.

By the end of 2007/2008, GL will have completed this round of training in all the English speaking SADC countries.

Activities:

During this final phase, GL will extend the training to two French speaking countries of SADC, Madagascar and DRC. This follows successful missions to these two countries as part of the Media Action Plan on HIV and AIDS and Gender. The two countries are currently undertaking a baseline study on coverage of HIV and AIDS and Gender as part of MAP. There is need to reinforce these efforts through the kind of support and training that GL has extended to other countries following gender and media research. Both countries have formed umbrella groups that have affiliated to GEMSA. Both have expressed interest in

The project will involve translating the BU manual into French, and one week training courses as have been conducted elsewhere. These include two days of content; a day in the field; a day of writing; review of supplement and publication of the

supplement in a local newspaper. GL will draw on trainers from Mauritius with whom we have worked and where we have our Francophone MAP base to conduct the training.

Time frame: March- August 2008

Outputs

- 60 journalists trained.
- 3 supplements produced.
- 120 articles written before journalists can receive certificates.
- Quantity and quality of reporting on gender and the economy improves.

Outcome

- BU extended to Francophone countries.

Project six: Best practices: Business Unusual

Synopsis

This project seeks to gather the best examples of coverage in and after the BU training to be published thematically in a book launched at the GEM Summit; with entries to the GEM Awards under the gender and economic coverage category.

Objectives

To follow up on BU training, compile examples of best practice in gender and economic reporting and affirm good practice through the GEM awards.

Background

As part of the GMDC's mission to improve the IT skills of media trainers through the resources that it provides, GL and GEMSA collaborated with the Southern Africa Media Trainers Network (SAMTRAN) in a workshop for trainers that included building the GMDC website in September 2007. The workshop included further exposure to the VRC and the recent resources that have been added to it from the gender and advertising research.

Following pilot projects on media literacy, GL is working on a concept paper with media training institutions to collaborate in running media literacy courses as part of their community outreach work.

GL is also working with media training institutions to add examples of coverage following the "Business Unusual, Gender Economy and the Media" training course in nine countries to the VRC. The course is being extended to two Francophone countries this year.

Activities

- Call for BU stories written after training to all BU participants.
- Selection of best stories by theme.
- Overview of each thematic area, with data from each country.
- Edit book; design and layout.
- Explore partnership with SADC GU; World Bank for the awards.
- Submit entries for GEM awards.

Timeframe

April – August 2008

Outputs

- Business Unusual: Gender and the Economy in Southern Africa.
- Entries for GEM awards
- Prize for GEM awards.

Outcomes

- Improved coverage of

Project seven: Gender, elections and the media

Synopsis

This project seeks to replicate the training successfully piloted by GL in ten Southern African countries in 2004/2005 in the same countries in 2008-2010. The workshops have heightened media awareness and coverage of the commitment by SADC Heads of State to achieve fifty percent women in decision making. They have also imparted practical media skills to women politicians preparing to run for office (see gender and governance).

Objectives

To run workshops with politicians and in newsrooms on gender, elections and the media.

Background

Among the areas of problematic reporting highlighted by the GMBS is coverage of women in politics and decision-making. Traditionally, women are expected to occupy the home and "private spaces". Politics is one of the most public spaces that women can seek to occupy. Elections provide a useful check-point for democracy in all our countries. They receive considerable media attention, they generate competition and debate, and they are one of the few occasions in which the public feel some real sense of power over the people who make decisions about their every day lives. In 2004, GL in partnership with the Southern African Media Services Organisation (SAMSO) ran a series of on-site training courses and seminars on gender, media and elections in the countries that had elections. GL also established a virtual resource centre of materials including fact sheets, profiles, contact lists and photographs on our website. This project will focus on the four countries having or preparing for elections in 2008/2009. They are Swaziland; Malawi; Namibia; Botswana and South Africa.

Activities

- One week on site training, two days seminars on Gender, Elections and the media in 10 countries, each about four to five months before the elections.
- Monitoring of gender coverage of elections in the period leading up to the elections in each country.
- At the end of 2010, assessing progress towards achieving the fifty percent target.

Timeframe

September 2008- February 2008

Outputs

3 countries 40 participants in seminars; 50 per country in newsroom training

Outcomes

Increase in women's representation and participation in decision-making.

Project eight: Virtual Resource Centre

Synopsis

Building on the core resource base that has been established using material from the GMBS, and popularised with trainers at a training workshop, this project seeks to ensure constant updating and usage of the Virtual Resource Centre.

Objective

To add at least ten new case studies each month to the VRC through contributions from trainers, monitoring and research work and to market this resource to media as well as gender trainers.

Background

As one of several follow ups to the GMBS, GL has established a resource centre on its website consisting of case studies from the GMBS that are indexed and can be searched by country, theme and functional are. These case studies are accompanied by training notes. The VRC was tested with trainers in March 2004 and adjustments made to make this resource as user friendly as possible. A key issue in media training is that case material dates easily. It needs to be constantly updated. The VRC provides a unique mechanism for doing so. It is also a way for actively engaging trainers and monitors around the region in gathering ad sharing material. Items from the "Mirror on the Media" project are added to the VRC (the next series will be on advertising). The VRC is primarily intended for media trainers, but has multiple potential uses in gender training more broadly. It is also a tool that SAMTRAN could consider for mobilising trainers in the region in other areas of media training. The VRC has a close link to deepening engagement with media trainers and to the GMDC.

Activities

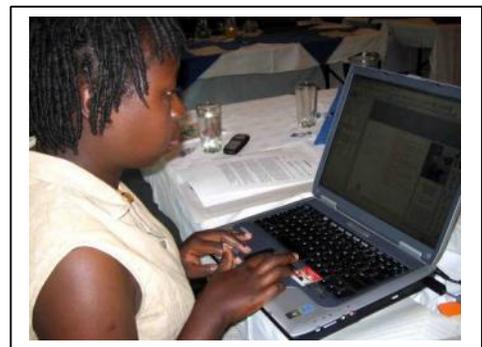
- Managing the VRC.
- Honoraria to trainers and monitors to send in material.
- Discussion forums on new material.
- Annual workshop with trainers, linked to the Media Partners Consultation, to grow the number of users and contributors.

Indicators

- 10 new case studies per month.
- Feedback on usage.
- New uses of the VRC

Timeframes

Ongoing



GENDER AND MEDIA DIVERSITY CENTRE

“There is strong consensus on the need to establish GMDC with a physical space to link regional and country organisations and their work; to provide a repository for existing material; to extend the target group, to advance gender equality; to provide a centre for excellence and a focal point for collaborative research, training, monitoring and media activism; to increase levels of media literacy and to disseminate information.

A GMDC would extend and compliment the gender and media work being spearheaded by NGOs in the region and leverage its impact in Southern Africa and across the globe. It is recommended that the centre be physically established in Johannesburg, initially at the offices of GL which has been a key knowledge driver on gender and the media in the region; and where GEMSA is currently also housed, to reduce costs and ensure synergies. Possibilities for extending the work of the centre through the existing infrastructure base of GEMSA partner NGOs should be explored, for example working with the resource centres of country offices of MISA, as well as SAFAIDS and its satellite centres. The centre should be managed by a competent senior manager, guided by an advisory committee comprising representatives of key stakeholders, including universities and training institutions.”

- *Feasibility study into the GMDC*

Activities to date

- Concept paper: Finalisation of the GMDC concept paper (see Figure one).
- Governance: The establishment and two meetings of the advisory group, which comprises key knowledge institutions, gender and media activists from Southern Africa and around the globe.
- Physical infrastructure: The establishment of a library and a computer room. GL is in the process of gathering a unique collection of books, research and journals on gender and the media through exchanges with knowledge institutions in the region. The GMDC advisory group now serves as the editorial advisory group for the Gender and Media Diversity Journal. The GMDC and linked centres have hosted four monthly seminars.
- Virtual infrastructure: The GMDC website, built from open source software (www.gmdc.org.za) is a data base-driven website that comprises a data base of contracts and resources and links up relevant research conducted by students at universities that often does not get exposure. Interactive features of the website include blogs and wikkis. Links include GL's Virtual Resource Centre; Opinion and Commentary Service and the cyber dialogue facility.
- Training: As part of the GMDC's mission to improve the IT skills of media trainers through the resources that it provides, GL and GEMSA collaborated with the Southern Africa Media Trainers Network (SAMTRAN) in a workshop for trainers that included building the GMDC website in September 2007. The workshop included further exposure to the VRC and the recent resources that have been added to it from the gender and advertising research. GL is also working with media training institutions to add examples of coverage following the “Business Unusual, Gender Economy and the Media” training course to the VRC. Following pilot projects on media literacy, GL is working on a concept paper with media training institutions to collaborate in running media literacy courses as part of their community outreach work.
- International links: A recent exploratory mission has been undertaken in which several individuals and institutions have been contacted by email and in face to face meetings. African academic and film-maker in the Diaspora, Florence Ayisi; international gender and media expert, Margaret Gallagher; British academic, Karen Ross; Swedish gender and media expert Maria

Edstrom (University of Gothenburg) have expressed support for the GMDC and are willing to assist in different ways. Ideas for expanding and consolidating international links include:

- A north-south Gender and Media Diversity academic online network who can share research applications and training, provide interns on attachment, publicise each others work and referee applications to funding institutions.
- Guest editing the Gender and Media Diversity Journal, the first issue could be context-setting and comprise a series of commissioned pieces from academics, activists and practitioners from both within and outside Southern Africa. Karen Ross would be happy to be guest editor for that issue. She also has a former PhD student who now heads up the media department at Nandi Azikiwe University, Awka in Nigeria (Kate Omenugha) who is interested in contributing to a themed issue on gender and journalism in Africa.
- Existing online library and information services such as ELDIS based at Institute for Development Studies, University of Sussex offering GMDC access to worldwide peer-reviewed articles on gender and development but also wanting GMDC to encourage specific contributions from Southern Africa around gender and media – a specialisation they don't offer at present.
- Promotion of the GMDC through the various international listserves, including ICA and IAMCR, with electronic versions of our outputs being publicised.
- Uploading relevant research findings from international sources.
- Contributing hard copy resources.

Project nine: Running the GMDC

Objective

To create and manage a centre for the connection, collection and dissemination of knowledge on gender and the media, and to build the capacity of citizens, women and men, to engage critically with their media. Specific objectives include to:

- Promote more analytical and contextual journalism in the region.
- Develop and share a body of knowledge on gender and media diversity in Southern Africa, and promote participatory debate on these issues.
- Become a centre of excellence on new approaches and fresh thinking on issues about gender and media diversity in Southern Africa.
- Engage with and influence the key audiences who are in a position to advocate for gender equality.
- Promote gender and media literacy and activism.
- Support students interested in this area of work through an internship programme; access to information and avenues for students to share their research with the broader knowledge community.
- Contribute to building a gender and media “movement” in the SADC region.
- Develop north-south partnerships with strategic organisations to promote greater global dialogue and exchanges in this important area of work.

Background

Initially mooted by UNESCO, the GMDC is a means for ensuring that the enormous amount of work and innovation on gender and the media in Southern Africa is systematically stored, disseminated, engaged with and used to empower the media, media trainers and the public at large.

Established in 2007, the GMDC began with GL commissioning a feasibility study into the establishment of the centre as part of its five year external evaluation in 2006. GL wanted to know whether the centre would help to ground the gender and media work it has been doing together with partners like GEMSA.

The GMDC concept was canvassed at Media Partnership Consultations in April 2006 and February 2007. Wide ranging interviews were also carried out in Zimbabwe, Botswana, South Africa and Mauritius with GL partners and network representatives including media practitioners, and visits to selected regional and national resource centres.

The feasibility study proposed that the Gender and Media Diversity Centre be guided by an advisory group comprising media development NGOs and key media training institutions in the region. It further proposed that the Centre be managed by Gender Links and staffed by a centre manager who possesses writing, editorial, content management skills and is au-faire with IT tools.

The feasibility study led to the Netherlands Institute of Southern Africa (NIZA) providing support, mainly in the form of expertise, to set up the core components of the GMDC. GL also raised resources from Anglo American Corporation for some of the physical restructuring of its premises and purchase of capital equipment for the physical centre.

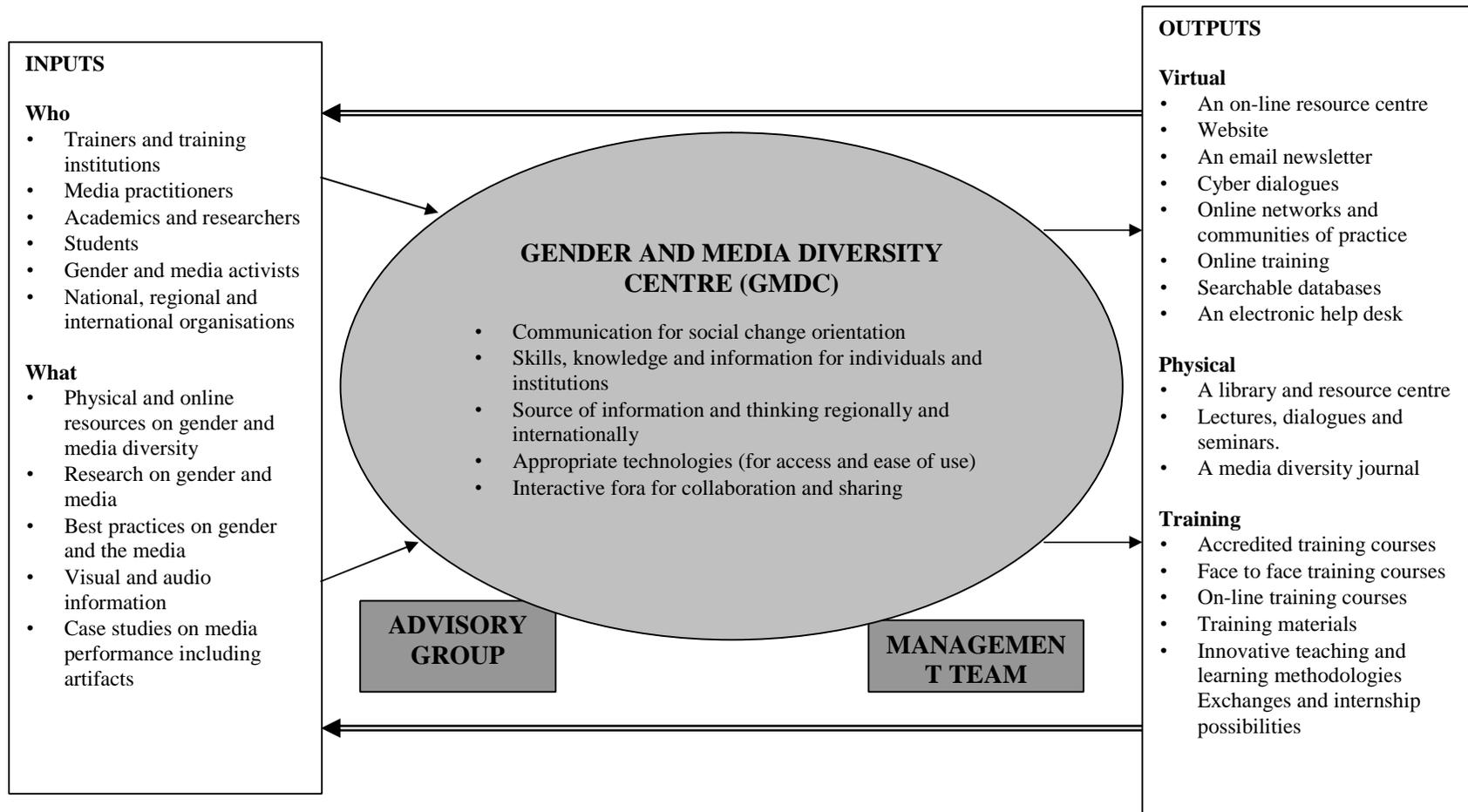
Partners

The existing and proposed partners in the GMDC initiative are summarised in the table below:

Southern Africa	Africa	International
Media Development NGOs		
Gender Links	African Woman and Child Feature Service (Kenya)	International Media Women's Federation
Gender and Media Southern Africa Network (GEMSA)	Panos West Africa	Institute of Asian Broadcasters
Media Monitoring Project (MMP)		Network of Women in Media India (NWMI)
Highway Africa		Inter Press Service
Development NGOs		
Sangonet		Norwegian Council on Africa
SAFAIDS		
African Fathers		
Media training institutions		
Zambia Institute of Mass Communication (ZAMCOM)		
Institute for the Advancement of Journalism		Media Studies Department, University of Coventry
NSJ Trust		Media Studies Dept, University of Gottenberg
Tanzania School of Journalism		
Polytechnic of Namibia, Department of Media Technology		
Malawi Institute of Journalism		
University of Swaziland		
University of Botswana		
Stellenbosch University		
Sol Plaatjie Institute of Media Leadership, Rhodes University		

Conceptual framework of the GMDC

The diagram sets out the conceptual framework for the centre in which research on gender and media, information on gender and media diversity and best practices will feed into the centre, which will in turn feed back into the theory, practices and development of the work carried out by organizations, practitioners and individuals dealing with gender and media diversity.



Activities

The activities targeted for support in this proposal cover:

Maintenance of the electronic infrastructure including:

- An on-line resource centre: (including the GL VRC). A wealth of activist research, training and policy materials on gender and media, media monitoring reports, first hand lessons and case studies on a wide array of issues e.g.
 - HIV and AIDs, the economy, advertising etc.
 - Tool kits on how to engage the media in gender campaigns,
 - academic research on gender, media, HIV and AIDS and diversity issues.
 - Position papers.

It is important for these resources to become available to broader audience through an electronic library. This will mean reformatting available information into user friendly, easily accessible virtual formats which will facilitate a wider distribution of the knowledge and information that currently resides in organizations and institutions. The information and materials available will be managed, updated and marketed as a central resource for the media trainers, activists, policymakers, among others, who wish to tap into these issues.

- Website: The GMDC website includes three main elements all of which need regular updating and maintenance: 1) Information and training resources in a database format that will be searchable in many different ways including author, subject, country, etc. 2) An interactive zone that will include online seminars, training, notice boards and discussion forums on topical issues. 3) A gateway to other websites linking participating organisations, as well as links to other useful sites.
- An email newsletter (with global reach): This monthly product will provide a channel for the GMDC contributors and users to share information, exchange ideas, share success stories, short summaries of ongoing research, etc. The newsletter will be distributed electronically to a database of members and other targeted audiences and posted on the network's website.
- Cyber dialogues: An online chat room forum which allows participants to chat about topical issues and post comments in discussion forms. This service is already up and running and can be accessed from the GL website.
- Online networks and communities of practice: This initiative will link individuals and institutions by areas interest as well as professional category. These would include areas of interest such as research; training; curriculum development or professional categories academics; activists; journalists.
- Searchable databases: These include, or will be expanded to include:
 - Register of gender and media experts – a comprehensive roster of experts will be developed and will require recommendations from users of professional services and consultants.
 - Directories – a database of materials available in different organizations, linking to other directories.
 - Trainers – a trainers data base will be useful for users to access training in gender and media.



Management of the physical centre including:

- The library and resource centre, with a growing collection of written, audio and visual materials. These will include books, various publications, news clips and highlights, analytical work, re-packaged and abridged versions of materials.
- Lectures, dialogues and seminars: The Centre will continue organising strategic seminars on critical gender and media issues.
- A media diversity journal: The bi-annual Gender and Media Diversity Journal provides media workers and owners, researchers, lecturers, student journalists, gender activists and those individuals and organisations working towards media diversity with up-to-date and cutting edge case studies and best practices on media diversity in Southern Africa. The journal also will provide the space for the dissemination of research papers and findings of research projects; case studies and reports on projects, campaigns, policies etc as well as for the publication of profiles; reviews; opinion and debate.

Training and capacity building including:

- Training materials: A key component of the GMDC will be monthly updating of the Virtual Resource Centre (VRC) with case studies produced and used by trainers in the region as part of the broader initiative to mainstream gender in media education. As a follow up to GL's most recent work with media training institutions on gender, economy and the media, the GMDC will collect articles and stories produced by journalists during and after their training for posting in the VRC as case studies as well as in a special volume with accompanying analysis called "Business Unusual: Gender, Economy and the Media in Southern Africa." The latter is an example of how the GMDC can collect and connect a body of knowledge linked to a major training initiative in the region for broader dissemination.
- Peer group and support for mainstreaming gender in media education: The annual advisory group meeting will be linked to the development of action plans and peer support for mainstreaming gender in media education linked to the primer developed by Gender Links with the Polytechnic of Namibia.
- Exchanges and internships: In response to the numerous requests that GL receives from students wishing to expand their horizons and conduct research on gender and the media, this sub-programme aims to ensure a well-run internship programme to benefit both the centre and interns.

Users, targets and indicators

Users	Examples	Target
Trainers and training institutions – often want to link theoretical approaches with practical and concrete examples such as articles, case studies and policies and practices.	IAJ (South Africa); ZAMCOM; Malawi Institute of Journalism; NSJ Trust (Mozambique); Rhodes University; South Africa;	<ul style="list-style-type: none"> • At least ten media training institutions from as many countries in the region are active users of the GMDC.
Media practitioners - often require a technical and professional base to sharpen media skills required when dealing with gender and media. The media professionals will be able to share their own real life experiences. and be supported how they can apply their reporting skills as an agent for change.	Journalists calling in for contact information on sources who can be referred to contacts data base, with women experts from 14 countries, developed by GEMSA.	<ul style="list-style-type: none"> • At least 50 media queries per month from 10 countries in the region, logged and analysed.
Academics and researchers - research conducted by research councils, government departments, NGOs and the CSOs on issues relating to Gender and the Media will be synthesised and shared in order to inform policy formulation or emerging practises in society.	GL receives several requests from academics for information on gender and the media.	<ul style="list-style-type: none"> • Queries received, attended to and addressed from ten academics/researchers per month.
Students – will be able to situate and contextualize their studies by accessing case studies and other information that emerges from the region as well relevant information from other parts of the world. The Centre will house a diversity of reference materials presenting different views and methodologies.	A student at Stellenbosch university conducting a study on images of women in SA magazines	<ul style="list-style-type: none"> • GMDC assists at least 30 students from six SADC countries each year to conduct research and archive this through the GMDC • 18 interns trained each year.
Gender and media activists - will have access to materials, information and training that will enhance their advocacy campaigns and their communication strategies.	GEMSA networks are collaborating with GL in running gender and media literacy classes and need resources and information.	<ul style="list-style-type: none"> • All 12 GEMSA country chapters are registered and active users of the GMDC
National, regional and international organisations – including multilateral organisations will be able to access regional and national specific information on	Southern Africa Editors Forum; African Union (AU), New Economic Partnership for African Development (NEPAD),	<ul style="list-style-type: none"> • At least ten queries received and responded to each month by national, regional and

gender and media.	Southern African Development Community (SADC); International Union of Journalists;	international organizations using the GMDC.
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Outputs

- Updated website and data base.
- Resource centre with up to date and relevant materials and able to respond to target users per table above. Usage documented by manager in monthly reports circulated to the advisory group.
- At least 10 new case studies added to the VRC each month x 12 months x 3 years= 360 case studies.
- Special collection of case material and analysis of gender, economy and the media.
- Two issues x 3 years = Six issues of the Gender and Media Diversity Journal.
- 6 interns x 3 years= 18 interns trained and contributing to the work of the Centre
- 12 x monthly seminars x 3 years= 36 monthly seminars on topical gender and media issues.
- 2 x meetings of advisory group x 3 years = 6 meetings of advisory group linked to peer group support for mainstreaming gender in media education.

Outcomes

- Effective knowledge management and linkages between gender and media activists and media training and knowledge institutions in the region as well as globally.
- Collection, connection and dissemination of best practices on gender and the media in Southern Africa and globally.
- Improvement in gender balance and sensitivity in media reporting and practices, through training, advocacy and activism.

Synopsis

This project, closely linked to the GEM research and training projects as well as the GMDC, seeks to document developments as well as prompt debate on gender, media and diversity through a biennial quasi academic journal.

Objective

To produce two issues of the Media Diversity Journal during the year linked to the launch of the GMDC.

Background

Despite its purported role in “giving voice to the voiceless”, the media worldwide is heavily biased towards covering the views of those in power, an elite group often defined according to race, ethnicity, class and gender.

In Southern Africa, where democracy is a relatively new and fragile phenomenon, the media is still largely state dominated. The concept of a public media is weak. Albeit to different degrees, private and community media face political, organisational and financial challenges. Overall, whether in the public or private sphere, media ownership is concentrated in a few hands.

The upshot is weak analytical and contextual reporting based on events and single sources: often officials and experts. The voices of those most affected by policies are seldom heard even though these constitute the majority of news consumers. The Gender and Media Baseline Study (GMBS) conducted by Gender Links and the Media Institute of Southern Africa (MISA) in 2003 showed that women comprise 17 percent of news sources in Southern Africa, a figure similar to the global finding of 18 percent (Global Media Monitoring Project 2000). The GMBS also showed that women are often portrayed in a limited number of roles, most often as sex objects or victims of violence.

Yet, as the sequel Gender and Media Audience Study (GMAS 2004/2005) that focused on consumer responses showed, male and female audiences yearn for more positive news; greater local content and greater diversity in the representation and portrayal of women and men than what is being offered by the mainstream media. The fact that the views of audiences are so seldom consulted flies in the face of a central tenant of democracy: citizenship participation. Failure to understand and respond to audiences in all their diversity is also bad for business.

The journal aims to:

- Develop and share a body of knowledge on media diversity in Southern Africa.
- Promote more probing, analytical and contextual journalism.
- Share best practices on how to achieve greater diversity in media content, ownership and market share.
- Contribute to greater media literacy and responsiveness among ordinary citizens- women and men- in Southern Africa.

Activities

Each journal will contain:

- A: Introduction – editorial, news briefs and media watch
- B: Thematic focus
- C: Advocacy
- D: Training and education
- E: Research and monitoring
- F: Policy
- G: Information technology
- H: Opinion and reviews
- I: Governance

Overview and in-depth articles are between 2000-2500 words including references and supporting articles between 1000-1500 words. The editor will advise contributors of length when commissioning content. Contributions must be accompanied by relevant visual material.

The advisory body for the GMDC will serve as the editorial advisory group for the journal.

Each issue consists of:

- Selection of a theme for the issue.
- Commissioning of articles.
- Printing and publication.
- Dissemination.

Outputs

- Three years x two journals per annum.

Timeframes

September 2007; February 2008

MEDIA WATCH

Objectives: To build the capacity of Networks and the public to engage critically with the media

Achievements

- In addition to pioneering a number of new areas of media monitoring (such as radio talk shows, advertising, the impact of Sixteen Days of Activism campaigns etc) the Mirror on the Media project has spurred the first gender and media literacy training course for the general public. This opens a new area of work with media consumers and fits squarely into the broader objectives of deepening democracy through citizen participation and media accountability.
- GL support for gender and media networks, culminating in the formation of GEMSA and the institutional support to place this network on a firm footing is at the heart of the creation of a gender and media movement in the region.

Focus 2008-2009

- New areas of monitoring such as community media and tabloids.
- Engaging with schools on gender and media literacy, including during school holidays.
- Conducting media literacy classes through local government structures.
- Building the capacity of networks to conduct gender and media literacy training.



Project 11: Mirror on the media- Community media

Synopsis

This project aims to extend the Gender and Media quarterly trends survey that has been developed on a pilot basis so that this can serve as a monitoring tool, in between major research studies, for measuring progress in achieving gender balance in the media. Specifically, during this period the project will undertake monitoring of community media (which has not been done before), thus extending the scope of media monitoring which up to now has focused on the mainstream media. Synergies will be created with the gender policy project for community radio as well as the media literacy project, as participants in these projects will assist with the monitoring.

Objective

To strengthen gender and media networks through developing new areas of monitoring and using these for advocacy purposes.

Background

In 2004, GL developed a three country project to work through gender and media networks in developing quarterly media monitoring reports that have a strong emphasis of quantitative monitoring. These have been a source of ongoing critical commentary, as well as provided source material for the VRC. Each year GL has extended the project to new countries and to different forms of monitoring. Before the end of the 2006/2007 financial year GL will have conducted a ground breaking monitoring project on advertising that will be used in the ongoing debates and engagement with the advertising industry. Over the next year GL proposes to tackle a new area: community media with a view to broadening gender and media work to this sector.

Project activities

- Monitoring using tools developed.
- Building capacity in the GEMSA Networks to conduct routine monitoring and raise daily alerts.
- Launches and dissemination of reports
- Engagement with key stakeholders.
- Policy issues taken up through GEMSA Networks.

Indicators

- One report with 3 country studies launched at the GEM Summit.
- Dissemination of the reports
- Responses to the reports

Timeframe

2008/2009

Programme links

- Media literacy. Those involved in the monitoring will be linked to the media literacy plan that GL plans to cascade over the period (see strategic plan).

Project 12: Media literacy

Aim

To develop a culture of critical media consumption through extending the gender and media literacy programme to new target groups and by empowering networks to run such courses in their countries, in collaboration with media training institutions.



Background

Until recently, much of GL's work focused on media producers (editors and journalists) as well as media shapers (NGOs, decision makers etc). The Gender and Media Audience Study (GMAS) opened a new area of work with media consumers that in turn led to the development of a gender and media literacy kit.

In developing this kit with education specialist Mary Ann Drew, GL identified several potential audiences including schools; local government; community media and the general public. The kit has been developed in binder format, with notes to trainers, as a generic set of tools that includes "core" exercises which can be used in different ways depending on the target audiences. The modules allow for maximum participation and creativity on the part of learners, as well as adaptation to local circumstances. The binder format allows participants at whatever level or in whichever location to add to the basic texts their own collection of materials based on the numerous exercises and assignments. The materials also take account of the Outcomes Based approach to Education (OBE) and discussions have been initiated with the South African Ministry of Education on incorporating these materials into media education materials being developed as part of a civic education curriculum being developed for implementation in 2010.

With limited funding, GL was able to test the training kit with the general public as well as with high school students during their winter holidays. A key objective of the GMDC is to empower citizens to engage critically with the media. In its interactions with media training institutions, these have expressed an interest in working with gender and media activists to extend the gender and media literacy pilot project to different countries in the region, as well as new target groups. Other than the general public and schools, other potential targets that have been identified are local councillors and women entrepreneurs.

This project seeks to maintain GL's capacity run pilot projects with new targets from its Johannesburg premises as well as extend pilot projects to four new countries in Southern Africa each year to ensure a multiplier effect, new targets and audiences across the region.

Activities

Over the three year period, running of the ten x 2 hour modules per week of the Media Literacy Kit will be extended to:

- Local government: Through its gender and governance programme, specifically as an extension to the pilot project on Gender, Governance and Communications, GL will work with the City of Johannesburg in adapting the materials for councillors, using these both to raise awareness on the media as well as sharpening gender analysis skills.
- Extending pilot projects to the region: Four countries in the region each year where media training institutions can work together with GEMSA chapters to run media literacy courses for identified and agreed target groups that will ensure a) a multiplier effect to the programme and b) new knowledge and insight into this area of work. For 2007, suitable partners have been identified in Botswana, Swaziland, Zambia and Seychelles. These include the GEMSA chapters in these countries linked to media training institutions. The project includes training of trainers, backstopping and support for running the media literacy courses in each country. A key expectation will be that the partners use the pilot projects to generate local support for continuing this work in the future. Media literacy is an important focus of the action plans of GEMSA chapters over the next three years.
- Ongoing media literacy for the general public: Over the three year period GL will continue to run at least one ten week course each year for the general public. This provides a vital link between GL, its staff and the immediate community; is a means of sharing current research and continuing to grow the pool of critical media consumers. GL is able to link those closest to its operations to the local media and to involve them in campaigns such as the Sixteen Days of Activism, this making the training exciting and relevant.

Outputs

- At least 20 local councillors receive gender and media literacy training and the pilot is used to develop relevant material for replication through GL's governance programme.
- At least twelve trainers trained in running gender and media literacy courses.
- 4 countries in the region plus SA x 20 participants x 3 years = 300 citizens, of whom at least half are women, undertake the gender and media literacy course and fulfil its requirements, including letters to the press; calling into talk shows; producing their own media; writing an opinion and commentary piece.

Outcomes

- Citizens empowered to engage with the media.
- Less complacent, more responsive media, especially with regard to gender issues.
- Letters written; complaints taken up.
- New forms of alternative media developed.

Project 13: The Gender and Media Summit

Aim

- To showcase best practices in addressing gender imbalances in the media and affirm good practice through the Gender and Media awards.
- To collect and share best practices on gender and media regulation based on the pilot project supported by FES.
- To collect and share best practices on gender in newsrooms as well as in two areas of practice: advertising and tabloids.
- To gather examples of progressive gender, media and the economy coverage for the Gender and Media Awards as well as host a seminar on this topic at the third Gender and Media Summit in September 2008.



Background

Since 2004, the Gender and Media Summit and Awards have taken place every two years. This event, that includes sharing 50-60 case studies on good practice in gender and the media, has become a prestigious way of taking the gender and media work forward. With the GMDC now in place, the knowledge generated at this biennial gathering will be carefully stored, disseminated and added to the growing pool of knowledge on gender and the media. The awards provide valuable case material for the VRC. The general meeting of GEMSA is linked to the summit. This proposal is for part support for the summits in 2008 and 2010.

Activities

- Announcing awards.
- Inviting best practices.
- Selecting participants.
- Adjudicating awards.
- Documenting outcomes.

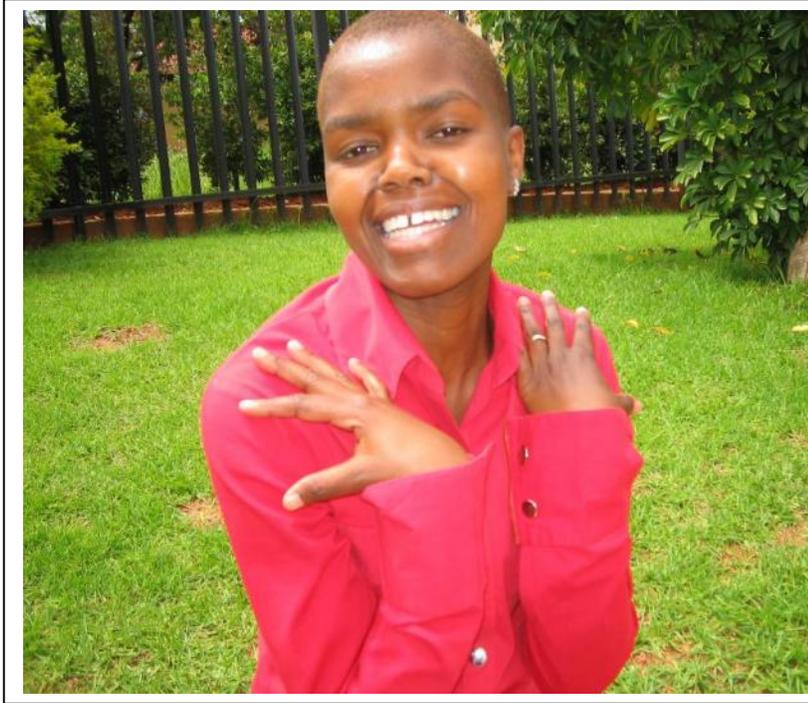
Outputs

- At least 50 case studies x 2 summits on promoting gender equality in and through the media produced and disseminated through the GMDC.
- 15 gender and media awards x 2 summits , providing case studies processed through the VRC for use by media trainers.
- General meeting of GEMSA x 2.

Outcomes

Raising the profile and debates on gender and the media; affirming good practice through awards; monitoring and evaluating progress; collection and dissemination of best practices; improvement in gender balance and sensitivity in the media.

WRITE ABOUT RIGHTS



Objectives

To link gender activists and the media; giving voice to women and prompting debates; showing in practical ways how to mainstream gender in the media as well as contributing to a distinctive Southern African knowledge creation base.

Achievements

- GL runs the only Gender Opinion and Commentary Service in the region, which has enjoyed increasing use and visibility, and led to a number of new writers/voices being trained as well as bridging the gap between gender activists and the media.
- The special brand of "I Stories" initiated by GL (first hand accounts of gender violence, experiences of women in local government, caring for those living with HIV etc) has been especially effective in building the capacity of those whose voices are often not heard as well as showing the media that such voices are the essence of good journalism.

Focus 2008-2009

- There is need to explore greater cost recovery for the Opinion and Commentary Service, and the possibility of reaching radio through voice dispatches over the Internet (now eminently feasible) to extend the reach of the service.

Project 14: GL Opinion and Commentary Service

Synopsis

This project aims to strengthen the GEM Opinion and Commentary Service that has shown what a powerful tool this can be in projecting women's views and voices, as well as sharpen the use of technology in projecting these voices and marketing the service.

Background

The GMBS highlighted the extent to which women's voices are excluded in all areas of the news, and especially in key mainstream areas such as politics and economics. Opinion and commentary is a powerful means for women to shape the gender agenda. Unlike news pieces written by journalists this provides an avenue for the direct voices of women to be heard. Often the difficulty for gender activists and women decision-makers is in lacking the skills and confidence to approach media institutions with their views. The best method for providing such training and creating a regular flow of opinion and commentary is through creating a regular service. GL's role is thus twofold: a) building the capacity and skills to write opinion and commentary and b) serving as a broker with media houses to secure publication space for such articles. During the second GEM Summit in September 2006 and the subsequent Sixteen Days of Activism campaign, GL worked with Communications for Development (CMFD) in developing a new "Speak about Rights" section to the website.

Activities

- Sustaining and growing the existing GEM network through the capacity for a full time editor;
- Monitoring the output and usage to ensure better targeting and maximum publicity.
- An annual planning linked to the Media Partners Consultation.
- Monthly planning and targeting of key dates.
- Research into password system for accessing data that will assist in tracking usage and marketing to certain clients, starting with SA media houses.
- Develop possibilities for radio and video production and dissemination.
- Synergies with other programme areas, especially the gender justice programme and production of "I" Stories.

Indicators

- 120 articles per annum.
- 24 new writers per annum.
- Average usage up from an average of 1.5 per article to 3 times per article.
- Qualitative accounts of experiences of writing for, being published in the media.

Timeframe

Ongoing.

PROGRAMME AREA TWO: GENDER JUSTICE

"GL therefore needs to think and plan a few years ahead and needs to begin reinventing itself by expanding the other elements of its mission statement – **particularly** Gender and Governance - and **possibly** Gender Justice as well. In South Africa, stepping out more prominently into the terrain of Gender Justice will have its challenges, because NGO's in this sub-sector may not welcome another major player. At the same time the lack of effective and strategic networking is a major weakness of this sub-sector, and a major strength of GL. GL also has a long history of working in this area in the SADC region. Gender and Governance is an obvious and safe route to go. Expansion into the Gender Justice sector needs to be approached more cautiously."
- GL Organisational Evaluation 2006



Objectives

To strengthen strategic communication campaigns through developing these around multi stakeholder national action plans that are grounded in communities through a close link with local government.

Achievements

- Extensive strategic communication training of gender NGOs in all nine provinces of SA and across Southern Africa linked to the Sixteen Days of Activism campaign using extensive use of IT including the Cyber Dialogues innovated by GL.
- This approach has recently been deepened through a pilot project to develop a National Action Plan to End Gender in South Africa in which specific targets are set and monitored that is being replicated in four Southern African countries.

Focus 2008-2009

- Participate in the coordination committee of the South African National Action Plan Task Team.
- Assist in developing targets and indicators for the plan.
- 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.
- 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.
- Link the gender justice and governance programmes through developing indicators for measuring gender violence as part of the SADC Gender Protocol campaign.
- 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.
- Monitor progress across the region through the monthly e news Gender Justice Barometer.

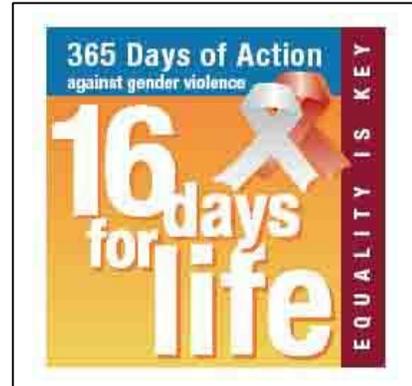
Project 15: Final roll out of National and local action plans

Synopsis

Building on there is need to extend the concept of National Action Plans to all countries, working closely with the SADC Gender Unit, and in the context of the SADC Declaration on Gender and Development being elevated to a more binding Protocol with much tighter monitoring mechanisms.

Objectives

- To extend the concept of multi-stakeholder initiatives to end gender violence to countries in the region and; develop targets and indicators for ending gender violence and ensure that these are enshrined in the Protocol on Gender and Development currently being devised by the SADC Gender unit.
- To support the development of local action plans to end gender violence in 14 councils in South Africa, and use this experience to inform the gender justice component of the gender action plans to be developed and rolled out across the region as part of projects 23 and 24.



Background

An audit conducted by the Gender and Media Southern Africa Network (GEMSA) with assistance from Gender Links in 2004 showed that only a handful of countries in the region have specific legislation for addressing domestic violence and sexual offences, even as new threats like trafficking and HIV and AIDS are added to the agenda. A more detailed audit conducted in South Africa in 2005 showed that gender violence is the only crime that is persistently on the rise; that levels of conviction are depressingly low; that the links between HIV and AIDS and gender violence are not well understood; and that specialised facilities for addressing gender violence are inadequate.

Faced with repeated questions by the media as to what Sixteen Day campaigns are achieving when each year the problems seems to escalate, GL took the initiative in the 2005 campaign to work with partner organizations in developing a draft National Action Plan. This received further impetus at a multi-stakeholder conference called "356 Days of Action to End Gender Violence" convened by GL, the National Prosecution Authority (NPA) and UNICEF in May 2006, resulting in the Kopanong Declaration.

Already, GL has used the experience of working on this initiative in South Africa to conduct workshops in Namibia, Zimbabwe and shortly in Mauritius. Gender Links currently coordinates the Southern African Gender Protocol Alliance comprising ten regional NGOs that are working on a reporting framework for the proposed Protocol, including a comprehensive section on gender based violence. The SADC GU has created a task team that comprises government and civil society representatives, on which GL is an active member.

Activities

- Support coordination efforts in South Africa: Following the successful 365 Days of Action conference from 3-5 May 2006 participate in the National Action Plan Task Team. GL is represented in the public education and awareness task teams, as well as on the coordination task team. This model is currently being replicated through GEMSA Networks in Zimbabwe, Namibia and Mauritius through the strategic training that took place in 2006. GL will also provide support to colleagues in these countries in ensuring that these processes are carried forward.
- Working in partnership with SALGA Gauteng on local roll out: Workshops with the 14 councils, then at ward level, to finalise local plans aligned to the national plan; development of local information packages on how and where to access help; public awareness raising, support and backstopping; Monitoring of progress; reporting to the national task team.
- Rolling out National Action Plan processes to other countries in the region: In partnership with GEMSA, continue the roll out of National Action Plans to four new Southern African countries each year, building on the momentum generated by the SADC Gender Protocol.
- Building gender violence targets and indicators into regional monitoring processes: As a member of the Gender Protocol Task Team work with the SADC Gender Unit on incorporating comprehensive targets and indicators for ending gender violence in the new SADC Gender Protocol.
- Extend the cyber dialogues to the region: To train the twelve country representatives of GEMSA following elections at the 2006 Summit in the running of on-line conferences and campaigns and to support efforts at country level to promote debate and empower women to speak out through the use of ICTS.
- Extend the "I" story project to Southern Africa: To build on the pilot project in South Africa by work with survivors of gender violence in other Southern African countries to document their experiences. These workshops form part of the strategic communications training that in 2007 will be extended to Botswana, Lesotho, Swaziland and Zambia.

Indicators

- National Action Plan workshops held in another eight countries in the region and plans adopted.
- Local action plans for ending gender violence consolidated in 14 councils;
- Pilot projects used to inform roll out of gender strategies and action plans across the county.
- Backstopping and support as appropriate.
- Standard reporting formats, targets and indicators adopted by SADC as part of the Gender Protocol.

Timeframe

Over the three years.

Project 16: Supporting the implementation of NAPS

Since 2006, GL, working with GEMSA, other strategic partners and National Gender Machineries have been involved in assisting SADC countries develop and strengthen existing national action plans on ending gender using the SADC Addendum on the Eradication of Violence against women and children as a framework.

Objectives

The next phase involves supporting the effective implementation of these plans where they have been adopted and as they are adopted:

- To monitor and evaluate implementation of the plans through annual assessments and highlight these during Sixteen Days of Activism campaigns because it provides an opportune time to raise awareness as well as benchmark progress.
- To ensure that national plans are localised through local government and other local structures.
- To develop uniform targets and indicators on gender violence to be used as bench marks in monitoring progress in the context of the SADC Gender and Development Protocol. At the moment there is no composite index on measuring gender based violence and statistics available are inferred from indicators such as rape statistics and sexual assault. Uniform targets and indicators will enable decision makers to be able to measure trends on whether progress is being measured to reduce violence against women. Stakeholders will be able to say with certainty whether legislation, policies and programmes relating to gender violence are making a difference in women's lives.

Background

Despite the considerable progress that has been made in putting gender violence on the political agenda of Southern Africa, this blatant violation of the rights of women is not abating and in many respects is growing worse. However international best practice shows that gender violence can only tackled through a multi sector approach to end gender violence. This was affirmed by the in 2006 by the UN Secretary General Study on Violence against Women issued world wide, which urged all member states to develop and implement multi stakeholder action plans for ending gender violence.

This proposal aims to build on a number of initiatives spearheaded by Gender Links in collaboration with GEMSA and other strategic partners to strengthen the implementation of national and local action plans to end gender violence through:

- Replicate the South African process by establishing national multi-stakeholder Task Teams involving national, provincial and local government, NGOs, CBOs, traditional leaders, religious leaders, business sector, media practitioners, UN agencies, already undertaken to end gender violence in Botswana, Mauritius, Namibia, Swaziland, and Zambia.

- National plans are only as good as they are implemented at local level so that they can impact on women and children lives directly. GL will pilot localising national action plans Mauritius and South Africa in selected districts.
- Developing targets and indicators for ending gender violence that are adopted in each country. Gender Links coordinates the Southern Africa Gender Protocol Alliance comprising sixteen national and regional NGOs.

Support for the development of National Action Plans to end Gender Violence has been made possible through support from Norwegian Council for Africa (NCA) as well as UNICEF and gender machineries in many countries. This project seeks support from UNIFEM for the critical follow up phase.

GL 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 GL 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 a manual developed by GL.
- Pilot the implementation of local action plans in Mauritius and South Africa in selected districts.
- GL and GEMSA will also assist the targeted countries to 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.

The status of action plans in the targeted countries is summarised below:

Country	National Action Plans		Local Government Gender Action Plans	
	Status/Process	Partners	Status/Process	Partners
Botswana	Existing plan developed in 2001. To assist in the implementation.	BOMWA-GEMSA, BOCONGO, Women's Affairs Department	No local gender action plans in place yet, so provides opportunity to implement the national action plan at local level.	To be determined
Mauritius	Existing plan developed in 2006 and finalised in 2007. Has been taken to cabinet. Combines work done by Women's ministry, UNDP and MWO-GEMSA with assistance of Gender Links	MWO-GEMSA, UNDP, Min of Women's Rights	GL held training workshop held training of trainers workshop to roll out gender action plans, will need follow up support in implementation.	Local government with focus on women councilors,
Namibia	Existing action plan developed in 2006. Gender violence conference held in 2007 to strengthen strategies to end gender violence.	GEMSA-Namibia, Ministry of Gender Equality and Child Welfare	GL held a training of trainers workshop to roll out gender action plans.	Local government with a focus on women councilors.
South Africa	National Action Plan conference held in May 2006. Launched on 8 th March 2007 by Dep. President. Two pilot projects in place in Gauteng and North West provinces to localise the national action plan but require support.	GL, UNICEF, National Prosecuting Authority (NPA), SALGA North West, SALGA Gauteng	Research conducted, Training of trainers for roll out of gender action plans still to be done.	SALGA Gauteng, DPLG and SALGA National to be approached.
Swaziland	Workshop held, plan developed and accepted by Dept of gender who co-funded the workshop. Plan to be launched during 16 days of Activism 2007.	GEMSA, SWAAGA, Dept of Gender in the Min of Home Affairs	Training of trainers for local government to be done and gender action plans in 2008.	Women councilors,
Zambia	Plan developed and submitted to Gender in Development Division (GIDD) for incorporation into final plan National Action Plan which reached its final stage in September 2007.	GEMSA, Gender in Development Department (Government women's department)>	Training of trainers for local government to be done in 2008. Will involve implementation of the national plan of action	To be determined

The plan involves:

1. Supporting implementation of national action plans:
 - As a member of the coordination committee of the South African National Task Team to End Gender Violence, undertake a study of international best practice on developing targets and indicators for ending gender violence with the aim of adapting these to the region. This will be complemented by a regional expert consultative workshop and report write up.
 - As a member of the Gender Protocol Task Team work with the SADC Gender Unit on developing and incorporating comprehensive targets and indicators for ending gender violence in the new SADC Gender Protocol to facilitate effective monitoring and evaluation on the impact of national plans.
 - Support Botswana, Mauritius, Namibia, South Africa, Swaziland and Zambia to do annual audits to track progress in ending gender violence using the SADC Addendum on the Prevention and Eradication of Violence against women and children as a framework. In this regard, GL will assist the targeted countries to develop a score card with indicators which will become the checklist used during Sixteen Days campaign each year to measure progress in ending gender based violence.
 - Tracking progress in all countries where action plans have been developed by producing a monthly e-newsletter, Gender Justice Barometer as a reporting and monitoring mechanism for the region. The Barometer will not only cover Botswana, Mauritius, South Africa, Swaziland, Tanzania and Zambia but the rest of the region to facilitate knowledge sharing on gender violence.
2. Capacity Building:
 - Form an alliance with local government for the purposes of localising the national action plan. Training of trainers in South Africa and Mauritius to roll out gender action plans with gender violence as a key performance indicator and implement national plans at the local level.
 - Conduct a pilot roll out of a local action plan within the context of the National Action Plan to End Gender Violence with SALGA Gauteng where GL facilitated province's 365 Day of Action to End Gender Violence conference. GL will use experiences from the North West province where GL assisted in developing a provincial action plan and district plans for all four districts. The North West provincial and district plans will be adopted at a provincial 365 Day of Action to End Gender Violence conference to be held in October 2007 where GL will play role of facilitator. A similar exercise will be conducted in Mauritius, which has taken firm ownership of the National Action Plan, in partnership with the local chapter of GEMSA.
3. Advocacy, public education and awareness raising
 - Popularising of action plans through 16 days campaign: Use 16 days campaign to develop a communication strategy around the plan and other information materials.

- Training of journalists on ethical and acceptable standards in reporting gender violence, HIV and AIDS and related issues.
 - Involving survivors of gender violence through documenting their first hand accounts which will be used for advocacy on policies,
 - Making use of information technology to empower women in communities under the banner “Making IT work for gender justice”: Facilitating thematic cyber dialogues which are online chats between experts in the areas of gender violence and HIV and AIDS, government officials, media practitioners, survivors of gender violence, ex-perpetrators and community members.
4. Policy and networking
- Provide support in strengthening multi-sector National Task Teams to implement National Action Plans to End Gender Violence in Botswana, Mauritius, Namibia, South Africa, Swaziland, Tanzania and Zambia
 - Use the multi-sector engagements to influence policy and resource allocation on gender violence.

Beneficiaries, Targets, Partners and other stakeholders

- Women who are vulnerable to the high rates of gender violence in the region.
- Local councillors, and especially new women councillors, in Southern African countries where parallel workshops are being held to train local government to develop gender action plans under the GL Gender and Governance programme.
- Stakeholders involved in developing collaborative efforts around gender violence in the SADC region, including NGOs and policy makers as well as media practitioners.
- Decision makers, especially the SADC Heads of State who will ultimately adopt the SADC Protocol on Gender and Development, and who will be responsible for its implementation.

Synopsis

This proposal is for conducting of a first ever baseline study on attitudes towards gender violence in South Africa as a means of measuring the effectiveness of gender violence campaigns that GL and other NGOs have been involved in over several years, with support from the Open Society Foundation of South Africa (OSFSA) and others. The study will be conducted in partnership with members of the South African Gender and Media (SAGEM) Network. It will provide baseline data that will be used to measure progress every five years as well as to fine tune campaign and media strategies in the intervening period.

The study is closely linked to three GL programmes that OSF SA has supported in the past. These are:

- Strategic communications and media training on covering gender violence (2002-2005)
- The 2005 audit of commitments made by the South African government to ending gender violence and subsequent National Action Plan to End Gender Violence.
- The media literacy work supported over the last two years (2006-2007).

The immediate link for this project is a study that GL is completing with UNICEF and the National Prosecuting Authority (NPA) on upscaling successful strategies for ending gender violence.

As in all GL projects, the intention is to replicate this pilot project in all countries of the SADC region in partnership with the Gender and Media Southern Africa (GEMSA) Network. The South African project will thus serve as a model from which lessons will be learned in replicating the project in countries in the region where GL has similarly been involved in developing National Action Plans to End Gender Violence that have a strong strategic communications component.

In designing the project, GL will draw on skills, expertise and methodology developed in major media research projects, including the Gender and Media Baseline Study (GMBS) and the Gender and Media Audience Study (GMAS).

Objectives

The aims of this project are to:

- Undertake a country-wide Gender Violence Attitudes Baseline Study (GVA-BS) that will serve as a bench mark to gauging changes in attitude by women and men towards gender violence; a key component in measuring the success of ongoing gender violence prevention campaigns.
- Build the capacity of South African gender and media networks and participants in media literacy classes to undertake opinion surveys.

- Design and test research methodology that can be used across the SADC region for strengthening strategic communication campaigns for ending gender violence through regular attitude surveys.

Project background

Long after the ending of apartheid gender violence remains one of the worst human rights violations in South Africa and the SADC region and the starkest indicator of the inequality between women and men. Gender violence has proved one of the most difficult areas of transformation because it is deeply rooted in patriarchal norms and mindsets - across cultures - that justify the brutality of men towards women. While several laws and response mechanisms are being put into place, governments are gradually coming to the realisation that unless there are fundamental shifts in attitudes and mindsets, gender violence is not likely to end. This underscores a new and growing emphasis on preventing gender violence, in which the media (broadly defined) has a critical role to play.

Since its inception, GL has run strategic communications workshops with NGOs on campaigns to end gender violence in nine South African provinces and 12 countries in the SADC region. The organisation has also run media training workshops on covering this human rights violation across a similar country and regional spread.

The capacity building initiatives have capitalised on the Sixteen Days of Activism from 25 November 2005 (International Day of No Violence Against Women) to 10 December (Human Rights Day) to heighten awareness on, and commitment to, ending gender violence. This has included training in use of IT for the conducting of cyber dialogues as part of GL's "Making IT work for Gender Justice" campaign.

In 2005, with the support of the OSFSA, GL conducted an audit of all commitments made during the previous year's cyber dialogues and the extent to which these had been acted upon. The report led to a conference in May 2006, opened by the Deputy President, to develop a comprehensive, multi sector National Action Plan to End Gender Violence.

GL sits on the coordinating team and in the prevention cluster of the task team established to oversee this plan. In an effort to strengthen prevention campaigns GL, UNICEF and the NPA have embarked on a ground breaking study of successful gender violence prevention strategies, with the aim of determining how these can be scaled up so that the emphasis in GBV work shifts from response to prevention. The study will culminate in a workshop in March to propose an action plan and seek much increased government funding for prevention efforts.

A major recommendation coming out of this study is that presently indicators for measuring the success of prevention efforts are woefully inadequate. This is because ultimately the only way to measure the success of these efforts is through understanding if attitudes and behaviour are changing, and if so what are the key determining factors. Presently, there is no such data against which to measure if indeed change- positive or negative- is taking place.

Project activities

Desk top research: The purpose of the desk top research is to assemble information on studies of this nature undertaken in other countries to draft methodology for the research. The desk top research would take place from April- May 2008.

Reference group meeting: A reference group comprising key gender and media experts would finalise the terms and research methodology. This will take place in June 2008.

Training of researchers: GL would train at least two researchers from each of the nine provinces. GL will draw from its pool of activists trained in strategic communication and media literacy courses, as well as from the SAGEM network. GL will also seek to collaborate with students from media training institutions with which it has close links including Rhodes, Stellenbosch and the University of the Northwest. This will take place in July 2008.

Field work in nine provinces: Questionnaires will be administered in all nine provinces according to the agreed sample and questionnaire. This will take place from August to September 2008.

Collating of results: A data base analyst will collate the results and draw conclusions, and interpretations from them. This will take place in October 2008.

Production of the report: GL will write, edit and print the final report from November 2008 to February 2009.

Publication of report: The report will be launched on 8 March (international Women's day) 2009 by as high profile political figure in an interactive event with persons from the media and communications fields.

Replication of pilot study in the SADC region: GL is over the next three years a recipient of the UNIFEM Trust Fund for Ending Gender Violence. This project involves running strategic communications training workshops linked to the National Action Plans to End Gender Violence in six Southern African countries outside SA. GL will seek to replicate the GBV-BS in these six countries to provide the necessary data for measuring the success of these strengthened campaigns.

Outputs

- Research methodology for a GVA-BS that can be replicated in the region and used to measure the effectiveness of strategic communications campaigns to end gender violence.
- 20 researchers trained in conducting opinion and attitude surveys.
- Baseline data, disaggregated by gender, province, age (and other factors) on attitudes towards gender violence in South Africa.

Outcomes

- An invaluable Monitoring and Evaluation tool for public education and awareness campaigns to end gender violence.
- Campaigns that are strengthened through research findings of where the main gaps are.
- A region-wide movement to end gender violence through more efficient and effective campaigns.

Project 18: Sixteen days of Activism campaign

Synopsis



This project aims to expand and consolidate GL's pioneering work on the Sixteen Days of Activism to build capacity for implementing effective campaigns for ending gender violence across Southern Africa, working closely with GEMSA. It seeks to build capacity for sustaining the Sixteen Day of Peace Campaign and develop mechanisms for more effective networking and monitoring of impact with a special focus on the links between Gender Violence and HIV/ AIDS.

Background

In 2002 and 2003, GL conducted training workshops in almost all South African provinces on running strategic communications campaigns culminating in one country wide campaign called the "Pep Talk campaign" focusing on gender violence and HIV/AIDS. These workshops demonstrated the value of hands on training that is linked to actual campaigns. In the latter half the training included a component on budgeting and fund raising. In 2004, GL started to extend this work regionally through holding a strategy meeting with the GEM Networks after the Gender and Media Summit on how to collaborate more effectively in the Sixteen Day campaigns that in South Africa have attracted massive media attention and coverage. This link came under the umbrella of the Cyber Dialogue initiative, a multi prong plan to link up centres across South Africa with centres in the region in a daily discussion on how to end gender violence. Strategic communications training over the last few years is being strengthened in each country by organising campaigns around National Action Plans with targets and indicators. GL requires in-house capacity and some resources for logistics to coordinate activities during the campaign itself. For example in 2006 GL, in partnership with GEMSA, pioneered and coordinated the Take Back the Night campaign.

Activities

- Coordinating campaigns.
- Hosting cyber dialogues.
- Running a special series of commentaries
- Developing "I" stories
- Running special editions of the Barometer.
- Road shows
- Documenting the campaigns; frequent updating of the website.

Indicators

- Impact of Sixteen Day campaigns in SA and the region.
- Sharing of information on the running of campaigns; what works.
- Innovative ideas for future campaigns and use of IT.

Project 19: Gender justice barometer

Synopsis

This project is for the continued production of a monthly E-newsletter tracking progress of the national action plans in each country; highlighting challenges and successes.

Objective

To produce a monthly E news letter that tracks progress in introducing laws, services and public awareness campaigns for ending gender violence, based on the gaps identified in the audit by GEMSA ahead of the 2004 Sixteen Day campaign. The targets include: policy makers, service providers, activists and advocacy groups as well the media.



Background

In South Africa, the National Action Plan conference has highlighted the need for regular information sharing between stakeholders. As this project is extended to the region similar tracking mechanisms will be required. The targets include: policy makers, service providers, activists and advocacy groups as well the media.

Activities

- Gathering information each month.
- Producing the supplement at the end of each month.

Outputs

- At least 12 E newsletters each year.

Outcomes

- Effective monitoring and evaluation of key initiatives.

PROGRAMME AREA THREE: GENDER AND GOVERNANCE



Objectives: To support campaigns to strengthen regional commitment to increasing women's representation in, as well as gender sensitive governance; raise awareness on the role and needs of women in local government; and extend pilot projects to build the capacity of women in local government across the Southern African region.

Background:

- In 2003/2004, GL conducted the ground breaking study, Ringing up the Changes, Gender and Politics in Southern Africa, the first study on the impact of women in politics in Southern Africa. This study has been launched in all countries of the region, in Uganda, Kenya, at the UN, World Bank and

many other forums. GL used the rich material and case studies to develop a virtual gender, elections and the media resource centre on its website and conducted newsroom training in ten countries of the region then preparing for elections, reaching 564 journalists and editors. GL also trained women candidates on how to access the media, and monitored media coverage of the elections from a gender perspective. The monitoring showed a dramatic increase in both the quantity and quality of coverage.

- GLs study led to involvement in a collaborative NGO initiative to audit the SADC Declaration on Gender and Development and mount a campaign for this to be elevated to a protocol with indicators that will be used across the region for measuring progress in achieving gender equality. GL currently coordinates the Southern African Gender Protocol Alliance.
- Arising from the various studies that have highlighted a stark lack of focus on local government, GL has decided to place a special emphasis on gender and local government. GL is currently conducting a sequel to its first study on gender and governance called At the Coal face, Gender and Local Government focussing on four countries in the region: South Africa, Lesotho and Namibia.
- The research on gender and local government is accompanied by the development of training materials and gender planning tools for local government. These have been developed through three pilot projects on Gender, Communications and Local government with the Cities of Johannesburg, Pietermaritzburg and Durban. GL is currently finalising and costing a Gender and Development action plan for the City of Johannesburg that includes an innovative programme to ensure that poor women benefit from Soccer 2010. GL plans to roll out capacity building for women in local government linked to the development of gender action plans across Southern Africa over the next three years.

- In its gender justice programme, where GL is a key partner in various initiatives to develop National Action Plans to End Gender violence, GL is spearheading the localising of these plans through local government structures in South Africa, and plans to roll this concept out throughout the region, as part of the development of gender action plans at local level. GL believes that many of the solutions to gender violence rest with concerted campaigns and action at local level.

Focus 2008-2009

Arising from the above, the main areas of focus over the next three years in the governance programme will be:

- Campaigning for and conducting public awareness campaigns on the SADC Protocol on Gender and Development. Assisting the SADC Gender Unit, as a member of the protocol task team, to develop indicators for measuring progress towards achieving gender equality.
- Extending at the Coalface research to four more countries.
- In partnership with gender NGOs at national level, rolling out gender training and action plans at local level in four SADC countries each year and including in these the development of local action plans for ending gender violence. This will include gathering personal accounts from women councillors that will form part of GL's "I" stories series.
- Continuing the work on gender, elections, and the media in the several elections taking place in the region 2008-2010.

What is unique about the Gender and Governance Programme:

- The work builds on two cutting edge pieces of research, on the impact of women in politics as well as gender and local government, an area that has been neglected in gender and governance discourse, despite the potential at local level to make a real difference to the lives of women. The research is from different Southern African countries: in the case of local government South Africa, Namibia, Lesotho and Mauritius.
- The work builds on pilot projects in South Africa for developing gender action plans with three major municipalities (please see generic planning framework attached). It cascades cutting edge work from GL's home base in Johannesburg across the region.
- There is a strong capacity building element in that GL will work with local partners and facilitators.
- The link between local, national and regional is maintained throughout; in the latter case through the processes surrounding the SADC Gender Protocol. It is significant that for the 2007 heads of state summit SADC leaders have requested information on gender and local government; a signal that even the initial advocacy work conducted in this area is gaining recognition.
- There are strong synergies between the governance, media and justice programmes of GL. For example the work with local government will be strongly linked with GL's work on community media in the media programme. In the justice programme, there is a strong synergy with pilot work being done to localise national action plans to end gender violence, working initially with councils in the Gauteng province of South Africa.

Synopsis

Gender Links (GL), in its capacity as coordinator of the Southern Africa Gender Protocol Alliance (the Alliance), is seeking support for a series of activities over a three year period (2008 –2011), to take forward the campaign in support of efforts by the SADC Gender Unit to elevate the SADC Declaration on Gender and Development to a Protocol (the Protocol).



This one year proposal for the Norwegian Council of Churches which supported this Protocol campaign in 2007/2008 forms derives from a three year plan adopted by the Southern Africa Gender Protocol Alliance at its meeting in Johannesburg in January 2007. The long term plan includes lobbying for the adoption of the Protocol in 2008; ensuring that it is ratified and domesticated; raising public awareness; as well as annual report cards that will serve as a critical tool for monitoring and evaluating implementation. The full scope of work for the three years is summarised in the logframe at Annex A.

As this proposal is for one year only, it focuses on the most immediate concerns which are intense lobbying and advocacy for the adoption of the Protocol in 2008; adoption and popularisation of the Protocol and effective coordination for the next phase that will include civil society playing a watch dog role in the implementation of the Protocol.

This project builds on the audit of the 1997 SADC Declaration on Gender and Development and other activities which have formed the basis of civil society's campaign for the adoption of a legally binding Protocol with indicators that can be used to measure progress towards gender sensitive governance, and ultimately full equality for women in the SADC region.

The Protocol has undergone a series of technical and procedural milestones since 2005, and after deferment at the last Summit in August 2007, is to be presented at the 2008 SADC Heads of State summit for adoption. This has necessitated revisiting campaign interventions by the Alliance, in order to intensify efforts for its adoption.

If adopted the Protocol would be a global first that would place SADC at the cutting edge of innovative strategies for giving global and continental commitments meaning at sub-regional level. The activities outlined in this proposal aim to build up to the 2008 SADC Heads of State and Government Summit, as well as post Summit action focusing on lobbying and advocacy for ratification, implementation, monitoring and evaluation of the Protocol, as well as the strengthening of coordination of the Alliance.

Brief description of core mandate, geographical scope and core activities

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. Focusing on gender, media and governance, GL works independently and through partner organisations across the Southern African Development Community (SADC) region (see www.genderlinks.org.za). As part of its research, advocacy and training activities GL participated in, and coordinated an audit of the SADC Declaration on Gender and Development conducted by several regional gender NGOs that has led to a campaign for the Declaration to be elevated to a Protocol, and the formation of the Southern African Gender Protocol Alliance.

Partners

In the past two years, the Alliance has evolved into a cohesive and dynamic regional collective of organisations with diverse expertise, experience and influence, as well as national and regional outreach. The overall vision of the Alliance is to see the region move from promises to action to achieve women's full equality, by securing legally binding commitments at the highest levels, and leveraging those commitments through effective implementation at national level in ways that deliver results.

The members of the Alliance, their locations, reach and core mandate are:

- Gender Links (GL) - based in South Africa but works regionally (gender, media and governance).
- BOCONGO – based in Botswana, a coalition of NGOs working in different sectors
- Gender and Media Southern Africa Network (GEMSA) - based in South Africa with a regional mandate (gender, ICT's and media).
- The Media Institute of Southern Africa (MISA) - based in Windhoek but regional (gender and media).
- SAFAIDS - based in Harare and works regionally (reproductive health, HIV/AIDS).
- Women in Law and Development in Africa (WILDAF) based in Harare but works across Africa (women's rights).
- Federation of Africa Media Women (FAMW) SADC – based in Harare, a network of women media experts working on gender issues in the media
- Women in Law in Southern Africa (WLSA) – based in Lusaka, but works regionally (women's rights and law)
- Women, Land and Water Rights Southern Africa (WLRSA) - based in Harare, but works regionally (economic empowerment; poverty reduction).
- Women in Politics Caucus- Botswana (gender and governance).
- Zimbabwe Women's Resource Centre (ZWRCN) - Harare (ICT's, economic empowerment).
- Justice and Peace Lesotho – based in Lesotho (conflict resolution, gender justice)
- Church organisations, including Council of Churches in SADC countries, have recently joined the Alliance (Malawi, Mozambique and Zambia Council of Churches)
- Society for Women and AIDS in Africa Zambia (SWAAZ) – based in Zambia (HIV and AIDS networking and support)
- NGO Gender Coordinating Network Malawi – based in Malawi (coalition of NGOs working on various gender issues across sectors)
- Other experts and prospective partners have participated in Alliance activities

Goals

Main Goal: To ensure that gender is enhanced as a core principle in the SADC regional integration agenda, whilst strengthening governance, democracy and human rights through empowering women to play a central role as full citizens.

Specific goal: To ensure the adoption, ratification, implementation, monitoring and evaluation of a strong sub regional instrument for advancing gender equality that brings together and enhances existing commitments through measurable outputs and specific time frames.

Objectives

The overall objectives are to:

- Mobilise for the adoption of the Protocol
- Mobilise for the ratification of the Protocol
- Raise awareness on the content and process of the Protocol at national and regional levels
- Strengthen meaningful coordination of the Protocol campaign, including through thematic clusters
- Develop indicators and evaluate progress towards achieving targets and benchmarks in the Protocol
- Develop the skills set of Alliance members to apply for a successful campaign
- Document and evaluate the campaign

Background and rationale

The SADC and Gender Protocol Campaign represents a unique collaborative process among regional gender NGOs. It began with these organisations voluntarily conducting an audit of the SADC Declaration on Gender and Development to coincide with the 2005 Heads of State summit (the tenth anniversary of the Beijing conference and the 25th anniversary of SADC). The audit showed that while considerable progress has been made in areas of policy and legislative reforms since the signing of the Declaration in 1997, several gaps remained. For example:

- Despite the fact that nine SADC countries had held elections between 2005 and 2007, the average representation of women in parliaments of the region stood at 20 percent and only two countries (South Africa and Mozambique) had achieved the thirty percent target by 2005 as set out in the Declaration.
- Laws, systems and services for addressing gender violence remain patchy and inadequate. New forms of gender violence, such as trafficking, are on the rise.
- In virtually every country there are glaring contradictions between customary law and modern codified law when it comes to women's rights and these contradictions deny women their full rights, yet they are not addressed in Constitutions.
- Women, and especially young women, are the majority of those living with HIV/AIDS, the pandemic which more than any other has preyed on the gender disparities in the region and added to the already huge burden of care that women shoulder.
- In most countries, poverty is on the rise and increasingly has a feminine face. In spite of this, women's property rights are compromised and in some cases

outright denied due to their legal minority status, particularly under customary law. Land rights largely remain the domain of men, with women in most cases only having user rights; these conditions increase women's vulnerability and reduce their ability to eliminate poverty.

- While there has been some progress in raising awareness and challenging gender stereotypes in the media and popular culture, as well as engaging men as partners, the battle to change mindsets is still far from won.

This audit led to a paper on the rationale for elevating the Gender Declaration to a Protocol presented to Heads of State by the SADC Gender unit at the 2005 summit. Heads of State accepted the proposal that the target for women in decision making in the Declaration be raised from 30% to 50%, but felt that more consultation was required at national level on other substantive aspects of the proposed Protocol.

Activists welcomed the progress as regards women in decision-making, but stressed that gender equality is far broader than this. They welcomed the fact that Heads of State wished to engage further with the concept of a sub-regional Protocol, as this showed that issues of gender equality are being taken seriously.

During the Civil Society Summit, NGOs who conducted the audit and those who joined the campaign formed the Southern African Gender Protocol Alliance. The Alliance pledged to continue the campaign to get the Declaration elevated to a Protocol through concerted national level consultations that would broaden ownership of, and support for this idea.

The SADC GU constituted a Task Team in 2006, comprising government and Alliance members. The Task Team drafted legal notes on the Protocol leading to a first draft of the Protocol considered by SADC gender ministers in November 2006. The next stages included intensive in-country consultations on the draft Protocol, an Alliance consultative meeting held in March 2007 and a government and NGO consultative meeting hosted by the SADC GU in April 2007. This was followed by a SADC Gender Ministers meeting July 2007, and subsequent to that a Minister of Justice meeting held in August 2007 to further review and approve the draft; these technical meetings led up to the SADC Heads of State summit in August 2007. At the Summit the draft was radically amended at the Integrated Council of Ministers meeting stage, resulting in deferment by the Heads of State and Government.

Following the deferment of the Protocol at the August 2007 Summit, the Alliance regrouped and strategised on the way forward in November 2007, at a meeting held in Johannesburg. The Alliance chose a three pronged approach in moving forward with the campaign for the adoption of the Protocol. Political engagement, particularly at the highest levels, both nationally and regionally, awareness raising using various approaches to ensure that we build a critical understanding of the significance and content of the Protocol, and technical input/support of the Protocol process when either national or regional opportunities arise to do so.

Based on the discussion at the meeting, GL drafted a paper and template communication to support engagement with different stakeholders at national and

regional levels. The paper raised issues, which, according to the Alliance, are non negotiable. These included, amongst others, the need to be explicit about the supremacy of constitutional rights over any religious or customary laws and practices that are in conflict with these rights, the prohibition of child marriages, a women's rights based approach to addressing HIV and AIDS and health, including female controlled methods of contraception and protection of sexual rights, and a structured monitoring and evaluation framework for GBV. Critically important was the need to include targets and benchmarks for achievement in all sectors. Issues raised in the NGO paper formed the basis for the engagement by NGOs during a meeting in December 2007 convened by the SADC GU for Senior Officials Responsible for Gender.

The December 2007 Senior Officials meeting focused on a strategy to take further consultations on the Protocol forward, with the aim to also review and amend the August Summit draft, in order to use it as a basis for national and subsequent consultations, as the draft goes through the necessary stages in anticipation of adoption at Summit 2008. What emerged was a new amended draft Protocol, which is considerably stronger than the Council of Ministers draft, although gaps still remain. The language in the text remains weak in some areas, leaving loopholes for governments to drag their feet. Some of the targets, for example, in the areas of GBV and media have not been reinstated, and there are still no clear institutional mechanisms with the mandate to track implementation, as in other Protocols. What is therefore critical for civil society at this stage of the process is to defend the gains made and push for amendments where gaps still remain.

The developments towards the adoption of the Protocol can be said to be one of the most significant currently on the SADC gender equality agenda. Important critical issues and processes are emerging and impacting directly and indirectly on the gender equality agenda, including collective organising, as the region moves towards the adoption of the Protocol. These are outlined below:-

- The strengthening of cross border linkages of organisations and networks, forming a critical mass to push a common agenda.
- The identification of the highest common denominator for achieving gender equality for the region
- The articulation of the issues that are at the core of women's rights struggles for SADC women today.
- The window of opportunity to use the process as a catalyst for reinvigorating the women's movement.
- The ability for civil society to have a voice at all critical stages of a regional process
- The reaffirmation of the role of civil society by SADC, as outlined in the SADC Treaty.
- The recognition of the wealth of expertise, knowledge and influence of civil society in matters of development, democracy and human rights in SADC.

Against this backdrop, some milestones have been achieved by the Alliance, with the support of Norwegian Church Aid, DANIDA, SAT, and OSISA. These are:

- Overall, successfully mounting a cross border evidence based campaign, based on an audit of the status of women in SADC (2005)¹, analysing the results achieved on commitments made by SADC governments.
- Convening forums for civil society groups to engage in constructive dialogue and strategise, including through teleconferencing.
- Raising awareness of the Protocol through production and publication of materials, including brochures, posters, and newspaper supplements
- Effective use of the media, through writing of opinions and commentaries, and press releases
- Skills training of Alliance members on use of media through writing opinion pieces and commentaries
- Technical input into the draft Protocol, through the Expert Task Force at regional level, and through consultation and dialogues with governments at national level.
- Developing strong positions on critical issues and using these as lobbying points
- Participating strategically at key consultative forums on the Protocol, including as part of government delegations
- Strategic support to the SADC Gender Unit, and national gender machineries
- Convening parallel meetings during Summits
- Attracting new members, including church and faith based organisations, into the Alliance

The Alliance views 2008 as a crucial year. Significant momentum has developed around the Protocol. The Heads of State summit is taking place in South Africa. The South African government has been among the strongest backers of the Protocol campaign and will be holding an in-country strategy workshop in late March. These facts give rise to hope that with the necessary leg work the Protocol will be adopted this year.

Activities

In- country consultations: Alliance members shall engage at national level with their peers, as well as selected government officials, including the Ministries of Foreign Affairs, Justice and Gender. This will include at least one workshop to bring all the relevant stakeholders together, as well as replicating some publicity materials for awareness raising before the summit to lobby for adoption of the Protocol, and after the summit, to lobby for its ratification.

Technical Inputs into the draft Protocol: Alliance members shall participate in all technical and other meetings convened by the SADC Gender Unit, in order to make an input into the draft Protocol. According to the Road map 2008 provided by the SADC Gender Unit, national consultations shall precede 2 meetings of Ministers of Gender and Justice respectively, aside from the Council of Ministers meeting in August, 2008.

Strategy Meeting of the Alliance/Parallel Summit Meeting: From experience and past work, the Alliance has held a parallel meeting at Summits, in order to mobilise, lobby and raise awareness particularly through the media, around Protocol issues. The

¹ www.genderlinks.org.za

Alliance, with other strategic partners, plans to convene a parallel meeting, and support other activities during Summit 2008, where it is hoped that the Protocol will be adopted. This process will be replicated in 2009 and 2010.

Production of a News Supplement: The Alliance has produced a news supplement with information on the Protocol provided by the members, and circulated it at key events on the Protocol calendar (see attached copy). One such planned event is the SADC poverty conference in April 2008 to be held in Mauritius. However, another supplement is envisaged at Summit 2008.

Opinion and Commentaries (media): The plan is to commission writers, including Alliance members, to write analytical opinions and commentaries, based on the thematic areas in the draft Protocol, for circulation in the most widely circulating media at national and regional levels. This is an ongoing exercise; however, the build up to Summit is one of the most important periods of this work.

Documenting the first phase of the campaign and presenting it as a case study: The Alliance intends to document the campaign and present it as a best practise of civil society engagement with governments in the region at various forums including the Gender and Media Summit organised by GL and GEMSA in August; the World Association of Christian Communication conference in October and the annual AWID conference in Cape Town in November.

Coordination of the campaign and creating Clusters

Meaningful coordination of Alliance work, particularly after the adoption of the Protocol, is essential if momentum is to be sustained, remain systematic and make an impact. Currently effective cross border sector coordination around the thematic areas elaborated in the Protocol is disparate and sometimes altogether lacking. Examples of more coordinated cross border work include GBV, such as the GBV Prevention Network for the Horn, East and Southern Africa, HIV and AIDS such as the Southern Africa Network of AIDS Service Organisations (SANASO), and media, such as the Gender and Media Southern Africa Network (GEMSA). However, in areas such as peace and conflict, as well as women's economic rights, gender organisations and networks have to pool their efforts and develop a critical mass that can better articulate the issues and embark on coordinated action. The experience within the Alliance has demonstrated that without organisations and experts with a good knowledge of thematic areas outlined in the Protocol, the Alliance would not have made the impact it has made thus far.

The vision is that once clusters are in place, supported by expert advisors, these clusters will form powerful voices to make input and lobby at relevant processes, whilst serving as a reference point on the specific thematic issue for the rest of the Alliance members.

With the above vision in mind, during the Strategy Meeting in August 2008, the clusters shall be created, with Terms of Reference, and a broad set of deliverables. Part of their responsibilities will include facilitating information flow, including trends and developments in their cluster.

Project 21: At the Coalface- extending research

Synopsis

This project seeks to extend the gender and local government research to four countries: Botswana, Zambia, Malawi and Swaziland in collaboration with DANIDA partner WLSA.

Objectives

- To extend the in-depth research on gender and local government conducted in the four case study countries in "At the Coalface, Gender and Local Government" to Botswana, Zambia, Malawi and Swaziland.
- To apply this research in the development of strategies and training material for developing gender action plans for mainstreaming gender in local government in these countries.
- To contribute to regional and global data bases and knowledge creation on gender and local governance.

Background

The rationale for extending the research to the four countries that will be targeted for gender strategies and action plans after the launch of "At the Coalface" and similar processes in the four case study countries is based on the lessons learned in the first phase. This experience has shown how valuable research is in gathering local case studies and information then used in the development of policies and training. Given the dearth of information on gender and local government, such preliminary research is vital to the next phase. If such research is started in 2007, it will be ready by the middle of 2008 when we start the roll out in the other countries.

During the first phase, GL has been approached by UN Habitat which is in the process of conducting a global audit of gender and local government. GL will be attending an expert meeting in October 2008 where this audit, and GL's contribution from Southern Africa, will be discussed. GL will put forward the idea of a data base driven website on gender and local government similar to the IPU website on women in politics. These initiatives show that in addition to the research being directly applied to training, policy development and roll out in this project, it will contribute to a growing body of literature on gender and local governance globally.

Activities

- Enter into a partnership agreement with WLSA which has offices in the four countries targeted for the next phase.
- Adapt the research methodology for the four countries (eg sample sizes based on the size of local government in each of the four countries).
- Brief and train the team leaders who will in turn train researchers.
- Agree on a work plan and timeframes; as well as structure of each country report to be submitted by end of February 2008.
- GL conduct in-depth case studies and profiles based on the initial research (March to April 2008).
- GL edit and print final reports (May 2008).

- GL and WLSA jointly launch the reports in the target countries as part of the strategy workshops in phase two (see below).
- GL develop materials with partners for the action plan workshops using the research.
- Roll out of action plans in two countries in the remainder of 2008/2009; and in the other two countries in 2009/2008, per the plan below.

Indicators

- In-depth reports on gender and local government in four more countries (Botswana, Zambia, Malawi and Swaziland).
- Strategies, action plans and training materials in these countries informed by the research.
- Data base on gender and local government on the GL website, linked to other websites such as that being developed by UN Habitat.

Timeframe

2007- mid 2008

Project 22: Local government gender action plans and capacity building

Synopsis

This project aims to take forward the pioneering work on mainstreaming gender into local government by cascading gender action plans in the countries that participated in "At the Coalface: Gender and Local Government" and extending this project to eight other countries in the region.

Objective

To build the gender analysis skills of local councillors across Southern Africa through the development of gender action plans, including strategies to end gender violence.

Background

In 2006/2007 GL undertook a pioneering study, "At the Coalface, Gender and Local Government" on conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation. A key finding of the study is that despite the lip service paid to gender and local government very few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. GL has developed tools and methodologies for developing strategies and action plans for mainstreaming gender in local government in its work with three metropolitan councils in South Africa (Johannesburg, eThekweni and Msunduzi). As part of its gender justice programme GL has also undertaken pioneering work in developing action plans at local level for ending gender violence. The first step of the project is to launch the book in the four countries that participated in the study (South Africa, Namibia, Lesotho and Mauritius) and hold strategy workshops in those countries (Project 23).

Activities

- Develop a simple training kit and templates for mainstreaming gender in local government based on pilot projects.
- Train in-country facilitators to support the development of gender action plans in each district.
- Roll out gender action plans in all districts in the four "at the Coalface countries."
- Replicate the above process in four new countries each year over the next two years.
- Undertake an overall evaluation at the end of the project.

Indicators

- 4 countries each year non Coalface countries x 2 years= 8 gender and local government strategies.
- 4 countries x 3 years x average 10 districts= 120 gender action plans at local level.

Timeframe

Over the three years.

Project 23: Capacity building for local action plans

Objectives for the renewal grant period.

- To provide on going support for the roll out of gender action plans (similar to the one developed with the City of Johannesburg) to local councils in South Africa, as part of the broader roll out of gender action plans in Southern Africa supported by Danida.
- To replicate the year-long Gender, Communications and Local Government pilot projects with at least two more Councils in the region to ensure sustainability of gender action plans. The Erkululeni municipality has already indicated a keen interest in undertaking this project in 2008.
- To develop, with partner organisations and municipalities, a flagship project on Soccer 2010- Opportunities for women in local government.

NB: These goals and objectives build on previous work. They move from research and strategies to action plans. They provide where possible in-depth backstopping to ensure sustainability. And they focus on one high profile project, Soccer 2010, to demonstrate why gender is a critical issue in local government.

Specific activities that will be undertaken to accomplish the objectives;

- Backstopping for gender action plans at local level: While the DANIDA project provides for gender action plan workshops in all nine South African provinces, it does not provide for backstopping capacity. Staff costs for Mott will go towards dedicated support for the gender mainstreaming process in South Africa.
- Gender, Communications and Local Government projects with at least two more municipalities will extend the successful work with three municipalities (Johannesburg, eThekweni and Msunduzi) to two more major municipalities, giving depth and sustainability through on-the-job capacity building.
- Flagship project Soccer 2010: This is one of the most important economic events for local government in South Africa over the next two years. It provides an excellent opportunity to test and document commitment to gender mainstreaming. GL will work with partner organisations to conduct an audit of opportunities for women linked to Soccer 2010 and as part of its ongoing relationship with the City of Johannesburg around the Women Development Strategy; co-host seminars with SALGA on how women can benefit from Soccer 2010; develop a gender score card and document best practices of women challenging gender stereotypes and benefiting from a male dominated, mainstream event. The details of this programme will be determined by the audit and further consultations with SALGA and the City of Johannesburg.

PROGRAMME AREA FOUR: ADVISORY SERVICES



Objectives

The aim of this programme area is to develop the capacity to respond to requests for assistance and to leverage the work that GL does through demand-driven consultancy work.

Background

As part of sustainability measures, the Board of GL has encouraged management to develop this portfolio where capacity permits. The demand for GL services is growing, especially in the governance and justice sectors. GL has been careful to select projects that have a synergy with its own programme work; give it depth and help to develop new areas of work. Capacity constraints have limited the amount of work taken on. A separate unit may need to be created in the future.

Focus 2008/2009

- Gender mainstreaming- City of Johannesburg; three year programme to provide backstopping and support that builds on pilot work done as part of the gender and governance programme.
- Gender mainstreaming- SADC Secretariat.
- Women in political parties (NDI).
- Preventing gender violence research (NPA and UNICEF).

Project 24: City of Johannesburg

Synopsis

This proposal sets out the background, objectives, methodology and work plan for finalising the City of Joburg (CoJ) gender mainstreaming policy and programme of action. The project will span a three year period starting November 2007 and ending June 2010 and will be undertaken by a Gender Links (GL) project team. Gender Links a non-governmental organisation (NGO) based in Johannesburg.

Background

Gender inequality is deeply ingrained in all sectors and areas of society and it takes concerted effort by individuals and organisations to redress these imbalances. The UNDP defines gender mainstreaming as: "Taking account of gender equality in all policy, programme, administrative and financial activities and in organisational procedures, thereby contributing to a profound organisational transformation." Gender mainstreaming involves internal transformation as well as integrating gender considerations into key tools of governance.

The City of Johannesburg (CoJ) has embarked on a number of initiatives to address gender and the empowerment of women in The City. In 2004 a study was commissioned by the Office of the City Manager in the CoJ. Its aim was to assess the socio-economic status of women in the CoJ and to use this information to make recommendations for the CoJ on how to integrate a gender-inclusive approach to social development (Van Donk 2004).

In 2004/05 through the Office of the Speaker, councillors were involved gender and communication training, conducted by Gender Links which culminated in the development of a draft gender policy and a draft submission to the IDP. In 2006 the Community Development Department in the City of Johannesburg embarked on a project to finalise a Women Development Strategy which was the product of a number initiatives and process, such as IDP outreach consultations and women's dialogues both at a regional level and citywide. The wealth of information gleaned from these processes and further consultations with women in all eleven regions of the City resulted in the innovative Women's Development Strategy, which includes a plan for empowering women to ensure that they benefit from World Cup 2010.

These initiatives have, however, remained fragmented along departmental/institutional lines and, consequently, the monitoring of these programmes and the assessment of their impact has also remained fragmented.

The overall objective of the Gender Links will be to assist the CoJ to consolidate the various components and develop an internal gender mainstreaming management system including a comprehensive programme of action.

Stakeholders

- 19 core departments of the CoJ;
- 15 municipal owned entities (MOE's);
- CoJ councillors;
- Unions;
- People with disabilities;
- Employment Equity Forum;
- Men's Forums;
- Non-governmental organisations (NGO's).

Methodology

In the past Gender Links has had success in using the methodology of building capacity as part of policy development. This means that throughout the process staff and management will be involved in workshops where they will develop gender strategies tailored to the specific needs of their departments. The result of this inclusive methodology is better buy-in to the whole process and more capacity and awareness within the organisation.

Process

The main steps in the project include:

- A situation analysis
 - Desk top research and document review to assess and consolidate all the work that has been done to date on gender and empowerment of women;
 - A brainstorming session with the CoJ to identify existing policies and ensure that the gender policy is cross referenced with existing policies and codes and the National Gender Policy Framework for Local Government;
 - Conduct a gender audit by administering an organisational gender scorecard, see Annex A for a draft of the scorecard;
 - Conduct an audit of where the CoJ stands in terms of employment equity;
 - A training needs assessment administered to staff via E Mail, phone and some direct interviews. This seeks to assess the extent of knowledge/ attitudes on gender issues; gaps and areas in which skills/capacity is sought. Identification of target groups and contents.
 - Establish a task team that will work with the consultant.
- Initial briefing workshop with heads of departments (19 core departments and 15 MOE's) and political heads to gain a better understanding of the work and the extent to which gender considerations have or can be built into this.
- Workshop to review the current draft of the Gender Policy for the CoJ, following review and feedback the policy will be finalised and put before the Council to be adopted. Presentations to relevant departments and committees will be done.
- Gender action plan workshops in each department to sensitise them and ensure a shared understanding of key gender and gender planning concepts, and the process envisaged regarding the Policy. It will address the specific work and content of each programme; agree on action points and key performance indicators and costing. These one day workshops with each department will be used to identify gender focal points in each unit.
- Flagship projects:

- Women and 2010 – 2010 in a cross cutting project and all departments should ensure that women are mainstreamed into all 2010 projects.
- Gender based violence – this is gender specific issue that all departments should make provision for in their action plans to ensure that the CoJ has a comprehensive, integrated plan to end violence against women.
- Gender in the Integrated Development Plans: Workshop to integrate the policy and action Plan into the IDP and all other CoJ related priorities and strategies.
- Management meeting to review of performance agreements so that gender is integrated into the key performance indicators (KPI's). This will take place alongside the action planning workshops and to coincide with the CoJ work cycle so that any changes that are proposed can be built into the next evaluation period.
- Finalise composite strategy and action plan: management to review the composite strategy and action plan and costing thereof.
- Structures and forums: An important part of the process will be to establish a Gender Management System (GMS) within the CoJ, identify gender focal points in each department who will be responsible for the strategy and establish mechanisms to ensure that the system is well co-ordinated both administratively and politically.
- Capacity building and backstopping: This will be guided by the needs assessment but is likely to take the form of on-the-job support and backstopping as part of the action planning and implementation.
- Evaluation: An evaluation of the overall process will be held with the consultants at a date to be determined towards the end of the consultancy.

Outputs

- Needs assessment and analysis.
- Adoption Gender Policy for the City of Joburg.
- Plan of action for mainstreaming gender in all departments in the CoJ.
- Composite gender mainstreaming strategy and action plan for the CoJ
- Establishment of a Gender management system for the CoJ.
- Capacity building through on-the-job learning.
- Evaluation of the process.

Outcomes

- Systems in place to ensure that gender is mainstreamed in departments and all future programmes.
- Capacity to ensure that gender mainstreaming is carried forward.

Synopsis

This note sets out the background, objectives, methodology and work plan for developing the SADC Secretariat Gender Workplace Policy and Gender Mainstreaming Toolkit. The project will span a 17 week period and will be undertaken by a gender consultant with support and backstopping from a larger GL project team.

Background

Gender inequality is deeply ingrained in all sectors and areas of society and it takes concerted effort by individuals and organisations to redress these imbalances. The UNDP defines gender mainstreaming as: "Taking account of gender equality in all policy, programme, administrative and financial activities and in organisational procedures, thereby contributing to a profound organisational transformation." Gender mainstreaming involves internal transformation as well as integrating gender considerations into key tools of governance.

The SADC Secretariat seeks the services of a gender specialist to assist in developing a workplace gender policy and gender mainstreaming toolkit which will be critical to ensuring that gender is mainstreamed at all levels of programming within the organisation. The toolkit will be relevant to both the Secretariat and Member States in addressing the challenges that they face in engendering programmes and policies. There will be a strong emphasis on both individual and institutional capacity building. The toolkit will provide the target group with the competency to ensure that at the stage of implementation gender is taken into account in design, training and capacity building, monitoring and evaluation and finally allocation of resources for programmes and policies.

Objectives

The objectives of the consultancy are to:

- Undertake a desk review of project documents to assess the level of gender mainstreaming within the SADC Secretariat.
- Conduct a situational analysis and a training needs assessment to establish the extent of knowledge on gender issues; gaps and areas in which capacity is sought.
- Train, mentor and monitor SADC Secretariat management and staff on mainstreaming gender into specific core programmes.
- Develop a SADC Secretariat Workplace Gender Policy
- Develop a gender mainstreaming toolkit for use by SADC Secretariat and Member States.

Target groups

- SADC Secretariat staff members;
- Member State institutions with a mandate in gender mainstreaming.

Methodology

In the past Gender Links has had success in using the methodology of building capacity as part of policy development. This means that throughout the process staff and management will be involved in workshops where they will develop gender strategies tailored to the specific needs of their units. The result of this inclusive methodology is better buy-in to the whole process and more capacity and awareness within the organisation.

Process

The main steps in the project include:

- Desk top research on SADC and international instruments and tools to guide the gender mainstreaming process.
- A situation analysis
 - A brainstorming session with the SADC Gender Unit to identify existing resources that can be used;
 - Preliminary needs analysis;
 - Conduct a gender audit by administering an organisational gender scorecard, see Annex I for a draft of the scorecard.
 - A training needs assessment administered to staff via E Mail, phone and some direct interviews. This seeks to assess the extent of knowledge/ attitudes on gender issues; gaps and areas in which skills/capacity is sought. Identification of target groups and contents.
 - A needs analysis of Members States national gender machineries
- Initial briefing workshop with heads of units (management) to gain a better understanding of the work and the extent to which gender considerations have or can be built into this;
- Begin developing Gender Mainstreaming Toolkit
- A workshop to draft the SADC Secretariat Workplace Gender Policy at which elements of the Gender Mainstreaming Toolkit will be tested.
- Gender action plan workshops in each unit to sensitise them and ensure a shared understanding of key gender and gender planning concepts, and the process envisaged regarding the Policy. It will address the specific work and content of each programme; agree on action points and key performance indicators. These one day workshops with each unit further test the draft Gender Mainstreaming Toolkit and will be used to identify gender focal points in each unit. Following feedback the policy will be finalised.
- Gender in the SADC Regional Indicative Strategic Development Plan: Workshop to integrate the Action Plan into the RISDP
- Management meeting to review of performance agreements so that gender is integrated into the key performance indicators (KPI's). This will take place alongside the action planning workshops and to coincide with the SADC work cycle so that any changes that are proposed can be built into the next evaluation period.
 - Finalise composite strategy and action plan: management to review the composite strategy and action plan.
 - Structures and forums: An important part of the process will be to establish a Gender Management System (GMS) within the SADC Secretariat
- Capacity building: This will be guided by the needs assessment but is likely to take the form of on-the-job support and backstopping as part of the action planning and implementation.
- Finalisation of the Gender Mainstreaming Toolkit.

- Evaluation: An evaluation of the overall process will be held with the consultants at a date to be determined towards the end of the consultancy.

Outputs

- Needs assessment and analysis.
- Gender Action plan per unit.
- Composite strategy and action plan for the SADC Secretariat
- Establishment of a Gender management system
- SADC Secretariat Workplace Gender Policy
- SADC Gender Mainstreaming Toolkit

Outcomes

- Systems in place to ensure that gender is mainstreamed in all future programmes.
- Capacity to ensure that gender mainstreaming is carried forward.

Project 26: Mapping gender violence prevention models

Synopsis

This project is in response to UNICEF and NPA's call for proposals for the Mapping and Review of Violence Prevention Programmes in South Africa assignment.

Objectives:

As outlined in the call for proposals key objectives are:

- To conduct a mapping (a comprehensive review) of a minimum of 8 'promising' violence prevention models in use in South Africa with the objective to design a model for prevention of violence and abuse against children and women to be taken to scale by the Government of South Africa. Priority will be given to 'promising' programmes that represent comprehensive or integrated models of prevention, especially those that target young children.
- To identify 'promising' programmes/interventions, criteria will be developed based on selected programmes ability to demonstrate results for children and adolescents and women and their effectiveness in the prevention of violence.
- Design- after identification of corrective actions and lessons learnt- a comprehensive model(s) for violence prevention integrating primary, secondary and tertiary violence prevention and develop a plan for scale up.

Background:

Established in 2001, GL is a dynamic Southern African NGO based in Johannesburg whose main programme areas are: Gender and Media, Gender Justice and Gender and Governance. GL's vision is of a region in which "women and men are free to realise their human potential both in the public and private sphere".

Under the Gender Justice Programme GL seeks to strengthen strategic communication campaigns through developing these around the multi-stakeholder national action plans to end gender violence that are grounded in communities through a close link with local government.

Previous achievements and organisational activities on violence against women:

The pioneering efforts of GL include the development of a training manual for the media on covering gender violence applied in training in all nine South African provinces and 13 Southern African countries. Parallel strategic communication training for gender activists linked to the Sixteen Days of Activism Against Gender Violence has played a major role in putting this campaign on the regional map.

In 2003, Gender Links extended this training to four more provinces and held one countrywide workshop on Gender Violence and HIV/ AIDS - its umbrella theme for the 2003 campaign. Gender violence is both a cause and consequence of gender violence for the following. This explains why in 2003 GL extended its 2002 theme- "imagine a world without gender violence"- to "imagine a world without gender violence and HIV/AIDS". The 2003 campaign involved over 40 NGOs across South Africa conducting

activist research under the “Pep Talk” campaign that sought to assess the extent to which Post Exposure Prophylaxis is available to survivors of sexual assault.

Since 2004, GL has spearheaded training in the use of new information and communication technologies for gender justice campaigns and facilitated online chats, or cyber dialogues that link women all over Southern Africa to experts and decision-makers. Under the banner, “Making IT work for Gender Justice” GL has hosted numerous debates, run opinion polls and e-bulletin services on ending gender violence. GL also pioneered the “I” stories - first hand accounts of gender violence that have been carried as part of the GL Opinion and Commentary Service, which also carries in-depth analytical pieces during the Sixteen Day campaigns. The Service is marketed to mainstream media in South Africa and the region.

In 2005, GL conducted an audit of commitments made during these dialogues in South Africa and identified actions that still needed to be taken. The audit led to growing support for a National Action Plan to End Gender Violence. In May 2006, GL, the National Prosecution Authority (NPA) and UN Agencies convened a ground breaking multi-sector conference: 365 Days of Action to End Gender Violence that led to the identification of key priorities for ending gender violence and the establishment of a multi-sector task team to work towards this end. Stakeholders committed to this process by signing a declaration now widely known as the Kopanong Declaration. Following further development of the National Action Plan by stakeholders, the plan was launched by South Africa Deputy President, Phumzile Mlambo Ncquka on International Women’s Day, 8 March 2007.

GL is currently engaged in initiatives to localise the National Action Plan through local government agencies with specific focus on local government’s role in ending gender violence. This has been achieved through linking the gender justice and governance programmes through pilot projects to localise the National Action Plan, using the City of Johannesburg Women’s Development Strategy that GL assisted in finalising as an entry point. Work has already begun with South Africa Local Government Association (SALGA) National office, SALGA Gauteng and SALGA North West.

GL is replicating the 365 Day National Action Plan approach in Southern African countries, targeting four every year. In 2006, training already took place in Mauritius, Namibia and Zimbabwe. In Zimbabwe the workshop was targeted at strengthening a process that had already begun.

Methodology

As outlined in the briefing document;

- Desk review of prevention models in use in South Africa.
- Desk review of international best practice models of violence prevention.
- Reference group meeting: Identify and involve key stakeholders- national level, provincial and district level- Justice, health, social development and education counterparts, traditional leaders, civil societies, educational institutions, children and women clubs and groups, multi-sector service providers.

- Field work: Using a mix of methods to collect qualitative and quantitative data through:
 - Sample surveys- Target population will be children (0-18 years) and women benefiting from the programmes directly or secondary.
 - Rapid appraisal using a range of methods as appropriate incl. focus group, semi-structured interviews with key informants, case studies, participant observation or secondary resources.
 - The team will ensure that interviews are conducted in local languages where necessary.
- Review of studies, assessment for 'promising' prevention initiatives in South Africa.
- Assess and quantify impacts.
- Identify corrective actions and policy lessons.
- Report and disseminate findings.

Scope of Work

- Literature review of violence prevention concept, evaluations and assessments of a minimum of 8 'promising' prevention programmes implemented in South Africa.
- Review of international best practice models on violence prevention.
- Developing study instruments, identification and selection of a minimum of 8 'promising' violence prevention interventions to be part of the mapping exercise - at all levels (national, provincial and local). Special attention will be given to programmes in Gauteng, Eastern Cape, KwaZulu-Natal, Western Cape and Limpopo.
- Developing checklist for violence prevention in various settings (such as home, class room, schools, neighbourhoods and communities) for various targets incl. young children, young people and women.
- Assessment of 'promising' violence prevention programmes both, type of services and geographical location where services are provided, target and beneficiaries and identified programmes results/progress. Issues related to effectiveness- extent to which objectives have been achieved, quality of services provided especially relating to different target groups and change of attitude. Efficiency- especially related to cost of resources to achieve the reported results and strategic results achieved. Focusing on positive and negative changes and effects caused by programme activities.
- A comprehensive review of the identified violence prevention programmes and should include progress to date against the original goals and objectives set out. Priority should be given to programme models currently in operation that provide services in multiple settings (such as home, class room, schools, neighbourhoods and communities) at multiple sites in communities to various groups incl. young children, young people and women.
- Visits to all identified promising programme areas and interviewing key sample informants including (children, women, adolescents, teachers, parents/caregivers and service providers)
- Interviewing of national authorities (NPA-SOCA/IDMT members, relevant provincial and local authorities)
- Prepare an analysis using the findings from the mapping and assessment exercise on prevention of violence against child and women.
- Provide recommendations for supporting

Outputs

- An inception report with a concise work plan – 30 October 2007
- Study instruments/protocols by - 30 October 2007
- A draft concept note outlining violence and abuse prevention good practices programmes and a checklist of variables for a good prevention model and proposed violence prevention model/s by 30 January.
- Design a comprehensive model which will incorporate prevention strategies presenting a range of activities that address multiple levels of violence. This approach is more likely to sustain prevention efforts over time than any single intervention. 15 February 2008.
- Final report on process and recommendations and the revised/final concept note 31 March.

INSTITUTIONAL GROWTH AND DEVELOPMENT

The evaluation highlighted several institutional strengths that need to be sustained as well as gaps in staff capacity that need to be addressed. Many of these had already been discussed at the March 2006 Board meeting and guidelines set.

Governance

Procedures are well established in GL's policies and procedures that are updated and amended from time to time as well as the Articles of association. Key actions will include:

- Increasing the size of the Board from eight (the legal minimum) to ten. This will also open the scope for increasing diversity (regional and race).
- Ensuring that Board members are briefed at all times and that the annual Board meetings are well serviced and provide effective oversight.
- Ensuring that the quarterly Exco meetings provide guidance and take pertinent decisions in between Board meetings.

Staff

As noted at the Board meeting in March 2008, GL has come a long way in filling the posts identified in the staff organisational chart last year; boosting the senior management team; developing a middle management team and starting a staff wellness programme. Some of the challenges for this year include:

- Getting everyone in place: We are still in some state of flux: DD is away until June; GMDC manager starts 1 April; FM only started 1 March.
- Remuneration structure: GL's salaries remain relatively competitive and are based on market experience through the various recruitment processes. However, there is need to standardise the bands now established. Proposals will be put to the board during this meeting.
- September crunch: We face a crunch in September with two maternity leaves at the same time ED wishes to take up sabbatical offered by the Board last year. It's also a few months before the Sixteen Days.
- A structured internship programme: While the experience with interns has generally been positive, managing interns places a strain both on human and physical resources. Part of the GMDC plan is to develop a much needed and less ad hoc internship programme that will enhance mutual benefits.
- Getting the wellness programme into full swing through, among others, consultations with the AG's office; contracting M Motsei on a retainer as wellness adviser; analysing staff responses to questionnaire; developing a programme; costing the programme.
- A culture of self learning: While we need to strengthen the mentorship and capacity building programmes we also need to develop a culture of self learning; that is taking the time to learn from our mistakes. Many tensions arise from

mistakes that are made over and over again; this applies especially to financial management; editing and productions. Instead of complaining about work that is heavily edited, it is important to read through and internalise why changes have been made; it is the only way that all of us who write regularly have learned to write. Solutions like hiring editors and proof readers are only part of the answer. Certain basic standards (like spell checking!) need to be met, not only for the organisation but also for personal growth and development.

- Effective decentralisation and sharing of responsibilities: Now that we can talk about a senior management team at GL (ED, DD, and GMDC manager) adhering to the work standards set out in operational guidelines must become much more of a shared responsibility. Having a competent middle management team should ensure smooth adherence. We will need in the future to plan, report, budget, account, prepare productions etc in unit teams rather than as one big team. The PAS of senior managers need to be adjusted to ensure that they reflect these key management responsibilities so that the ED is not carrying this load alone.

IT

GL has established a strong IT base, rooted in its own vision of "Making IT work for gender justice." Most of the objectives for this period concern ensuring good maintenance of existing systems (the data base, website, list serve and cyber dialogues) as well as experimenting with new areas that will boost cost recovery and or cut costs. These include on-line sales of photos, commentaries, publications and data, and use of skype for teleconferencing. Storage and dissemination of electronic media resources (radio and video) will also be important, linked to initiatives to develop training material for these media.

SUSTAINABILITY

“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.

A **key recommendation** is that donors enter into long-term (3-5 year) funding agreements with GL and that they also include core costs for 5 staff salaries in key posts (the Executive Director, Deputy Director, Head of Research, Head of Training and Office Manager) and other running costs in these agreements. A special donor round table meeting should be convened by GL for this purpose, with the assistance of some of its long-standing donor partners.

It is also recommended that core cost funding be made available for new technology to update existing computers and software, particularly in the light of how effectively and innovatively GL makes use of its IT platform.”

Objective: To ensure GL's sustainability through increasing the proportion of core funding raised; greater cost recovery, wise investments and exploring business opportunities.

Among the main findings of the evaluation are those that relate to the toll that project funding exacts on GL's fragile institutional base and the need for donors to now consider giving core support to GL:

Constraints imposed on GL as a result of project funding

In summary these include:

- The enormous workload of its Finance Manager (a part-time accountant) in managing separate accounts for up to 24 donors and preparing their financial reports across widely differing time frames for different contracts with different reporting requirements and formats. This workload increases the costs of GL.
- The enormous workload of its ED in having to seek out and establish contact with so many donors, holding meetings with them, preparing funding applications, monitoring the income and expenditure for each donor separately along with the Finance Manager, and writing all the narrative reports across widely differing times frames for different contracts with different reporting requirements and formats. *During 2005 the ED at various times submitted 36 reports to 13 donors and 22 new funding applications for the coming year.*
- The serious and time consuming impact that the above has on the otherwise overloaded work schedule of the ED that also includes overall staff management, strategic planning, bi-weekly and quarterly programme planning and performance monitoring, networking, building the profile of the organisation, mentoring and coaching, reporting to the Board and being extensively involved in the substantive implementation of projects and programmes.
- The serious implications for retaining staff on short 1-year contracts (with one exception) and the job insecurity that it causes among staff, as well as the resulting pressure on the ED in terms of having to succeed in continuously raising funds to address this situation.

GL recognises that in the gender and media field much of the funding comes from private foundations that are not in a position to provide core funding. However Hivos, a northern NGO, is the only donor that currently provides GL with any kind of core support, amounting to less than 2 percent of GLs annual budget.

When expected resources from projects that can be applied to covering project costs, operational and human resource costs are subtracted from the total, there is a shortfall of 10-15 percent each year. This resonates with GL's own assessment that it is operating at about 85 percent of the staff and operational costs that it needs to be effective and to ease the excessive burden currently carried by its staff, especially those not linked to specific projects.

Focus 2008-2009

- Explore the issue of basket funding further
- Convene a donor round table linked to the summit
- Demonstrate GL's commitment to sustainability through continued improvement of its costs recovery (currently about ten to fifteen percent of the budget, through VAT reclaims, interest, sale of publications and renting of the conference facility); exploring options for gradually developing advisory services into a business unit; and of joining no-risk-attached broad based empowerment investments in South Africa that could yield a flow of some core support in the future.
- Take forward investments through Amalungelo Trust.
- Conduct research into and establishment of an endowment fund.

MONITORING AND EVALUATION

Objectives:

GL's M and E systems come in for high praise in the evaluation, where these are cited as "sophisticated" for a small organisation and a "best practise" that could be shared with others. In summary these systems consist of:

- Output and outcome indicators developed for each project at the stage of project conception.
- Annual plans stating what these are and how they are to be achieved.
- Detailed trimester plans that are cascaded into individual Performance Agreements (PA) adjusted each trimester by staff and their supervisor to ensure clarity on what is expected.
- Bi-monthly reports that are cascaded from the PA showing progress made on a fortnightly basis and action planned for the coming two weeks.
- Monthly systems reports in each area of responsibility (for example the website; sales of publications; usage of the opinion and commentary service etc).
- Individual performance evaluations that precede a staff retreat, review and planning every four months. Five percent of the score is reserved for regular and detailed reporting; another five percent for contribution to knowledge creation. An additional ten percent (over and above the agreed tasks that add up to 100 percent) is designated as a "stretch indicator" to affirm any work done over and above what has been agreed.
- Annual bonus assessments based on performance.
- Annual 360 degree feedback for each staff member and the Executive Director, who is evaluated by the Board.
- Periodic external evaluations such as the one just conducted.
- Data obtained through the research unit and the Mirror on the Media Project, such as the GMMP, audit of the SADC Declaration on Gender and Development that can be used to gauge if the work is having impact.

Key focus 2008-2009

GL is committed to strengthening these as well as adding a set of systems for evaluating partnerships and networks. Internal evaluation systems (360 degree; team evaluation and organisation review will be strengthened). GL will also explore systems for monitoring and evaluating the impact of its training more systematically. Currently this consists of evaluations issued immediately after training. There is need for follow up over time (using a reasonable sample) to determine how such training impacts on practise.

ANNEX A: DETAILED BUDGET

