



GL STRATEGY AND ACTION PLAN 2007-2010



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FOREWORD



At five, GL is like the proverbial climber who, after scaling one peak looks up only to see many more peaks lie ahead before the summit is reached. The wise climber stops, takes a breath, and surveys the scene before going any further. Rapid growth brings with it many successes, but also many challenges.

Over the past five years, GL has worked on the basis of a two year planning cycle that comes to an end in February 2007. These strategies cascade into more detailed annual and quarterly action plans linked to GL's Performance Management, staff planning and reporting systems. With the confidence that we can now afford to plan on a longer term basis, we have decided that our next planning cycle should span three years (2007-2010). A major thrust during this period is to secure more core support and multi-year funding that will allow us to plan longer term. The intention is to shift to a five year planning cycle from 2010 onwards.

The period we are in can thus be regarded as a bridge: from one of cautious, relatively short term planning, to a longer term horizon in which hopefully we are able to balance the imperatives of project driven growth and outputs with ensuring greater impact of all the work we do; finding more space for reflection; and ensuring that our own institutional base is nurtured, grows and matures in the process.

The strategy covers a wide range of programmatic and institutional concerns. Key principles that cut across these are:

- Deepening democracy through building gender responsive governance, in which the media plays an integral role.
- Building on previous research and initiating research of a catalytic nature.
- Grounding our work more thoroughly, through media literacy; work with local government; and reaching out to community media.
- Producing useful tools and services that have the power to create synergies and multiplier effects.
- Creating linkages in all our work; maximising use of new technologies, and empowering those who may not have had access to these technologies.
- Documenting and replicating good practice; focusing on what works; sharing experiences and ideas.
- Striving to demonstrate what is meant by responsive governance in the way we work as an organisation.
- Striving to become a learning organisation; a centre of excellence in knowledge creation and dissemination that not only enriches our region but also ourselves.

Thank you for your support, your critical comments, your wake up calls when we needed them and your solidarity. We look forward to scaling the next peak together.

Thenjiwe Mtintso
Chairperson

EXECUTIVE SUMMARY

This three year strategy outlines the main goals and objectives of Gender Links, a Southern African NGO based in Johannesburg that specialises in gender, governance and the media.



Context

This strategy is the product of several processes that have taken place over 2006 including:

- The GL annual board meeting in March which coincided with GL's fifth anniversary celebrations; set guidelines and principles for the strategy.
- The staff retreat in May (a once every four months event) to assess work undertaken so far and assess future directions in light of the current strategy coming to an end in February 2007.
- The organisational evaluation supported by NIZA and Hivos that included several meetings and consultations with staff and the Board as well as a workshop on 7 July 2006 to review the draft findings.
- A feasibility study undertaken by the evaluators into the establishment of a Gender and Media Diversity Centre.
- A strategy workshop on 28 August 2007.
- A donor round table on 5 September.

Related documents

The strategy should be read in tandem with:

- Minutes of the GL 2006 Board meeting.
- GL's annual report 2005/2006, that also contains several reflections and analysis on the first five years of the organisation's existence; as well as assessments of the "enabling environment" for gender equality.
- The Organisational Evaluation of Gender Links by Jeanette Minnie and Anna Mupawaenda.
- The Feasibility Study into the Establishment of a Southern Africa Gender and Media Diversity Centre.

Key focus areas

The table below summarises the six key strategic areas of focus identified by Gender Links Board and staff during these processes and the actions to take these forward. These relate to:

- Strategic positioning;
- Programme of action;
- Institutional growth and development;
- Partnerships and networks;
- Sustainability;
- Monitoring and evaluation.

TABLE ONE: GL OBJECTIVES, RECOMMENDATIONS IN THE EVALUATION, PROPOSED ACTIONS 2007-2010

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
I. STRATEGIC POSITIONING		
Ensure that GL positions itself strategically and is able to continually adapt its position to ensure relevance and sustainability.	The board of GL and the organisation overall should pro-actively focus on the issue of expanding or refocusing its mission as it develops its next three-year strategic plan.	<ol style="list-style-type: none"> 1. Undertake an environment scan to fine tune GL's positioning. 2. Develop a strong and well articulated conceptual framework for GL's work within the rights, democracy and good governance discourse. 3. Fine tune mission statement. 4. Rationalise and align programmes. 5. Articulate this clearly through POA's, in project proposals, on the website.
II. PROGRAMME OF ACTION		
GENDER AND MEDIA		
<p>Research and policy Build on and leverage cutting edge research work that has had a catalytic effect in transforming gender relations in and through the media</p>	GL will be required for a <i>few more years</i> to continue leading and building capacity (among gender and media networks) not only in developing and refining their application of research techniques, training, advocacy and developing in-country quantitative and qualitative monitoring tools, but also in terms of 'best practise' internal institutional management (the latter would be a new role).	<ol style="list-style-type: none"> 1. Conduct cutting edge research that builds on research conducted to date, especially in relation to audiences, bench marking progress, and opening new areas of research such as entertainment and advertising. 2. Maintain the momentum of policy work in news rooms that has been given impetus by MAP and the SANEF glass ceiling study. 3. Give impetus to new areas of policy work with regulatory authorities and media NGOs. 4. Work with partners in conducting the second Gender and Media Baseline Study in 2008/2009 to benchmark progress made generally, as well as specifically in the coverage of HIV and AIDS and Gender.
<p>Training Target training tools and initiatives more effectively to ensure maximum leverage and impact.</p>	Owing to the success of the high number of journalists reached through newsroom training, GL is now seriously considering using this form of training much more extensively. It is very cost effective in logistic terms, However, it exacts a high human cost and is an important justification for	<ol style="list-style-type: none"> 1. In-house: Use the policy process to open doors for more direct newsroom interventions, given the success of this approach as highlighted by the evaluation. Develop an accredited newsroom gender training course through SAQWA as a pilot for gaining greater formal accreditation of GL's work (a recommendation made in the evaluation). 2. Entry level: Sustain work started on mainstreaming gender in media training to ensure that this is cascaded more effectively.

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
	having a full time training co-ordinator. The MAP on HIV and AIDS and Gender, provides a strategic entry point for newsroom engagements.	<p>3. In-service: Reinforce training through running short courses with media training institutions.</p> <p>4. Training tools: Develop relevant training tools for electronic media; grow and leverage the use of the Virtual Resource Centre (VRC).</p>
Develop programmes targeted at community media.	GL targets mainly the mainstream media (state and privately-owned media) and appears to enjoy limited relationships with community media.. This is an <i>acknowledged area of weakness by GL</i> , that has arisen as a result of the need to target media efforts where it has the widest reach, and also because the community media sector is not well organised in many countries..	5. Community media: Forge new links with community media, by adapting existing materials and tools to this sector.
<p>Mirror on the media Build the capacity of networks and the public to engage critically with the media</p>		<p>1. Initiate new areas of media monitoring in addition to the news, such as advertising and entertainment.</p> <p>2. Expand the media literacy programme through deepening engagements with schools, including programmes run over school holidays.</p>
<p>Write about rights To link gender activists and the media; give voice to women; prompt debates; show in practical ways how to mainstream gender in media.</p>		<p>1. Strengthen the Opinion and Commentary Service through marketing the service; password system; electronic sales.</p> <p>2. Develop new formats for the Opinion and Commentary Service, e.g. radio and digital stories.</p> <p>3. Develop and market the Media Diversity Journal.</p>

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
<p>Gender and media diversity centre: To create a centre for the systematic collection and dissemination of indigenous knowledge on gender and the media, as well as for debates, seminars and critical thinking.</p>	<p>There is need for some form of repository that can be accessed by the public, including schools and universities. The idea of having a Gender and Media Centre has been explored by the evaluators and is the subject of a separate report.</p>	<ol style="list-style-type: none"> 1. Use the feasibility study to develop a business plan. 2. Establish the advisory group. 3. Together with members of the advisory committee, fund raise for the centre, especially physical space, equipment and manager.
GENDER JUSTICE		
<p>To strengthen strategic communication campaigns through building these around multi-stakeholder national action plans that are grounded in communities through a close link with local government.</p>	<p>Gender Links should internally map already existing Gender Justice and Governance organisations and their programmes in the SADC region to carefully assess whether GL can feasibly extend into these areas and whether duplication of roles (and clashes) could arise with any existing institutions.</p>	<ol style="list-style-type: none"> 1. Participate in the coordination committee of the South African National Action Plan Task Team. 2. Assist in developing targets and indicators for the plan. 3. Link the gender justice and governance programmes through pilot projects to localise the National Action plan, using the City of Johannesburg Women's Development Strategy as an entry point. 4. In partnership with GEMSA networks in-country and members of the Protocol Alliance, build on work started in Zimbabwe, Namibia and Mauritius to assist in the development of National Action Plans to end Gender Violence in SADC countries. 5. Link the gender justice and governance programmes through developing indicators for measuring gender violence as part of the SADC Gender Protocol campaign. 6. Link the Write about Rights and Gender Justice programme through further training of trainer sessions on producing "I" Stories as part of the National Action Plan (NAP) process. 7. Monitor progress across the region through the monthly e news Gender Justice Barometer.

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
GENDER AND GOVERNANCE		
<p>To support campaigns to strengthen regional commitment to gender sensitive governance; raise awareness of the role and needs of women in local government; and extend pilot projects to build their capacity.</p>		<ol style="list-style-type: none"> 1. Support the campaign to elevate the Declaration on Gender and Development to a Protocol through work on the task team; assisting in developing of a tool kit for in-country consultations; lobbying and advocacy at the heads of state summit; popularising the Protocol when it is adopted. 2. Publicise "At the Coalface, Gender in Local Government," including a launch at the 2007 Heads of State summit where HOS have requested comprehensive statistics on women in all areas of decision making. 3. Develop a tool kit for mainstreaming gender in local government based on the three pilot projects conducted in 2004/2005, and the development of the Women's Development Strategy for the City of Johannesburg. 4. Conduct training of trainer workshops with SALGA. 5. Extend work piloted in South Africa to other countries in the region. 6. Link local government programme with media programmes focused on community radio, and with Write about Rights through the "I" stories. 7. Link governance and GEM Training projects through newsroom training in the run up to elections in the region 2008-2010; generate content for the Opinion and Commentary Service through the training; monitor media's performance in covering gender and elections through the Mirror in the Media Project.
ADVISORY SERVICES		
<p>Leverage tools developed by GL by gradually developing GL advisory services into a business wing</p>	<p>Create a new programme area that involves institutional capacity building of gender and media and gender advocacy NGO's. Partners can share best practises and models with each</p>	<ol style="list-style-type: none"> 1. Document GL's experiences in developing management systems, including use of IT into a user-friendly manual for NGOs. 2. Train a core cadre of associates in GL approach and methodology 3. Put together project teams as and when required to undertake assignments.

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
that can conduct audits, assist in developing gender strategies, and support institutional strengthening of NGOs	other in such a programme, and GL should particularly communicate its Assessment and Planning Model, as well as other aspects of its institutional policies and practises	4. Provide quality assurance and control.
III. INSTITUTIONAL GROWTH AND DEVELOPMENT		
GOVERNANCE		
Ensure strong and transparent governance		<p>1. Increase the size of the Board from the current (legally required minimum of eight) to ten and ensure greater gender balance and regional diversity through this process.</p> <p>2. Ensure that annual Board meetings are well serviced, comprehensive, review and fine tune strategic objectives.</p> <p>3. Ensure that quarterly Executive Committee meetings serve as an effective decision-making structure, monitoring and evaluation tool in between Board meetings.</p>
STAFF		
Complement: Match staff complement with funds at hand by mounting a campaign to raise core funds.	The evaluators recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a separate post for a full-time Deputy Director. It should further carefully assess in relation to the current POA and possible extension of the POA whether the staff complement will be sufficient. <i>It is recognised that appointing more staff is contingent on the raising of core-cost funding.</i>	Develop a staff plan to match the POA, and as part of efforts to secure core funding.
Capacity building To ensure that GL is a		Assist staff in developing career plans; build skills needs assessment into performance evaluation; develop comprehensive in-house capacity

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
learning organisation; that staff learn through the work that they do		building plans.
Retention Develop ways of ensuring that staff are retained for longer periods.	In general the Board should also consider strategies for retaining staff, particularly in the Editor's post.	Explore the provision of longer term contracts as funding becomes more available. Assess other incentives to increase retention.
IT To remain at the cutting edge of use of IT to leverage GL's work.		<ol style="list-style-type: none"> 1. Internal: Ensure management of the database; P drive; general systems. 2. External: Regular updating of the website; strategic use of the list serve and cyber dialogues. 3. New applications: Develop relationship with World Bank and IFC for the use of video conferencing; skype for teleconferencing.
IV. NETWORKS AND PARTNERSHIPS		
To strengthen systems for ensuring strong and mutually reinforcing partner relationships.	The Board of GL should formally evaluate key partner and network relationships every year when drafting its annual Programme of Action.	1. Add partnerships and networks to formal M and E system, encompassing proposals from the evaluation for use of an external evaluator as well as an adaptation of GL's 360 degree feedback system.
	Such evaluations could make use of external independent assessment and research, as well as key partners participating in a GL retreat to discuss the results... facilitated by an independent organisational development expert. Donors should be willing to fund partnership evaluations.	2. Build evaluation of partnerships into all projects undertaken in partnership with other organisations.
To assist GEMSA in	GL should propose that GEMSA	3. Support for in-country strategy and action planning workshops and

OBJECTIVES	RECOMMENDATIONS-EVALUATION	PROPOSED ACTIONS
becoming fully autonomous and developing in-country capacity.	conducts surveys in the SADC countries to establish country and regional needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of projects.	donor round tables.
V. SUSTAINABILITY		
Core funding To put forward a case for and raise at least 15 % of the budget in core funds over the next three years.	The time has arrived for donors to join hands to address the serious project-funding impediments to the work of GL and to strengthen its core-cost financial capacity and sustainability in the struggle for gender equality.	Develop a rationale and indicative budget for core funding; canvass this with key donors with the aim of securing at least 30% core funding by the end of the three year plan.
Cost recovery		Develop cost recovery measures put in place for publications; photo library; conference centre; VAT
Investments		Seek out strategic investment opportunities through Amalungelo Trust.
Business opportunities	GL could seriously look into the possibility of generating income through the establishment of a separate business wing that would offer high-level gender consultancy services. This proposal should not be misunderstood as a simple extension of the work of GL, but the development of a professional business arm of GL	Use this three year period to gradually grow the advisory services portfolio; assess the possibilities for expanding this and the management requirements.

Source: Evaluation workshop 7 July; Strategy workshop 28 August

ENVIRONMENT SCAN



Southern Africa must confront a myriad of challenges as it attempts to address effectively the needs and aspirations of its people. Its greatest challenge continues to be the need to build a life for the people free from poverty, disease, human rights abuses, gender inequality and environmental degradation.

On the health front, the HIV/AIDS epidemic has become one of the major obstacles to sustainable development. The increased mortality and morbidity of prime-age adults caused by the HIV/AIDS pandemic has brought wide ranging socio-economic impacts on all aspects of rural and urban livelihoods. This includes erosion of productivity in the work place, food security and the livelihood asset base, decreased access to education and other productive assets thereby exacerbating poverty.

At a social level, migration has become an important and divisive issue in the region. The major economy in Southern Africa, South Africa, was host to 40,000 refugees and asylum seekers in the year 2000. By 2004, this number had more than doubled to 104,000. The ongoing crisis in Zimbabwe continues to generate mass movements of people within the region, while thousands of southern Africans seek other opportunities in the UK, US and elsewhere. Southern Africa must address the situation of large-scale movement of people through domestic and regional institutional instruments including SADC and NEPAD.

Globalisation and liberalisation

Economically, Southern Africa countries continue to struggle with the challenges of economic development and most of them will not meet the targets set by the Millennium Declaration for 2015. Much like the rest of Africa, the challenges confronting Southern Africa's economies come from two inter-related sources: (a) constraints imposed by the international economic and political order within which our economies operate; and (b) domestic weaknesses deriving from socio-economic and political structures and neo-liberal structural adjustment policies not adjusted for local conditions.

The main elements of the hostile global order include, first, the fact that southern African economies are integrated into the global economy as exporters of primary commodities and importers of manufactured products, leading to terms of trade losses. Reinforcing this, secondly, have been the policies of liberalization, privatization and deregulation as well as an unsound package of macro-economic policies imposed through structural adjustment conditionality by the World Bank and the IMF. These have now been institutionalised within the World Trade Organisation (WTO) through rules, agreements and procedures, which are biased against our countries.

These external and internal policies and structures have combined to generate unsustainable and unjustifiable debt burdens for some of the southern African countries. This has crippled the affected economies and undermined their capacity and their ownership of strategies for development.

Poverty remains a major challenge for the region. Governments in the region have not made a dent in the persistent poverty that affects the majority of the people of southern Africa.

SADC and Gender Audit

In 2005, GL and partner organisations conducted an audit of the SADC Declaration on Gender and Development. It showed that gender is now definitely on the regional agenda and that significant progress has been made, especially in the area of in decision-making, with women now occupying slightly more than 20 percent of the seats in the parliaments of the region (second only to the Nordic countries; and a level similar to that achieved in North America). But the audit pointed to serious challenges:

Gender challenges

- Only three countries (South Africa and Mozambique and Tanzania) have achieved the thirty percent target of women in parliament and this is just one area of decision-making.
- Laws, systems and services for addressing gender violence are inadequate. New forms of gender violence, such as trafficking, are on the rise.
- In virtually every country there are contradictions between customary law and codified law when it comes to women's rights. These contradictions 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.
- 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.

Patriarchy and democracy coexist

The reality is that patriarchy and democracy are still comfortable bedfellows. Patriarchy is not an ideological construct. It is a violent system as experienced vividly in the mind boggling number of women and children who are raped in our society. It is a system that entrenches economic inequality, as supported by statistics showing that the feminisation of poverty continues, particularly in rural areas, working class communities and among the unemployed. The fact that women are the worst hit by HIV and AIDS is directly attributable to the unequal power relations between women and men.

The "Glass Ceiling report" by the South African National Editor's Forum (SANEF) confirms that the media is not only patriarchal but is an agent of patriarchy. Many

women will identify with the description of this “boys club”. This is a damning assessment of a major institution of democracy that should in fact be an agent of transformation.

Gender and the media

The media - the twelfth critical area of concern in the Beijing Platform for Action - is one of the most important yet challenging areas of work for advancing gender equality. As “formal” or legislated discrimination against women falls away, the key challenge confronting us is how to change mindsets hardened by centuries of socialization and cemented by custom, culture and religion.



Potentially having a huge role to play in this “liberation of the mind”, the media has more often than not been part of the problem rather than of the solution. And, while the media has set itself up as the watchdog of the rest of society, it does not always take kindly to being “watched”. The result has been an unfortunate antagonistic relationship between gender activists and the mainstream media.

At the Fourth World Conference on Women in Beijing, the mid term Beijing Plus Five Review, and at other major gender gatherings, the difficulty of persuading the media to take up issues of gender equality has arisen as a major frustration.

Unlike governments that can be made to sign international conventions and then made to account, activists have felt frustrated with the media because they feel a sense of powerlessness over the media.

At best, when confronted with all the arguments above, male media decision makers have taken the simple route out, by creating a page or a programme for women's issues.

At worst, they have been antagonistic. The private and even the public media claim their independence (at least when it comes to gender!) and hide behind the bottom line. Often, sexist advertising and reporting are seen to be integral to this bottom line, though there is precious little research to back this.

The Global Media Monitoring Project (GMMP) study conducted in 2005 to coincide with the tenth anniversary of the Beijing shows that there has been some progress, but this is still limited. Compared to 1995 when the study was first undertaken, women now comprise 21 percent of news sources globally, up from 17 percent. In Southern Africa, the figure is 19 percent, compared to the 17 percent recorded in the Gender and Media Baseline Study (GMBS) conducted by GL and MISA in 2003. It is heartening that in countries with strong gender and media networks such as South Africa, Mauritius, Zimbabwe, Swaziland and Namibia the improvements have been more marked (for example in South Africa women averaged 26 percent of sources, higher than the global average, and a considerable improvement on the 19 percent in the GMBS.) But women

are still far from being heard in proportion to their strength in the population and gender stereotypes abound in the media.

Approaches

There have been several different approaches to the issue of gender and the media. These include:

- ❑ Empowering women journalists (the route taken by media women's associations that have been especially strong in East Africa).
- ❑ Creating alternative media for women's voices to be heard, especially with the advent of IT that reduces costs and creates multiplier effects).
- ❑ Consumer protests and boycotts, especially against offensive advertising
- ❑ Seeking to bring about gender balance in the institution of the media as well as in its editorial content.

Gender Links positioning

None of these approaches is mutually exclusive. Each has an important role to play in ensuring a fair representation and portrayal of women in the media. Gender Links has, however, specifically chosen to focus on the latter because:

- ❑ In the long term there is no alternative to ensuring that the mainstream media reflects and promotes gender equality;
- ❑ We believe that male *and* female journalists need gender training;
- ❑ Several organisations- such as the various media women's associations in Southern Africa- are focusing on the first two of these approaches. We welcome these as important and complementary initiatives. But we believe our niche is to engage with the mainstream media as well as seek to bridge the gap between gender activists and media practitioners.

Broadening the mandate

Over the five years, GL's work in gender and the media has led to its becoming more deeply involved in two closely related sectors: gender justice as well as gender and governance. Both these have their roots in the media work.

In the case of the gender justice portfolio, GL's pioneering work included conducting training for the media in covering gender violence in twelve Southern African countries and the nine provinces of South Africa. These workshops led to the establishment of the first gender and media networks. They also raised the importance of parallel training for gender activist in running strategic communications campaigns, organised around the Sixteen Days of Activism, similarly undertaken around the region and in all provinces of South Africa. Over the years GL has played a central coordinating role in activities around the Sixteen Days, in South Africa and the region, in the latter years through organising cyber dialogues that have been linked to IT for Advocacy Training.

Running annual campaigns of this nature has naturally raised questions, not least by the media whom we have trained, as to what impact these campaigns are having and how progress can be tracked. This has led to the conducting of audits in South Africa and

support to GEMSA chapters to undertake similar work in the region. In South Africa the audit conducted last year led to momentum for a National Action Plan to End Gender Violence that GL convened with the National Prosecuting Authority and UNICEF in May 2005. The process has been documented through a manual and video being used to initiate similar processes in countries that have a long history of conducting Sixteen Day campaigns and of collaborative action.

In the case of the governance programme, GL identified a strategic opportunity for advancing gender and media work through ten elections taking place in the region in 2004/2005 in two ways: sensitising the media to gender issues in elections, and building the capacity of women in politics to make use of the media. In preparation for this work, GL undertook a major study, *Ring up the Changes, Gender in Politics in Southern Africa* on the impact of women in politics in the region, using as a benchmark the fact that regional heads of state agreed to achieve at least 30 percent women in decision making by 2005. This ground breaking research was launched across the region and converted into simple media tools and formats for the training that followed (detailed in the evaluation report).

Ring up the Changes led GL into two important areas of work. At a regional level, GL became involved with several NGO partners in 2005 in conducting an audit of the SADC Declaration on Gender and Development that has led to a campaign to elevate this into a Protocol, the most binding of the SADC instruments.

At a local level, *Ring up the Changes* identified a major gap in local government, and opened the door to research and capacity building in this sector, that has been closely linked to media work (for example the "I" stories or accounts of women in local government) and the gender justice work (councillors spearheading Sixteen Day campaigns). Work with local government opens doors in the future for linking the governance and justice programmes even more closely, through localising national action plans to end gender violence. Fundamentally, all these initiatives fall within the broader framework of making policies, laws and practices responsive to citizens, and especially to women. The media, which has ignored the voices and views of women, has a key role to play in this regard. Playing such a role is also part of media accountability within the bigger "project democracy." Promoting gender equality in *and* through the media has remained a central focus in all GL's work.

GL's successes

"Overall, the programme areas of GL are mission-driven, coherent in design and conceptually well-linked and integrated in terms of achieving as much impact on societal transformation as possible by focusing on policy makers at the level of the media and in governmental institutions, focusing on media practitioners in the state, private and community media and focusing on gender NGO's and women decision makers and the broader public."
- GL Organisational Evaluation 2006

The evaluation describes GL as an "overwhelmingly successful NGO". Key elements of the success may be summarised as:

- Being at the heart of the creation of a gender and media movement in the region, including in the latter years through support for the Gender and Media Southern Africa (GEMSA) network that now has 381 members.
- Conducting cutting edge, catalytic, applied research, such as the GMBS, the Gender and Media Audience Study, and *Ringing up the Changes*.
- Building the capacity to run strategic high profile campaigns such as the Sixteen Days of Activism on Gender Violence and the SADC and Gender campaign.
- Leveraging work through a vast range of networks and partnerships (“a small organisation with large footprints”).
- Engaging in training and workshops with 4672 people across twelve countries over the five years (see **Annex C**); 37 percent of these men.
- Producing high quality publications and tools that are used to leverage the work.
- Pioneering the use of IT in a number of innovative ways that promote interaction and have built the capacity of gender and media networks in the region. These include a data base, list serve, electronic bulletin board, and the “cyber dialogues” that have resulted in a huge increase in visits to GL’s comprehensive website.
- Strong media reach and profile.

What underpins these achievements?

“This comment from an interviewee captures an essential characteristic of GL: “Gender Links is not just about meetings and workshops – it is always about next steps and resources”.

A specific way of working (methodology) was established early on and refined progressively:

- a. Conduct research
- b. Produce well-presented training manuals and resource materials
- c. Launch and publicise these in as many countries of the region as possible
- d. Hold training courses for trainers in applying these resources
- e. Hold national training workshops for media and NGO practitioners to cascade the knowledge, and to apply this learning to media practise
- f. The formulation of National Action Plans to provide structure and focus for campaigns is another and more recent element of this very ordered method of working.”

GL Organisational Evaluation 2006

The evaluation identifies a number of factors that underpin this success:

- GL’s methodology, as described above.
- Solid governance.
- Strong management, including planning, monitoring and evaluation and financial systems that are described as a “best practise” and a possible new area of work for GL, in offering support to other NGOs for developing similar systems.
- Partnerships and networks.
- Hard work, passion and dedication of a competent team of staff, as well as the 114 consultants and associates in 12 countries that GL has worked with (30 percent of these men).

Challenges

In mapping progress in the region towards the achievement of gender equality, Gender Links identified achievements and gaps in all its areas of work as illustrated below:

TABLE TWO: GENDER EQUALITY IS FAR FROM ACHIEVED

	Achievements	Gaps
General	There is a far more enabling environment for gender issues	Rhetoric versus reality; equality of opportunity versus equality of outcomes.
Media	Where gender and media work has been sustained, it is paying dividends, e.g. increase in women sources in SA, Mauritius, Namibia; SANEF Glass Ceiling Study in SA.	Gains are fragile; the media still lags behind the rest of society and especially the public sector when it comes to transformation. Ironically it is the media that has a huge role to play in changing mindsets.
Gender justice	Concerted advocacy campaigns like the Sixteen Days of Activism have placed gender violence on the agenda; considerable legislation has been or is being passed.	In every country in the region gender violence is on the rise and is taking new forms, such as trafficking. HIV and AIDS adds a frightening new dimension to this gross violation of women's rights.
Gender and governance	There has been a dramatic increase in women in decision-making and there is growing momentum in this area.	As the GL Study Ringing up the Changes showed, there is need to progress beyond numbers towards assessing impact; from "jobs for the girls" to gender sensitive governance. Key areas of governance, like local government, have been ignored in the discourse.

Source: GL Strategy workshop, 28 August

GL's internal SWOT, and the SWOT conducted by the evaluators (together summarised in Annex A) point to a number of organisational challenges. These may be divided into:

External: The inevitable stresses of multiple partnerships which result from a complex set of reasons including differences in strength, commitment and values within partnerships; perceptions of dominance by one partner within the relationship; strategic and tactical questions as to how closely to ally and what distance to keep within a partnership (for example where government and NGOs are involved).

Internal: Issues of succession; staff retention, capacity and burn out closely linked to the bulk of GL's funding being in the form of project funding that mean all salaries (including that of the Executive Director) have to be linked to direct project inputs and outputs. The evaluation also raises the importance of fine tuning GL's strategic positioning, in light of the capacity it has built in the gender and media sector, and need to identify its core competencies going forward.

STRATEGIC POSITIONING



“It is not clear whether GL intends to change its main focus, or whether it wants to expand its capacity to also include Gender and Governance and Gender Justice as *major* focus areas. These are both possibilities. A third possibility is to link its media work more firmly within a broader governance framework. It needs to explore all these possibilities in terms of developing a new three-year Strategic Plan.”

- *GL Organisational Evaluation 2006*

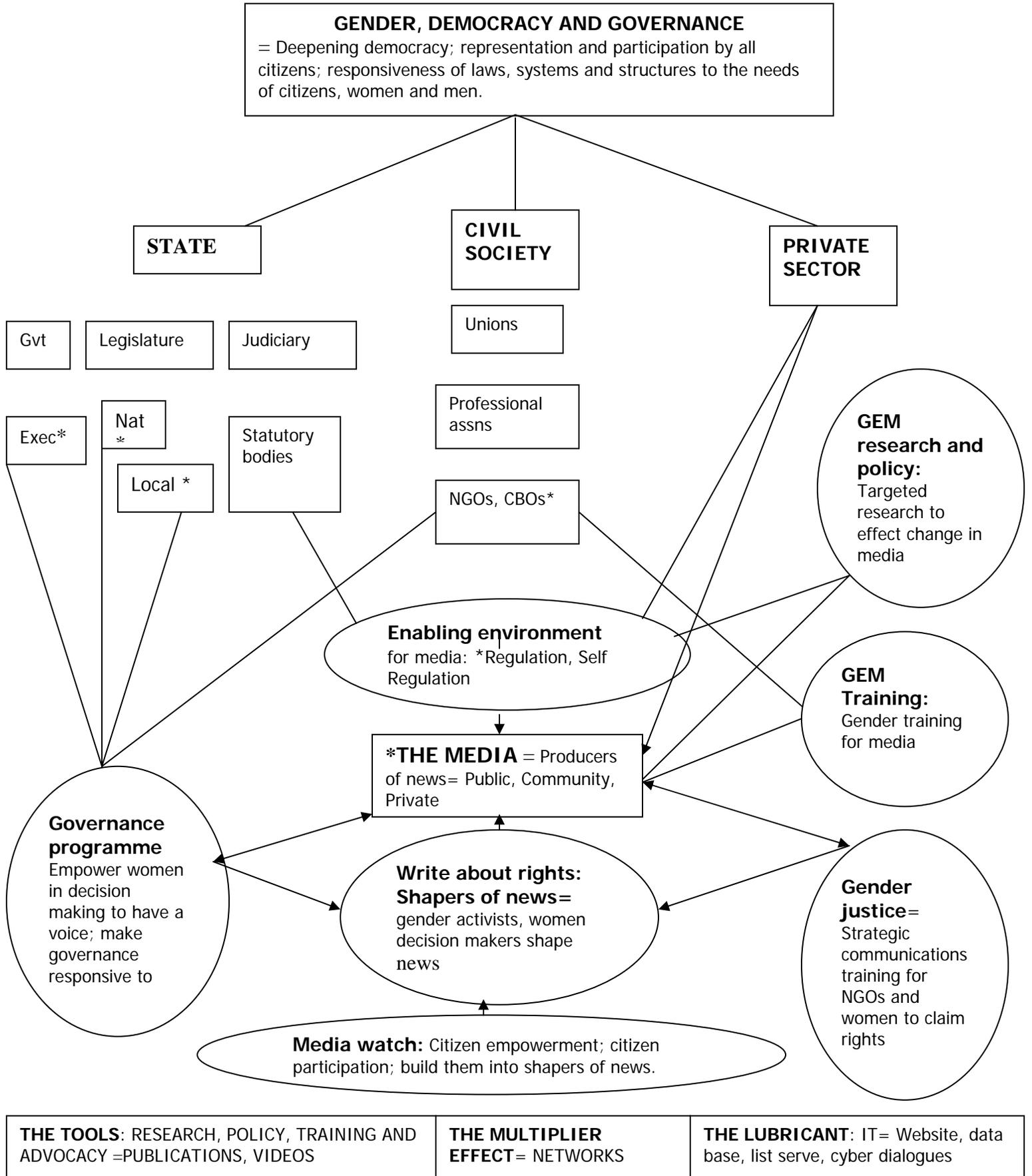
The contention in the evaluation is that GL has been so successful in its gender and media work that it is “*slowly* succeeding” in working itself out of its niche – by increasingly empowering other organisations in the SADC Region in promoting gender equality in and through the media. At one level this must be regarded as an important indicator of the impact of the work. However, as the environment scan shows, this success is fragile. The media remains one of the least transformed institutions in our societies at the very moment when it is most needed for setting agendas and debates on transformation.

The evaluation puts forward three possibilities: expanding our work and capacity in the gender and governance and or the gender justice sector, or to “link the media work more firmly within a broader governance framework.” In tracing the evolution of GL’s vision and mission, the evaluation shows that the latter is indeed what GL has been doing. Our own internal assessment suggests is that it is what we need to continue doing, but in a way that is more clearly articulated, internally and externally.

The conceptual framework (Figure one) attempts to do this. It 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.

FIGURE ONE: CONCEPTUAL FRAMEWORK FOR GL POA



- 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.
- 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 GLs 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



The evaluation affirmed that GL's POA is highly integrated, well thought through and has had demonstrable impact. However, it cautioned against being too activity driven (to some extent an inevitable consequence of project funding) and the need to ensure that all research and training are carefully followed through. The Board meeting in March stressed the importance of depth over breadth in future growth. It also endorsed a holistic approach that situates GL's work within the broader human rights, democracy and governance discourse.

The Board directed that the Executive director and staff undertake an analysis of all projects and programmes (**Annex B**) to determine how GL can best rationalise its work moving forward; build on its comparative strengths; avoid duplication and maximise impact.

Based on these considerations, and for the purposes of organising work that is more like a spiders web than grain silos, GL has clustered its programmes into four areas (see box).

PROGRAMME AREAS

GL has four programme areas with a total of 25 projects over the three years (some spread over the three years; others are specific to certain years. 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
- Advisory services

Table three summarises the GL POA over the three year period.

**TABLE THREE
GENDER LINKS PROGRAMME OF ACTION 2007-2010**

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET- R	DONORS
PROGRAMME AREA ONE: GENDER AND THE MEDIA (GEM)							
RESEARCH AND POLICY							
1. Audience research	To assist the media to become more responsive to male and female audiences.	In-house audience research conducted and documented by three media houses each year	9 in-house audience research reports	Gender awareness built into coverage and programming through audience responses	Over the three years	104 500 109 725 115 211	FES
2. HIV AIDS and Gender policies	To roll out gender and HIV policies in 80% of newsrooms by 2008 as part of MAP	Roll out of policies in 12 countries	Roll out of policies in 200 newsrooms.	Improvement in quantity and quality of reporting as measured against the baseline	2007-2008	1 883 000	SIDA OSISA
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.	2008/2009 2009/2010	549 780 379 500	FES UNESCO OSISA
4. GMBS and HIV and AIDS monitoring	To measure the impact of research and policy work on coverage of gender, HIV and AIDS.	Design research based on GMBS and HIV monitoring; monitoring in 12 countries;	1 regional and 12 country reports	Evidence of progress and gaps.	2008/2009 2009/2010	264 880 856 900	FES OSISA SIDA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
5. Launch GMBS and Glass Ceiling	To publicise the findings of the GMBS II and of the Glass Ceiling Study	Workshops in 12 countries	240 participants; workshop reports	Recasting of plans and strategies for the	2009/2010	468 600	FES OSISA UNESCO
6. Gender policies in media houses	To continue to work with media houses on gender policies after MAP has ended, as many focused initially on HIV and AIDS and begin work with community media	Situation analysis; in-house workshops; policy writing and development.	20 policies each year	Media houses take concrete steps to transform newsrooms and content from a gender perspective	2008-2010	506 000 531 200	FES OSFSA
7. Gender in regulatory authorities and media NGOs	Following contacts with regulatory authorities and SIDA review of media NGOs, to assist these bodies in developing gender policies	Situation analysis; in-house workshops; policy writing and development.	4 policies each year	Gender integrated into the work of key regulators and media NGOs.	Ongoing over the three years	204 600 214 830 225 572	FES SIDA
GEM TRAINING							
8. Mainstreaming gender in media education	To build on the PON pilot project by working training on gender.	Meeting of media trainers; agree on key activities; targets and indicators; cyber dialogues	Gender mainstreamed in ten media training institutions.	GL training tools, including VRC well known and used in media training	2007/2008 Routine management of training programme	421 000 470 0360 493 878	NIZA FORD?

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
9. Gender, economy and the media	To continue with the Business Unusual in service training.	Training workshops in three countries.	60 journalists trained 3 supplements produced	Improved quality of reporting on gender.	2007/2008	405 000	NIZA
10. 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	92 400 97 020 101 871	HIVOS
GENDER AND MEDIA DIVERSITY CENTRE							
11. Gender and Media Diversity Centre	Following the feasibility study funded by NIZA and Hivos, to establish the GMDC.	Conceptual framework Business plan Advisory body E Resources Physical structure and inauguration	Centre established 12 seminars per month No of visits to centre and website	Knowledge management and dissemination system put into place.	Over the three year	77 000 80 850	OSFSA OSISA MDDA UNESCO
12. 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.	March and September	264 000 277 200 291 060	OSISA OSFSA FES

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
WRITE ABOUT RIGHTS							
13. GL Opinion and commentary service	To support women experts in writing and publishing opinion pieces in the mainstream media	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	224 400 235 620 247 401	HIVOS
MEDIA WATCH							
14. Mirror on the Media	To extend the pilot project to other Networks and new areas including community radio and popular culture.	Planning Training Compiling reports	Report Mirror on the Media-Advertising	Engage new media sector in debate	Over the three years	178 200 187 110 196 446	OSISA
15. Media literacy	To engage with the department of education on media literacy and run pilot projects in schools; as well as for the public	Pilot project with schools; engage with Ministry of Education on cascading this; ongoing accredited courses at GL office.	Pilot project with schools and integration into curriculum; 20 trained each year x 3 yrs	Critical media consumers and citizens who are able to "watch the watchdogs".	Over the three years	500 500 525 525 551 801	OSF-SA OSISA
16. GEM Summit and Awards	To gather and show cases best practices, plan and strategise	Two day conference linked to Highway Africa. Award ceremony	50 best practices Increased number of entries and awards	Sharing of information and good practise; strengthening the gender and media movement	Sept 2008	396 000	NIZA

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
PROGRAMME AREA TWO: GENDER JUSTICE							
17. National Action Plan and Local Government	To support local councils in developing action plans for ending gender violence within the context of the National Action Plan.	Develop a template using the SALGA Gauteng workshop and pilot this with the 14 Councils in this network; roll out to 46 district Councils.	46 local action plans for ending gender violence	Local government plays an active role in ending gender violence	2007-2009	150 000	First National Bank
18. Roll out of National Action Plans to End Gender Violence	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	120 activists trained 4 new NAPS each year	Multi sector approaches and structures for ending gender violence.	Over two years	447 480 469 854 493 347	NCA SAT
19. Sixteen Days of Activism	To use the Sixteen Days of activism to raise awareness and enhance accountability on the NAPS	Audits; Research; fact sheets; commentaries; accountability forums.	Analysis and targeted campaigns	Enhanced accountability by gvt and civil society	Ongoing over the three years	140 500 155 925 163 721	FHR

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
20. Gender Justice Barometer	To produce a monthly e newsletter	Editorial meetings Solicit inputs Production	12 newsletters Responses	Editorial meetings Six issues	Over the two years	203 400 213 570 224 249	NCA
PROGRAMME AREA THREE: GENDER AND GOVERNANCE							
21. 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	10 countries 40 participants in seminars; 50 per country in newsroom training	Improvement in quantity and quality of coverage on gender, elections, and the media.	2008-2010	500 500 415 800	NIZA
22. 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	2007-2009	728 000 506 000	SAT Norwegian Council for Africa
23. At the coalface, gender and local government	To launch research on gender and local government in Southern Africa, including at the SADC HOS	Workshops in four countries in which	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.	March-June 2007	760 628	CAGE MOTT

PROJECT	OBJECTIVE	ACTIVITIES	OUTPUTS	OUTCOMES	TIMEFRAME	BUDGET-R	DONORS
24. 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; inception workshops in each countries; development of action plans by local facilitators in each district.	4 countries each year x 10 gender action plans at local level= 40x3= 120 gender action plans at local level.	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.	Over the three years	468 600 1 599 730 1 779 717	(DANIDA)
PROGRAMME AREA FOUR: ADVISORY SERVICES							
25. Institutional support communications and systems	To share the communications and organisational systems developed by GL with other gender NGOs; begin development of the advisory services unit.	Develop a manual based on existing systems and good practice from elsewhere.	Two manuals; in-house workshops that form the nucleus of GL's new advisory services department.	Strengthening of institutional systems and practice in gender NGOs; strategic applications of communications.	2008-2009	165 000	NIZA

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 FOUR: GEM PROJECTS AT A GLANCE

GEM RESEARCH AND POLICY	GEM TRAINING	WRITE ABOUT RIGHTS	MEDIA WATCH
1. Audience research	8. Mainstreaming gender in media education	13. GL Opinion and Commentary Service	14. Mirror on the Media
2. HIV AIDS and Gender Policies	9. Gender, economy and the media		15. Media literacy
3. Glass ceiling	10. VRC		16. GEM Summit and awards
4. GMBS and HIV AIDS Monitoring	11. GMDC		
5. Launch of Glass Ceiling and GMBS	12. Media Diversity Journal		
6. Gender policies in newsrooms			
7. Regulatory authorities and media NGOs			

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, as of this year, 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 2007-2010

- The policy processes in media houses, regulatory authorities and with media NGOs are in their infancy and will require constant support and nurturing to ensure implementation.
- The engagement with regulatory authorities opens a new vista of work that could be enhanced through close collaboration with freedom of expression organisations.
- Work with media marketing is a new and dynamic area of work that still requires considerable impetus and drive.
- In 2008/2009 GL will work with partners in conducting the second GMBS, that will benchmark progress made generally, as well as specifically in the coverage of HIV and AIDS and Gender.
- In South Africa, the MAP process has led to GL working with the South African National Editor's Forum (SANEF) on the "Glass Ceiling in Newsrooms" study that provides quantitative and qualitative data on the situation of women in South African newsrooms and will be used to set targets for transformation. Much of GL's research to date has been on content and audiences. During this period, and working in partnership with media women's associations, GL will seek to extend the "Glass Ceiling" study to the rest of Southern Africa and use this for continued leverage in the development of gender policies.

Project One: In-house audience research

Synopsis

This project extends the pilot project in 2005 to work with the marketing departments of media houses in conducting their own Gender and Media Audience research so that they are able to become more responsive to audiences: women and men.

Objective

To work with three media houses each year in undertaking gender and media audience research and applying this to newsroom policy and practise, through linkages between this programme and the Media action Plan on HIV and AIDS and Gender.

Background

In response to concerns raised during the GMBS workshops that sexist coverage is a commercial imperative, GL and partner organisations undertook the Gender and Media Audience Study (GMAS) that showed that audiences - women and men – would like to see far greater diversity in the news. In canvassing these findings with editors, many expressed interest in undertaking research specific to their own media houses. In 2006 GL ran a pilot project with three media houses (Sunday News in Mauritius; the Chronicle in Malawi and the Namibian) also developing HIV and AIDS and gender policies. Representatives of the marketing departments of these media houses presented the findings at the second Gender and Media Summit in September 2006. This led to several more media houses expressing interest in conducting in-house audience research.

Activities

- Working with MAP programme officer, select three media houses each year to undertake gender and media audience research.
- Hold a teleconference to go through the questionnaire.
- Assist in compiling findings.
- Seminars with each newsroom to discuss the findings and their applications to newsroom policy and practise.
- Decisions on how often and when to repeat the research.

Indicators

- Three media houses per annum undertake audience research linked to the development of HIV and AIDS and Gender policy; apply the findings to newsroom policy and practise.

Timeframe

Ongoing over the three years.

Project two: MAP HIV and AIDS and Gender Policies

Synopsis

2007/2008 marks the final year of the Media Action Plan (MAP) on HIV/AIDS and Gender policy roll out. MAP is co-ordinated 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.

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.

One promising development is in South Africa, where SANEF initiated its own study on "Glass Ceilings in the Newsroom". The findings (mostly qualitative) shocked the media fraternity and led SAEF to approach GL to assist in gathering quantitative data. Ten major media houses participated in the study and have since indicated that they would be interested in developing gender policies. GL believes that similar research could help to give impetus.

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.

Monitoring and evaluation: Progress will be measured through the GMBS and HIV and AIDS Study in 2008/2009

Indicators

- 12 countries x (average) 20 media houses= 240 media houses HIV/AIDS and Gender Policies by 2008.
- 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 three: Glass ceiling study

Synopsis

Building of the SANEF Glass Ceiling Study and making use of the methodology developed to measure the impact of women in politics, GL seeks to extend the fifty fifty campaign to the 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.
- Literature review: The researchers would then conduct a literature review.
- Administering of questionnaire and undertaking case studies.
- Editing and production.

Indicators

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

Timeframe: 2008/2009

Project four: Gender, HIV and AIDS progress monitoring



Synopsis

This project seeks to measure the impact of the gender, HIV and media work five years after the Gender and Media Baseline Study, and of following the implementation of the MAP HIV policies. The studies will make use of the baseline indices used for the two studies. The studies are being combined to save on costs.

Objective:

To measure progress towards greater gender awareness and sensitivity in the media as well as more enlightened reporting on HIV and AIDS following the implementation of MAP.

Activities:

- **Project design and reference group:** A small team of partner organisations that worked on the previous studies will assess to what extent these need to be adapted for the monitoring exercise. A particular effort will be made in this study to include community media to establish baseline data that can be used in future work with this sector.
- **Training of monitor's workshop:** drawing where possible on team leaders who conducted the previous monitoring, team leaders will be trained from each country.
- **In country monitoring:** Each of the monitors will return to their country and will conduct the research according to the agreed guidelines over the agreed time span. They will prepare a country report based on their findings.
- **Collate findings:** Data will be analysed and a regional report collated in South Africa.

Outputs

These will include:

- 12 national reports on the state of gender and HIV and AIDS coverage in the media in each of the countries surveyed will be collated.
- One regional report on the State of Gender, HIV and AIDS coverage in the media of Southern Africa will be compiled.
- Various pamphlets will be produced for each country and the region.

Timeframes:

Late 2008- 2009

Project five: Launch of GMS and Glass Ceiling studies

Synopsis

This project aims to canvass the findings of GMBS II and Glass Ceiling studies (external and internal mirrors on the media) a decade after the gender and media work in the region began in earnest. The workshops will be used to host mini country level Gender and Media summits in each country in early 2010 in the run up to the fourth Gender and Media Summit in September 2010 where a major review and repositioning of all the work to date will take place.

Objectives

To use the findings of GMBS II and of the Glass Ceiling Study for a major introspection on gender and media work in the region in 2010, starting with in-country workshops that build up to the 2010 summit.

Activities

- In partnership with MISA, GEMSA, SAEF, hold review and action planning workshops in each country.
- Identify strategic issues to be taken up at the summit.
- Compile country reports and distil from these key actions to be taken at regional level.

Outputs

- 12x 20 participants in each country.
- 12x country reports and action plans.
- Agenda for regional summit.

Timeframes:

January– March 2010



Project six: Gender policies in newsrooms

Synopsis

Building on the momentum developed by MAP and the Glass Ceiling Study, this project aims to provide ongoing support to newsrooms that wish to develop gender policies as well as specifically target community media.

Objective

To work with media houses on gender policies after MAP has ended, as many focused initially on HIV and AIDS, and begin work with community media.

Background

Before MAP, GL assisted the Mauritius Broadcasting Corporation (a public broadcaster); Times of Zambia (public newspaper) and Kaya FM (a commercial radio station) to develop gender policies. GL put its weight behind the MAP process to ensure that newsrooms develop gender aware HIV policies and in the hope that this would prompt newsrooms to develop gender policies as well. A number of newsrooms are in the process of doing so, but the majority of those involved in MAP have prioritised gender aware HIV work place policies. Preliminary assessments of the MAP process are that while the target of 80 percent newsrooms having HIV policies by 2008 will be met, gender policies will lag behind.

In South Africa, the Glass Ceiling Study (in the context of the SADC 50/50 campaign) is giving impetus to gender policies in newsrooms and it is expected that the study will do the same in other countries. Facilitators trained in each country have the capacity to continue providing support in the development of gender policies.

Activities

- Support to twenty media houses around the region after MAP has ended to develop and implement gender policies.

Indicators

- 2 years x 20 gender policies.
- Qualitative changes in media composition and coverage

Timeframe

2008-2010

Project seven: 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, this project seeks to extend gender policy work to two important new stakeholders.

Objective

To provide support to media development NGOs and 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 media development NGOs and regulatory authorities.

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.

Outputs

4 policies each year x 3 years

Gender mainstreamed in work of key regulators and media NGOs

Timeframe

Over the three years.

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 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.

Focus 2007-2010

- Gender and media training needs constant reinforcement in all the different beats.
- More work needs to be done at entry level, using the Polytechnic of Namibia Pilot Project for mainstreaming gender in entry level training as a model.
- The newsroom approach, successfully tested in the gender, elections and media training, should be developed through an accredited training course with the standards authority in South Africa and replication of this model.
- The VRC requires constant updating and management.
- GL's needs to develop more electronic media resources by leveraging IT even further.
- Most of GL's work has been in relation to the mainstream media. There is need for greater engagement with community media going forward.
- GL needs a knowledge and training manager to ensure more effective use of existing materials; ongoing engagement with trainers and development of new tools and areas of work. This is one of the core posts proposed.

Project eight: Gender mainstreaming in media education

Synopsis

This project, in the form of a one year expert consultancy, will build on the PON project and assist in consolidating all the training materials that GL has gathered to date through working with media training institutions in mainstreaming gender in their work. It will also assist GL in advancing the concept of newsroom training and will have a close link to the GMDC (Project 11).

Objective

To work with SAMTRAN and media training institutions in disseminating the training materials that have already been developed by GL and in integrating gender into their curricula building on the plans developed by the Gender and Media Trainers Network; assist GL in developing an accredited gender and media newsroom training course.

Background

In its first five years GL has produced a wealth of research and training materials on gender and the media (including manuals on gender and culture; covering gender violence; gender and images; Gender, HIV and AIDS and the Media; Gender in Media Education; the Gender and Media Handbook etc).

Every effort has been made to publicise and apply these through launches, practical training etc. However, GL accepts the valid criticism made in the evaluation that these resources could be leveraged substantially through engaging with media trainers and media training institutions on the existing resources, rather than rushing to produce more resources.

Specifically, GL worked over three years with the Polytechnic of Namibia (PON) on a ground breaking programme to mainstream gender in the media and documented the process employed. In 2005, GL ran a workshop with media training institutions on a menu of options they might wish to pursue in following a similar course.

GL believes that there is a natural convergence and synergy between this follow up and the creation of the GMDC (Project 11). As institutions are encouraged to mainstream gender and diversity in their curricula through a peer support network, they will also have the opportunity to contribute and be linked to a centre where knowledge is created and disseminated; and where the work of students and researchers can be given visibility. Periodic round table discussions at the centre, once it is established, will also provide space for reflection and strategies.

A specific output sought in this consultancy as part of the engagement with trainers and creation of the centre is an accredited newsroom gender and diversity training course to complement GL's newsroom approach to training (Gender, Elections and Media) that the evaluation highly commended. The evaluation also recommends that GL finds a way of accrediting its training. One of the tasks for the expert, working with trainers, would be to use existing resources in developing a gender and diversity newsroom training module to be accredited by SAQWA. Preliminary discussions with the former head of the IAJ, who now works as a consultant to SAQWA, suggest that this is feasible. This

concrete activity and output would be an important way to bring together several strands in GL's work as well as position it for future roll out.

The engagement with trainers will also assist in increasing ownership of the VRC that can be a useful tool for trainers as well as a means for them to be involved in daily knowledge creation that is not as onerous as undertaking long research projects. The entire project rests heavily on leveraging the IT capacity in GL.

Activities

The Advisor: Knowledge management and dissemination will, under the supervision of the Executive Director of GL, be expected to:

- 1) Revive the Gender and Media Trainers Network and its action plan to mainstream gender in media training as part of the creation of the GMDC.
- 2) Disseminate and ensure good use of existing research and training materials, including the VRC.
- 3) Use these to develop a newsroom training course and get this accredited by SAQWA.
- 4) Design effective electronic linkages and resources for the GMDC, including updating and popularizing the VRC.
- 5) Assist in the recruitment and training of staff to run the GMDC that may begin on a small scale using available physical resources and gradually expand as the centre grows.

Skills required

- Masters degree in media studies or equivalent qualification.
- At least five-eight years experience working as a media trainer in the SADC region.
- Knowledge of/ proven track record of commitment to gender equality and diversity in the media.
- Excellent IT skills and knowledge of how to use this tool to leverage knowledge management and dissemination.
- Excellent knowledge of and relationship with funders; ability to draw up business plans and to fund raise.
- Excellent networking skills.
- Ability to set up effective processes and systems.
- Ability to train others in the use and maintenance of these systems.

Time frame

March 2007 to February 2008

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

Synopsis

This project is a continuation of in-service training started by GL in 2006 on gender, the economy and the media; part of an ongoing series of thematic workshops on different aspects of gender and the media that serve to reach journalists in different beats and reinforce on going gender awareness training in the media.

Objective

To run training workshops in partnership with media training institutions in the region on gender, the economy and the media in a further four countries; train trainers using this manual through co-facilitating training with them; enrich and finalise the original draft manual; 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

In 2006/2007 GL will have conducted training in seven countries using the training manual: *Business Unusual, Gender, Economy and the Media*. The training included the launch of the manual, award of certificates for articles written after the training, and a video link up by countries involved in the training on 10 August in partnership with the World Bank and International Finance Corporation, as well as a launch and workshop on the manual at Highway Africa in September 2006.

Participants in the training submitted their stories for consideration in the Gender and Media Awards at the second Gender and Media Summit that also featured a parallel session on Gender, the Economy and the Media, at which participants in the course spoke about their experiences.

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.

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). 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.

Activities

During this second phase, GL will roll out the training to three more countries: South Africa, Namibia and Swaziland:

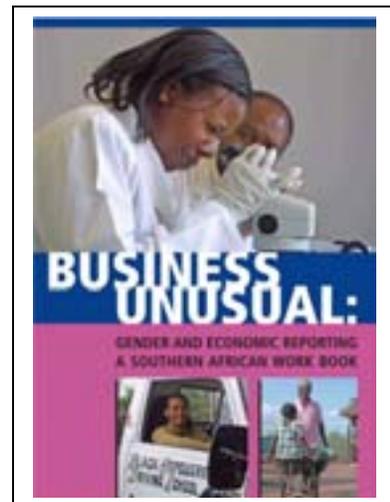
- Training in South Africa and Namibia will involve both one week workshops and newsroom training. This is based on past experience of working in these countries, in which private media are reluctant to release journalists for a full week of training, but is willing to accommodate short newsroom training sessions that experience has shown can be an effective means of training.
- Sessions will also be undertaken with media training institutions with which GL has close ties (the Durban Institute of Technology, Rhodes and Stellenbosch Universities).
- The one week training in these countries for those journalists available to undertake the more intensive courses will be undertaken in collaboration with the Institute for the Advancement of Journalism (IAJ) in SA and the Polytechnic of Namibia in that country.

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.

Timeframe

March 2007 to February 2008



Project ten: 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 area. 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 and 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



Project 11: 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

Synopsis

This project seeks to take forward the recommendations of the feasibility study on the creation of a Gender and Media Diversity Centre through the development of a business plan, advisory group and a fund raising strategy, as well as the creation of a close linkage between the centre, GL's research and training work; and its networking partners.

Objectives

To create a centre for the systematic collection and dissemination of indigenous knowledge on gender, diversity and the media as well as for debates, seminars and critical thinking.

Background

The five year institutional evaluation found that during its first five years, GL has generated an enormous volume of high quality research and training material on gender and the media that position the organisation not only as a knowledge creator in the region but also globally. The evaluation also found however, that as almost all GL funding is of a project nature, the organization is under pressure to produce several outputs, often without the time and capacity to ensure that they are effectively applied and disseminated.

The consultants who undertook the evaluation also undertook a feasibility study into the creation of a GMDC that found that as the primary generator of knowledge and resources on gender and the media in the region (and increasingly globally) GL should lead the development of such a centre, using the physical base that currently houses GL and GEMSA. The proposed governance structure is an advisory body that brings together the existing gender and media organizations (most of which are members of GEMSA) as well as media research and training institutions.

The latter is especially important because GL is daily confronted with requests from students across the region (and globally) to assist in their research proposals on gender, media, and diversity issues. Often this research conducted by university students is not widely disseminated; a tremendous loss, given the scarcity of research resources. GL believes that working with and encouraging students to undertake research in this area, and giving visibility to the research, is critical to the long term success of our work, as the media students of today will be media leaders in the future.

Activities

In the first year of this plan, GL will engage the services of a knowledge management expert to: 1) Draw up a concept paper and business plan for the Gender and Media Diversity Centre (GMDC) 2) Fund raise for and establish the advisory body for the centre, including engaging with media training institutions across the region to secure their participation and involvement 3) Design the e-resource centre for the GMDC, create a website and links to relevant resources, e.g. university research, thesis on media diversity.

The expert mission will be critical in providing the high level skill that GL requires for a major institutional development - the creation of a knowledge management and diversity centre. The consultancy will also assist in ensuring that existing capacity building materials are effectively leveraged through a closer engagement with media training institutions on existing research and training tools, and in bringing them in as partners in the development of the GMDC.

Once established, the GMDC will require a manager. Part of the task of the consultant is to draw up a business plan for the centre, including the costs of maintaining and running it. Over the course of the year, with the support of the consultant, GL will fund raise for a knowledge manager who will take over the running of the centre and engagements with key partners. However, high level skill and expertise is required in setting up the centre, its governance structure and systems. It is envisaged that the last few months of the consultancy will overlap with the induction of a manager to ensure the effective running on the centre.

Outputs

- Business plan and fund raising strategy leading to the establishment of the centre.
- Advisory group and linkages with key stakeholders established.
- Information management and exchanges developed, leveraging GL's programme work.

Timeframe

Over the three years, beginning with the consultancy in 2007/2008.

Project 12: Media diversity journal

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 six issues of the Media Diversity Journal over the three year period, strengthening discourse and exchanges in this area of work.

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

Ongoing over the three years

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 2007-2010

- 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 13: 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 x three years.
- 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.

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 2007-2010

- New areas of monitoring such as community media and entertainment.
- 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 14: Mirror on the 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) as well as soap operas, 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. GL will also work with the Media Monitoring Project, its partner in GEMSA, in popularising the gender and media monitoring tool that the MMP has developed.

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 three year period GL proposes to tackle three new areas: community media; soap operas and local pop songs.

Project activities

- Annual planning meeting with team leaders from countries undertaking the monitoring.
- Monitoring using tools developed by GL and MMP monitoring tool.
- 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

- 3 countries x 3 reports and over view x 3 years
- Dissemination of the reports
- Responses to the reports

Timeframe

Over the three years.

Project 15: Media literacy

Synopsis

Building on the successful testing of the media literacy kit, "Watching the watchdogs", this project seeks to extend the pilot project to three other sectors: schools; local government, and community media as well as build the capacity of networks to run literacy courses by linking these to the "Mirror on the Media" Project.

Objective

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.

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 audience research project opened a new area of work with media consumers that in turn have led to the development of a 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 (in its final stages of production) 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 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 South Africa in 2010.

With limited funding, GL was able to test the training kit with the general public as well as run a training of trainer course with its networking partners, especially GEMSA and the Department of Education (DOE). This project seeks to extend the pilot to new targets and support the trainers trained in running courses in their country linked to the Mirror on the Media Project.

Activities

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

- High school students (GL will form a partnership with the English department of a school in a disadvantaged community, e.g. Alexandra to achieve this) and will work closely with the Department of Education on adapting the materials for incorporation into the schools curriculum.

- Community media: GL will be running a Mirror on the Media monitoring project on community media. GL will run the monitoring project in tandem with a media literacy course targeting community media. In this way
- 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.
- Linking this project to the Mirror on the Media Project, GL will work with different GEMSA chapters each year on new forms of monitoring, but link this to running gender and media literacy classes so that participants can be involved in the monitoring. A model for this has been established through the involvement by participants in the “general public” media literacy course in the advertising monitoring being conducted at the time of writing this plan.
- 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.

Timeframes

Ongoing over the three year period.

Outputs

- 60 students, councillors, community radio presenters trained as part of extending the pilot project. Materials adapted and disseminated for these constituencies and in the case of schools are incorporated into school curriculum.
- 20 members of general public trained each year over the three years.
- 3 gender and media networks supported in the running of gender and media literacy classes as part of the Mirror on the Media project.

Project 16: Gender and Media Summit III

Synopsis

This project is to ensure that an early start is made to planning the gender and media awards and third summit in 2008.

Objective

To showcase best practices in addressing gender imbalances in the media and affirm good practice through the Gender and Media awards.

Background

The third Gender and Media and Awards Summit is due to take place in 2008. This project aims to ensure that planning starts well ahead of time to ensure full contribution by all partners. The summit will be synchronised with Highway Africa and seek to ensure maximum synergies as well as in kind contributions.

Activities

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

Timeframe

September 2008

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 2007-2010

The environment scan shows how GL's work in the gender justice sector is rooted in deepening strategic communications campaigns and greater accountability around their impact. The discussion on strategic positioning shows how the gender justice work is closely tied both to the media and governance programmes. Mindful of the "turf" tensions that exist in the South African gender justice community that is apparently uncomfortable with GL stepping out of campaign mode into more coordination mode of a multi sector plan around which to organise campaigns, the evaluation recommended that GL undertake an internal mapping to determine its future role in this sector. GL has done so and reached the following conclusions:

- The fact that there are tensions within partnerships of a complex nature is not a good reason to abandon the approach. Every stakeholder in the gender justice sector agrees that there is no other way to address the scourge of gender violence than through a concerted, multi-faceted campaign. These tensions, especially in so far as they relate to how best to engage with government within partnerships, are necessary and healthy. As the evaluation notes, the tensions have been openly discussed in subsequent meetings that have witnessed the establishment of a task team and allocation of responsibilities.

- GL agrees that it neither has the capacity nor mandate to coordinate a National Action Plan on Ending Gender Violence. It played a caretaker role following the conference to ensure that this did not just become a talk shop. GL is now handing over to a Project Management Unit in the office of the National Prosecuting Authority that has the capacity, resources and mandate to take on this task.
- The tensions raised in the evaluation relate only to South Africa. GL works regionally, and is engaged in similar processes in four other countries that are running smoothly.
- As a stakeholder with a solid track record in the gender justice arena, GL continues to have a role to play in this area that builds on its comparative advantages (strong political ties and credibility at national level, strong links with the SADC Gender Protocol process at regional level and the growing work with local government that opens doors to ensuring that policy work is rooted on the ground).

Against this background, GL has determined that its key focus in the gender justice sector going forward will be:

- 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.

GENDER JUSTICE PROJECTS

- South Africa- National Action Plan and local government.
- Roll out (Southern Africa) of National Action Plans to End Gender Violence.
- Sixteen Days of Activism campaign.
- Gender justice barometer.

Project 17: Localising the National Action Plan to End GBV

Synopsis

This project aims to build on a unique UN/ South African government/civil society initiative to create a multi stakeholder forum and movement for ending gender violence by ensuring that the National Action Plan to End Gender Violence is cascaded into local action plans through meaningful engagement with local government. The project builds on a ground breaking conference convened by Gender Links and the South African Association of Local Government (SALGA) during the Sixteen Days of Activism in 2006 in which 14 councils committed to a year long action plan for ending gender violence. The action plans draw from the Women Development Strategy developed with the City of Johannesburg.

Objectives

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

Based on international best practice which shows that the only way to address gender violence is through concerted campaigns involving a broad spectrum of stakeholders, the 365 day initiative in South Africa is pioneering a new model of collaborative action in the region involving government at all levels, business and civil society. Within South Africa, there is urgent need to localise the plan through canvassing it extensively with local government structures and supporting them to develop local plans (the fact that after the 2005 elections 40 percent of councillors are women provides a useful starting point). During the Sixteen Days in 2006, SALGA approached GL to co-host a one day workshop that led to 14 Executive Mayors signing a Declaration of Intent to finalise and implement local action plans for ending gender violence that span the whole year.

Activities

- 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.

Indicators

- 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.

Timeframe

March 2007- February 2008

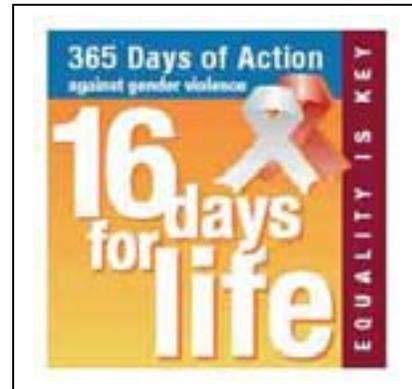
Project 18: Roll out of National Action Plans

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.



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 "365 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.

- ***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

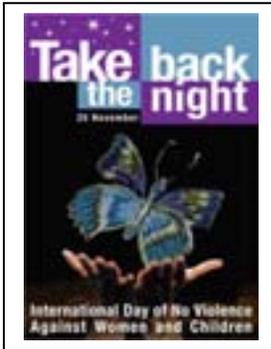
- National Action Plan workshops held in another eight countries in the region and plans adopted.
- Backstopping and support as appropriate.
- Standard reporting formats, targets and indicators adopted by SADC as part of the Gender Protocol.

Timeframe

Over the three years.

Project 19: 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.

Timeframes

Each year over the three years.

Project 20: 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, *Ringling 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 2007-2010

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

- Continuing the work on gender, elections, and the media in the several elections taking place in the region 2008-2010.
- 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.
- Completing and launching: *At the Coalface: gender and local government and giving* this widespread publicity, including through the 50/50 campaign.
- 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.

Project 21: 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). In a response to this and general activism around the Fifty Fifty campaign SADC Heads of State announced after their summit in Mauritius in August 2004 that the goal post is being shifted to fifty percent.

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.

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.

Indicators

- 10 countries x 50 journalists = 500 journalists trained in newsroom training.
- 20 x 10 countries = 200 women politicians trained.
- Media coverage of gender issues in elections.
- Relationships built between women politicians and the media.
- Progress in the Fifty Fifty campaign

Timeframes

2008-2010

Project 22: SADC and Gender campaign



Synopsis

This project builds on the audit of the SADC Declaration on Gender and Development and the campaign to get this elevated to a Protocol with indicators that can be used to measure progress towards gender sensitive governance in the SADC region.

Objectives

To launch a region-wide campaign on the need to enhance the SADC Declaration on Gender and Development into a Protocol.

Background

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). This 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 the Protocol. The SADC GU has constituted a task team comprising government and Alliance members. This drafted legal notes on the Protocol leading to a zero draft that is to be studied by the task team and experts from around the region in July 2006 ahead of the Heads of State Summit in Lesotho. Through a small grant from OSISA the Alliance held a strategy workshop in July and is planning a media supplement collectively produced by all its members for the 2006 Heads of State Summit at which a progress report will be presented. It is envisaged (please see process map attached) that there will be intensive consultations in-country over 2006/2007 leading up to the Heads of State summit where in 2007, where the Protocol will be tabled for Adoption. The Alliance has developed an MOU among partners. GL has been requested to coordinate the Alliance until 2007, when a review will be conducted of next steps. The Alliance is conscious that the adoption of the Protocol is only a first step; thereafter it will need to be popularised and implemented. More so than any activity post the Beijing conference this campaign has provided a focus and point of cohesion for the various NGOs in the region that work to promote gender equality. It has also provided the opportunity for legal and media related NGOs to work together and share their skills. The in-country processes will broaden the depth and reach of the work, and in the process help to revive the women's movement; a key ingredient in the efforts to ensure that gender equality is moved from rhetoric to reality

Activities

- Hold a training of trainers workshop for a core team of facilitators and trainers to assist national campaigns;
- Conduct consultative workshops at national level in each country on the concept of elevating the SADC Declaration to a Protocol and gather recommendations for inclusion in the Protocol
- Liaise closely with the gender structures in the SADC Secretariat and SADC Parliamentary Forum and lobby for the adoption of the Protocol at the 200t Heads of State Summit

Indicators

- Binding regional instrument and political commitment for advancing gender equality that encompasses and enhances all existing agreements
- Building of lobbying and advocacy capacity among women's NGOs in the region
- Awareness raising on key gender challenges in the region through advocacy on the Protocol

Timeframe

2007-2009

Project 23: Advocacy - At the Coalface, Gender and Local Government

Synopsis

The purpose of this application is to launch the study: *At the Coalface: Gender and Local Government in Southern Africa* and to link the launches to strategy workshops with key policy makers and representatives of district councils in each country where the study took place on mainstreaming gender in local government. The workshops will make use of the gender mainstreaming framework developed by GL as part of its governance programme and tested with three municipalities in South Africa. As a sequel to this project GL will train local facilitators to assist in the development and implementation of gender action plans in local councils in each of the districts. The project, which will be piloted in the four countries that formed part of the study, will be cascaded to eight more countries over the following two years.

Objectives

- To launch the study, *At the Coalface, Gender and Local Government*, in all countries where the study took place.
- To accompany the launch with strategy workshops comprising policy makers at national level and district level councillors who are key to rolling out gender action plans in the councils. The key output will be an overall strategy for each country on mainstreaming gender in local government.
- To build the capacity of a core team of decision-makers on key gender issues and strategies at local level using the GL gender policy and action plan framework developed with three South African municipalities.
- To get buy-in for the roll out of gender action plans in each council with the support of local facilitators, and with a strong component on the role of local government in overcoming gender violence.

Background

The SADC Regional Indicative Strategic Development Plan (RISDP) states: "It has been demonstrated that greater equality between women and men contributes to economic growth, the reduction of poverty and overall human development. Yet pervasive inequalities exist between women and men in the SADC region. Women constitute the majority of the poor in the region.. In order for SADC to achieve its poverty reduction and eradication objectives, its policies and strategies should address these gender gaps." In 2005, SADC Heads of State increased the target for women in decision-making from 30% to 50%. Women's representation in local government in SADC ranges from below 5% in some countries to 58% in Lesotho, the country that currently has the highest representation of women.

"At the Coalface" covered three countries with a high representation of women (Lesotho, South Africa and Namibia) and one with low representation (Mauritius). A key finding of the research, that will be launched in March 2007, is that in both countries with high and low levels of women's representation in local government there has been very little attention to the systems, structures and processes that need to be put in place to ensure gender mainstreaming in local government.

There is need for systematic approaches to gender mainstreaming at local level accompanied by the requisite skills and commitment. As part of its governance programme GL has worked over three years with the City of Johannesburg, Msunduzi and eThekweni Councils in developing such tools. These will now be used in tandem with the launching of the study to assist in developing a more systematic approach to mainstreaming gender in local government.

Activities

The main activities are as follows in each of the four countries (South Africa, Lesotho, Mauritius and Namibia):

- Launch of the research officiated by ministers, senior government officials.
- Five day workshop with Ministry of Local government, local government association, key councillors from each district on mainstreaming gender in the work of local government.
- Agreement on roll out of gender action plans to all Councils.
- Media coverage and awareness raising.

Indicators

- 160 attend the launch of "At the Coalface, Gender and Local Government in Southern Africa.
- 80 policy makers and councillors understand and are able to champion gender mainstreaming at local level.
- Plan for roll out of gender action plans in all the councils of the four countries.
- Extensive media coverage and debate on the role of gender balance and sensitivity at local level.

Timeframe

April-August 2007.

Project 24: Local government gender action plan 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 (see Project 23) 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.

PROGRAMME AREA FOUR: ADVISORY SERVICES

Objectives: Leverage tools developed by GL by gradually developing GL advisory services into a business wing that can conduct audits, assist in developing gender strategies, and support institutional strengthening of NGOs.

Achievements:

GL is frequently approached to undertake gender audits, evaluations and assist in developing institutional policies and capacity building in this area. An example is the development of a gender policy and action plan with the UNDP in South Africa. Projects such as this provide a means for leveraging the many tools that GL has developed. Several approaches are being received from the private sector.

Focus 2007-2010

The organisational evaluation highlighted two potential areas for advisory services: sharing GL's management and communication tools with NGOs as well as high level policy work of the kind undertaken for the UNDP. The evaluation suggested that the latter could be applied most immediately in helping to strengthen the institutional capacity of GEMSA (see networks and partnerships below). It suggested that development of a business unit should be approached cautiously, given GL's current staff constraints. At its meeting in March, the Board instructed the Executive Director to explore the latter as one of several long term strategies to ensure sustainability (see section on sustainability). Against this background, GL is proposing an incremental approach on this front over the next three years that would include:

- Document GL's experiences in developing management systems, including use of IT into a user-friendly manual for NGOs.
- Train a core cadre of associates in GL approach and methodology
- Put together project teams as and when required to undertake assignments.
- Provide quality assurance and control

Project 25: Institutional support - Communications and Systems

Synopsis

In setting up its own communications systems including internal information management and website GL has acquired experience on developing organisational systems and communications solutions to many problems. The evaluation cited GL as a "best practise" and encouraged GL to develop the capacity to assist other NGOs. GL will use this activity to gradually

Objective

To assist NGOs at an institutional level in adopting and implementing cost effective organisational and communication solutions that will also help to boost their networking and media profile.

Background

We believe that many gender NGOs are not using their communications systems optimally. Many still do not see communications and media strategies as central to their work. GL has, over time, run some pilot projects in assisting gender NGOs to develop and implement communication/ media strategies. We constantly receive requests to do this more often. The project would place us in a better position to respond more effectively.

Activities

- Developing a "how to" manual setting out options, pros and cons.
- Printing a primer.
- In house strategy workshops and backstopping.
- Implementation and evaluation of strategies.

Indicators

- Production and distribution of practical guide.
- Strategies developed and implemented.
- Improvement in profile and media visibility.

Timeframes

2008/2009

GEOGRAPHICAL SPREAD

GL's work is still relatively weak in the Portuguese speaking countries, especially Angola, and in the French-speaking DRC. While some key tools have been translated into Portuguese, almost all its resources are in English. This is largely due to capacity constraints and points to the importance of having an in-house translator. With regard to the French speaking countries, interesting possibilities exist for using GL's strong links with the Media Watch Organisation in Mauritius (already used to leverage the work in Seychelles) for venturing into the DRC. Several approaches received from the DRC have not yet been taken up due to capacity constraints. The need to extend its work to non- English speaking countries is an important challenge for the future.

-GL Organisational Evaluation 2006

The organisational evaluation raised concerns regarding the geographical spread of GL's work in Portuguese and French speaking countries that we share. These have been entirely due to capacity and funding constraints. GL has run workshops in Mozambique and a few in Angola and translated materials where possible into Portuguese (e.g. the IT for Advocacy manual). Strong links in Mauritius and Seychelles open exciting possibilities for using counterparts in these countries to leverage work in the DRC. Included in the indicative budget are consultancy fees that include more translation of GL work during this transitional three year plan. In future GL would aim to motivate for full time staff posts for translators/interpreters in French and Portuguese.



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.

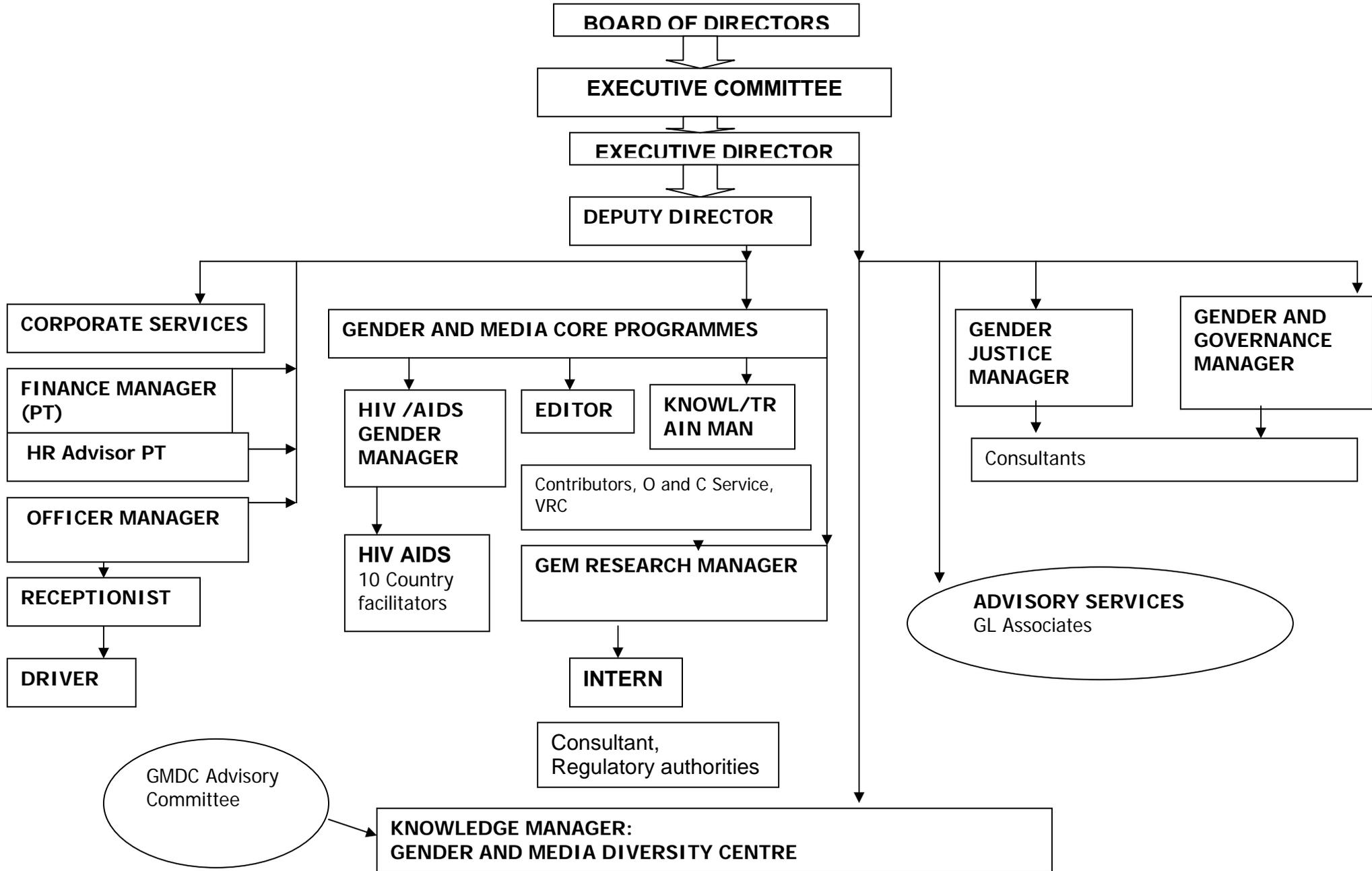
Staff

Both internal and external assessments raised concerns as to the size of the staff complement relative to the work that GL does. This concern is shared by the Board and management. It is closely linked to the project nature of funding that means that all positions have to be tied to specific short term contracts. Project funding (see sustainability) exacts many institutional costs, including high output expectations and stress on staff. Particular casualties of project funding are core posts that are not factored into project costs, such as the executive director's time in writing proposals and reports and supervising projects; the office manger; finance manager; driver; receptionist etc in providing financial and administrative support crucial to the smooth running of the office.

Among the findings that most shocked the evaluators is that the executive director's salary has to be derived from direct inputs into projects, such as training, editing and research. These loads have been added to over the last year by the fact that GL seconded its Deputy Director to GEMSA to provide high level support to the network so that it could become financially independent. This meant that GL operated one short at the most senior level. From 1 September all GEMSA staff will be paid for directly by the Network.

An important part of this strategy (see sustainability) is the motivation for at least 20 percent of GL's budget to be in the form of core support. Integral to this proposal is the staff complement illustrated in Figure Two that links back to the POA.

FIGURE TWO: GENDER LINKS ORGANISATIONAL CHART



The staff plan makes provision for 13 full time and two part time posts (compared to the present staff contingent of ten when GEMSA staff are excluded). GL believes that given the work it does, this is a reasonable staff complement and that it has indeed been operating at about twenty percent below a reasonable complement as a result of deriving its income entirely from projects.

The budget makes provision for approximately 20 percent of human resource costs to be paid to partners and consultants. GL believes, and the evaluation confirms, that this is a "smart" way to continue working. It enables a small organisation to have a wide reach and to ensure that it is not making unreasonable demands on partners or individuals with regard to any work they undertake. Areas in which consultants are already engaged (e.g. in MAP) are noted in the organisational chart. The evaluation showed that GL has worked with 114 consultants across Southern Africa. This is a useful data base and another indicator of capacity building in the region.

Key future initiatives with regard to staff include:

- To advocate for at least 10-15 percent of funds during this three year period to be provided in the form of core support, with the aim of increasing this further by the time a five year plan is devised.
- To increase the staff complement, in particular through the appointment of a deputy director (as recommended by the evaluation); a receptionist; two senior programme managers and a part time human resource advisor.
- To deepen the staff capacity building programme introduced in 2006 through drawing up career path plans and introducing skills assessment needs as part of the Performance Evaluation System. Processes such as this underscore the importance of HR management support.
- To seek ways of retaining staff for longer, especially through offering longer term contracts.
- To develop GL's intern programme which has been among its most successful staff development programme, with daily requests received for internship possibilities from within South Africa and around the region.

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.

PARTNERSHIPS AND NETWORKS



"We recommend that the Board of GL formally evaluate key partner and network relationships every year when drafting its action plan. Such evaluations would include a strong consultative element, not only about the programmes, but also about the service and capacity building role of GL. GL would also benefit by more critically examining which partner organisations are beneficial to its work, and which ones are not.

Based on comments received during these evaluations areas of focus during such evaluations should include:

- *Issues of inclusivity (who are members of networks and who are not and why);*
- *Assessment of the degree of ownership of projects and programmes by partners and networks;*
- *Assessing whether GL is 'too overwhelming' - either in relation to the number of projects being implemented, the timing of such projects, or the impact of GL driving the programmes, and satisfaction about consultants that have been deployed;*
- *Assessing the capacity building needs of partners;*
- *Assessing which partnerships are unproductive and considering new partners.*

Such evaluations could make use of external assessment and research (as was done for this evaluation), as well as key partners participating in a GL retreat to discuss the results. These discussions should be facilitated by an independent organisational development expert. Donors should be willing to fund such partnership evaluation exercises."

GL Organisational report 2006

General

Objective

To strengthen systems for ensuring strong and mutually reinforcing network and partner relationships.

The evaluation covered in-depth the many different kinds of partnerships that GL has engaged in and the nature of this engagement from its over 40 bilateral relationships to more complex multi lateral relationships including the 365 Days Alliance in South Africa; the Media Action Plan on HIV and AIDS and Gender, and the SADC Gender Protocol Alliance (see **Annex C**).

From this assessment, the evaluation concluded that GL is an incredibly networked organisation that nonetheless needs to pay more attention to partner relationships, and possibly enter into fewer complex relationships at any given time. Above are specific recommendations with regard to assessing partnerships on an annual basis that would involve an external facilitator. GL accepts the recommendation with the proviso that funding for such annual external assessments be available.

GL believes it is equally important for partners to learn to be honest with each other within relationships; this is the mark of mature partnerships. A number of mechanisms, that GL intends to add to its already extensive M and E system include:

- Ensuring that partner evaluations are written into all MOUs and major projects, to ensure that any issues arising are systematically dealt with directly by the partners.
- The adaptation of the individual 360 degree evaluation form into an organisational evaluation form that can be administered annually via E Mail (if need be by an independent consultant or intern) that will provide quantitative as well as qualitative feedback on a range of issues, in a holistic way. GL believes that one of the methodological gaps in the organisational evaluation just completed is the absence of any quantitative written feedback of this kind to complement the qualitative analysis. The 360 degree feedback form successfully used by GL in staff evaluations is a simple tool that could be effectively adapted to receive confidential regular feedback from a broader range of partners and *target groups* than proved possible in this evaluation. This tool can be used in tandem with the interviews, focus groups etc conducted by an independent facilitator.

GEMSA

GL, working with partners in GEMSA and using the model it has developed for efficiently and effectively running an NGO can also play an important role in building the in-country capacity of GEMSA chapters so that they are able to raise and mobilise their own funds – another factor that will develop their autonomy in respect of projects and priorities.

Objectives: To complete the process of ensuring GEMSA's autonomy and provide support in building in-country capacity.

The evaluation is explored in some depth the relationship between GL and GEMSA, the network borne out of the Gender and Media Summit in September 2004 that GL has provided a secretariat for and whose staff costs it is funding until September 2006. It acknowledges that but for the legal, institutional, financial and intellectual and programme support GEMSA would not be the vibrant network that it is today. It further acknowledges that questions raised about institutional identity are a sign of the network coming of age that GL must accept. The report acknowledges that while there is some confusion as to the roles of the two organisations internally and externally, GEMSA has come a long way in developing its own institutional identity (branding, website, separate accounts, funding of its own staff) and that the 2006 General Meeting (the first since GEMSA's inception) will be important for the Network in determining its future course and programmes. Recommendations include that GL help to strengthen the network on the ground through sharing its knowledge and system of institution building. GL is fully committed to ensuring during this period that GEMSA becomes fully autonomous and develops a strong institutional base in each country.

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. To determine what would be a reasonable mix of core support and project funding GL has prepared an indicative budget for 2007-2010 attached at **Annex D**.

The calculations are based on:

- A costing of human resources (based on the staff complement proposed in this strategy and consultant costs), operational and capital costs.
- Estimates of project costs based on the priorities identified in the strategy.
- An assumption that 10 percent of project costs can be put towards operational costs (most projects make such a provision).
- 5% inflation escalation each year.

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 2007-2010

- Convene a donor round table.
- Make a case for larger donors that are in a position to do so (especially bilateral donors) to contribute at least 10-15 percent of their funds to support core costs, and work to increase this proportion over the three years.
- Demonstrate GL's commitment to sustainability through continued improvement of its costs recovery (currently about five 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.

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 2007-2010

GL is committed to strengthening these as well as adding a set of systems for evaluating partnerships and networks (see partnerships and networks). 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
SUMMARY GL SWOT: INTERNAL AND EXTERNAL PERCEPTIONS**

	STRENGTHS		WEAKNESSES		OPPORTUNITIES		THREATS	
	Internal	External	Internal	External	Internal	External	Internal	External
Strategic positioning	Flexible, adapts to circumstances	Responsive to emerging needs Carved a niche-gender and media			Five year evaluation; three year strategic plan	Gender and media still largely untapped		
Programmes								
Research and policy		Cutting edge research		More time on academic issues e.g. sample size				
Training		Hands on training and tools						
Lobbying and advocacy		Strong on follow up						
Outputs								
Publications, resources	High quality outputs	High quality, current, useful						
Outcomes		Significant movement e.g. 50/50						
		Evidence of more gender balanced reporting						
Institutional								
Leadership	Strong passionate leadership; honest and transparent	Taking initiative Highly competent, good regional and int'l profile	Assertive	Pushy (assertive?) Succession?	Build new cadre of middle management			
Governance	Active, committed, influential, credible board	Strong board and management		Needs to pay more attention to partnerships				
Staff and consultants	Passionate, hard working	Thin on the ground but produce huge outputs	Sometimes blurred responsibilities	Mid level management reqd	New young staff	Recommendations on core funding in evaluation	Work overload, burn out	Loading country partners with more work than they can handle
Planning	Clarity on roles and responsibilities	Extremely organized, efficient		Sometimes conflicting schedules. Insufficient time for reflection				Because productive, may be open to unproductive criticism

	STRENGTHS		WEAKNESSES		OPPORTUNITIES		THREATS	
	Internal	External	Internal	External	Internal	External	Internal	External
Systems	Strong systems; annual and quarterly plans; bimonthly reports	Model systems- GL best practise		Expectations may be intimidating	New programme area			
Capacity building				Capacity constraints;	Media literacy and staff skills plan	Training in change managmt		
Administration			Thin administrative support					
Financial	Strong financial managemt	Diversifying funding base						Long term sustainability
		Purchase of house						
IT		Kept up with IT			IT capacity building			
Profile and credibility		Good connections in SA				Able to influence policy		
Partnerships	Continuity of good and solid partnerships	Forged useful partnerships e.g. with MISA; strong regional outreach Good at mobilization	Partners who let us down and we have to do work.	Some partners feel overwhelmed, not sufficiently consulted.	New partners: e.g. local gvt; UN agencies New countries: DRC Angola		Partners who fail to participate and then complain.	Some relationships have been a problem.
Networks		GL and MISA came together to form GEMSA	Some confusion GL/GEMSA	Some confusion GL/GEMSA		Ability to bring together diverse partners		
			Mega partnerships drain management time	GL decides who to invite				

ANNEX B
SUMMARY OF GL POA: ACHIEVEMENTS AND GAPS 2001-2006

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
GENDER AND MEDIA RESEARCH AND POLICY					
Content analysis					
Whose news, whose views, 2001	Wkshop brought together media practitioners, gender activists	26	Handbook	First real dialogue, gender and media	
GMBS, 2002-2003	Largest gender and media research project ever undertaken; 25000 news items, one month	27	Regional report; 12 country reports	Baseline for work; seminal research widely quoted in region and internationally	Repeat study every five years to benchmark progress
GMBS country workshops 2003-2004	Workshops hosted by MISA in ten countries to study findings, draw up action plans	246	10 country action plans	Laid the foundations for GEMSA	
Video: Making every voice count, 2004	Video based on the advocacy work on GMBS accompanied by training video		Video	Video launched in every country; at UN disseminated through GL.	
GMMP, 2005	Compared to 2000 when only two countries participated in the global study, 13 participated	13 team leaders; monitors	Regional report; 13 country summaries	Interim benchmark 2.5 years after GMBS; showed clear progress and challenges	Suggest additional parameters for global study; e.g. number of sources per story
Audiences					
Audience research 2004-2005	Prompted by GMBS- "this is what audiences want". Conducted in 13 countries over two years	13 team leaders, monitors	My views on the news-regional overview; 13 country pamphlets	Opened new area of work with media marketing; powerful tool for transformation when combined with editorial critique.	Could be basis of global study (next GMMP? See discussion in Dresden). GL to explore global outreach
Workshops in each country 2005-2006	Following the pattern of GMBS, research has been launched and debated in each country	119- ongoing			

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
In-house audience research 2006	Following a suggestion by the editor of the Namibia, three media houses are running their own audience research with GL support	6	Report (forthcoming)	Ownership by the media industry	Replicate this project; taking it to newsroom level will ensure real impact
Policy					
Pilot policy projects 2004-2005	GMBS led three media houses to volunteer to develop gender policies	60	Gender policies- MBC, Kaya, Times	Critical building block for MAP	
MAP on HIV AIDS and Gender 2005-2008	SAEF keen to take up HIV and AIDS policies; GL negotiated for gender to be included; helped initiate baseline study (drew from GMBS experience); now leading policy roll out assisted by pilot projects; MAP offers possibility of multiplier effect for pioneering work.	12 team leaders plus monitors	Regional report; 12 country reports; one policy handbook	Ground breaking project for the roll out of policies in 80% of regional media houses by 2008; never tried anywhere else.	Concentrate efforts on this project; offers entry into newsrooms where training and ongoing support should focus. Partnerships mean this responsibility can be shared. Leadership by media managers is key.
Media NGOs 2006	Audit of how gender is integrated into media NGOs commissioned by SIDA	3 researchers	Report and tool kit	New and strategic area for policy development with media NGOs	Leverage MAP and pilot project policy work; Advance from audit to providing advisory services.
Regulatory authorities 2006	GL involved in audit of media policy making bodies led by FXI; specifically ICASA. Collaborating with GEMSA in gender policy handbook for media regulators	1	Chapter in book: Meeting their Mandate?	Ground breaking work on gender and media regulation; eagerly awaited by mainstream global bodies like Article 19 that have been grappling with this area.	Technical assistance to media regulatory bodies in developing gender policies.
GEM TRAINING					
Training of trainers					

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
General 2002	Development of training kit based on one year of developing course material with IAJ.	37	Gender in Media Education- A Southern African Toolkit	GL established excellent links with media trainers sustained through SAMTRAN	Work through SAMTRAN; propose gender sub-committee or trainers committee within GEMSA (to be resolved at summit); explore peer exchange mechanism
HIV and AIDS 2003-2004	Participatory development of training manual	24	Gender, HIV and AIDS and the Media	Developed capacity of media trainers to see link between HIV and AIDS and gender.	Newsroom training, linked to MAP
Gender and images 2004	Participatory development of training manual with trainers in visual media	17	Picture our lives: Gender and Images	Opened new area of engagement with visual and electronic media	Explore more in-depth engagement with visual media, building up of electronic training material .
VRC 2004	Virtual data bank of case studies using GMBS material as the foundation; added to from monitoring project; introduced to trainers at a workshop and subsequently in-country workshops linked to IT for advocacy	22	Website resources that is constantly updated.	Resource being looked at by SAMTRAN for replication wrt other types of media training; to be showcased at Highway Africa	Get trainers more actively involved in running and contributing to the VRC; virtual repository of case material that can be searched using a data base
Entry level media training					
PON pilot project 2001-2003	Mainstreaming gender into all components of entry level journalism	45 students	Primer: Gender in entry level journalism	Ground breaking project; tested in election coverage that showed great sensitivity to depth and diversity	Finalise PON gender policy; ensure this is adopted.
Replication of PON project 2004	Sharing of case study; Formation of peer support network.	14		Several institutions showed interest in project that only	Need for project like this to span several years.

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
				spanned one year.	
In-service training					
Gender violence, HIV and AIDS, Business Unusual 2001-2006	Thematic training in partnership with media training institutions in all nine provinces of SA and 12 countries of the region	544	36 supplements produced as part of training; 24 carried by mainstream newspapers	These courses provide excellent grounding in gender and the media; the output is widely shared.	Continue each year or every two years to pick a theme and run it through training institutions; builds capacity of trainers and new pool of journalists; currently economic and financial reporters.
In-house (newsroom training)					
Gender, elections and the media 2004-2005	One day workshops with women politicians and media followed by newsroom presentations of 1-2 hours	535	Fact sheets and website resource centre	Dramatic increase in coverage of gender and elections.	Repeat in all countries preparing for elections; replicate newsroom training using MAP as entry point.
WRITE ABOUT RIGHTS					
Opinion and Commentary Service Ongoing	Bridging service between gender activists and mainstream media	120 articles per annum	Articles on website; in newspapers	GL flagship; builds capacity; gives visibility, day to day contact with editors	Selective charging for service, especially in countries that can afford this. Special series and products.
Amalungelo magazine 2003-2004	Magazine produced every two months with focus on gender justice issues until funding cut by FHR; GL then decided to concentrate efforts on e products and IT training due to lower production and distribution costs (O and C service; Gender justice Barometer)	30 writers	6 issues of magazine	Regular exchange of information on gender justice campaigns in SA and region; better synergy.	Concentrate on e products and IT capacity building.
Conference newspapers:	Daily newspapers produced at	35	3x 5 days daily	Building capacity of	Seek out opportunities for

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
WSSD GEM ; GEM News at Bangkok; Beijing@10	major conferences; in the case of B@10 content discussed in daily cyber dialogues that involved hundreds of people across the globe		newspapers	African journalists to mainstream gender in coverage using major international events as training ground; using IT to enhance participation	giving visibility to gender and media work; building capacity and participation at major international events.
Special reports: Gender and the MDGs 2005	Expert and I stories linking SADC Gender campaign and the MDGs; leveraging of O and C service to capture women's voices from the region; project these at a major international event	20 writers	Finding Gender in the MDGs	Projecting a regional campaign into the global arena; making links.	Seek out similar opportunities for leveraging the O and C service.
Media Diversity Journal 2006	First academic journal on gender and media work, and diversity more broadly. Situates this work in a broader context	20 writers	Media Diversity Journal	Well rcvd; next issue will be linked to the Summit.	Link to Gender and Media Diversity Centre
MIRROR ON THE MEDIA					
Spot monitoring	Training networks in conducting spot monitoring, e.g. Women's Day; World Press Freedom Day	4 team leaders and monitors	4 country reports	Provides a way of sustaining advocacy campaigns; effectively used in SA and Mauritius	Encourage country specific spot monitoring
Sixteen Day monitoring	Monitoring coverage of gender violence before and during campaign	4 team leaders and monitors	4 country reports	Shows how Sixteen Day campaigns improve quantity and quality of coverage.	Encourage this monitoring as an M and E tool for campaigns.
Radio talk shows	Monitoring of guests, hosts, callers and topics of radio talk shows in response to criticism by radio that monitoring of news only tells part of the story.	4 team leaders and monitors	Who talks on talk shows	Introduced the idea that we should be looking at other media genres; opened a dialogue on radio talk	Research planned on advertising and entertainment.

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
				shows potentially one of the most powerful communication tools	
Media literacy pilot project	10 module pilot project with three target groups- schools, general public and local government on citizen awareness and action.	20	Watching the watchdogs- gender and media literacy.	Pilot project has attracted enormous interest around SA and within GEMSA.	Training of trainers for Networks; fund raising skills to start own media literacy.
GENDER JUSTICE					
Strategic communications training 2002-2003	Training for NGOs in nine provinces of SA and 4 countries in the region on designing and costing campaigns linked to the Sixteen Days	216	Getting Smart-Strategic Communications for Gender Activists	Sixteen Days has become a major campaign in all countries; in SA taken over by gvt. One of the most successful media mobilising tools	Deepening of the campaign- see below
IT for advocacy – cyber dialogues 2004-2005	Training in 12 countries and 18 rural districts in SA is use of new technologies for advocacy using the “cyber dialogues” pioneered by GL. In 2005 run in six languages.	673	IT for Advocacy	Major factor in growth of networks; skills for campaigns as well as effective networking; anonymous space for women to speak out.	Develop capacity of networks to train in rural areas; use Sixteen Days to keep developing IT skills; more languages.
Video, 2004	Documenting of the cyber dialogues to use for training		Video: Making IT work for Gender Justice	Effective training tool.	Document cyber dialogues in other countries
The I Stories 2004, 2005, 2006	Work with survivors of gender violence and reformed perpetrators to tell their own stories.	20	The I Stories and multiple usage in media	Women empowered to speak out; quality content for media.	Train networks in production of I Stories (started in Namibia). Explore option of radio over Internet.
Deepening campaigns through national action plans, 2006	In response to criticism that campaigns need to go beyond awareness raising, Sixteen Day	264	Training kit, 365 days of action to end	Unique multi sector initiative to end gender violence	Training in four countries in the region each year to strengthen campaigns

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
	campaign in SA led to audit of commitments made; National Action Plan Conference		Gender Violence		through national action plans. In SA: cascading the national action plan to local level.
Video	Documenting of the process		Video: From a campaign to an Action Plan	Training tool	Document process in countries in the region
Gender justice barometer	E newsletter that tracks progress in the region.	350 subscribers	Monthly e newsletter	Enhances M and E; accountability	Link to development and roll out of national action plans.
GENDER AND GOVERNANCE					
Ring up the Changes	First comprehensive study on the impact of women in decision making in the region	11	Ring up the Changes	Cited extensively in gender and governance debate; basis for Gender, Elections and the Media tools and training	Local government- see below
Launch of the book	Launched in 13 countries, UN, World Bank	924		One of the most widely disseminated GL studies that has led the 50/50 campaign to move beyond numbers.	Work with 50/50 campaign in developing gender sensitive indicators for governance
Ring up the Changes- East Africa	Extension of study to East Africa, bringing in interesting case studies e.g. Rwanda, Uganda.	8	East and Southern Africa study- forthcoming.	Building capacity of AWC; unique co-operation btwn NGOs in two regions; first engagement with commercial publishers	Develop joint advocacy strategies. Explore further options for commercial publishing
SADC and Gender and campaign 2005, 2006	Collaborative review of the ten areas covered by the SADC Declaration on Gender and	42	Missing the Mark? Media on the	Unique case study of civil society working together to influence	Building advocacy and lobbying skills around the Protocol and its

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
	Development; advocacy campaign on elevating the Declaration to a Protocol.		Agender SADC and Gender campaign folder	regional decision-makers. Draft protocol complete. To be tabled at HOS 2007	implementation
City of Johannesburg Pilot project 2004-2005	Gender and Communication skills for local government; 10 module course linked to the work of city councils.	25	City of Jhb gender policy Revised training manual forthcoming	Empowering 25 councillors to be effective change agents in the City; engendered POA for local gvt.	Continue to work with the City in implementation of gender policy and partner on key events, e.g. Sixteen Days
I Stories City of Johannesburg 2005	As part of training councillors wrote personal stories about their experiences	25	Speak out: Gender and the City of Johannesburg	Empowering 25 councilors through writing skills	Potential for replication in other city councils.
Msunduzi and eThekweni pilot projects 2005	Gender and Communication skills for local government; 10 module course linked to the work of city councils.	64	Msunduzi and eThekweni Action Plans Ditto	Empowering 64 councilors to be effective change agents; engendered POA for local gvt	Continue to work with the Cities in implementation of gender policy and partner on key events, e.g. Sixteen Days
Training of SALGA gender provincial officers 2005	Train 9 SALGA provincial officers in developing and implementing gender policies	9	Training kit for dissemination	Using pilot projects to create a multiplier effect.	Run training at provincial level
At the Coalface: Gender and local government 2006	Cutting edge research on gender and local gvt in Southern Africa	19	At the Coalface: Gender and Local gvt- forthcoming	The first major regional study on gender and local gvt; sequel to Ringing up the Changes	Advocacy through 50/50 campaign on ensuring local gvt is included in gender and governance debates.
ADVISORY SERVICES					
Audit gender mainstreaming UNDP	Leveraging of tools developed by GL in governance programme to conduct audit and develop gender policy for UNDP SA	34	Gender policy for the UNDP	Possibility of opening consultancy arm of GL	Concept paper for the 2007 Board meeting; weighing sustainability against core mandate, staffing etc.

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBS		
NETWORKS					
Institutional support, GEM Networks 2002-2003	Support for the establishment of gender and media networks in five countries: South Africa, Zambia, Mauritius, Seychelles, Swaziland.	75		Formed the nucleus of GEMSA	Strengthening of GEMSA as the umbrella network.
Summit 2004	First Gender and Media Summit, accountability forum for GMBS action plans; showcasing 44 best practices; first Gender and Media awards	184	Getting it Right: Gender and Media in Southern Africa	Market place of fresh ideas and thinking; gave tremendous profile locally and internationally to the work; led to the launch of GEMSA	Summit 2006 and every two years; General Meeting of GEMSA followed by sharing of work by partners; synergizing of plans; strengthening the movement.
GEMSA	Hosting of Secretariat; provision of staff for two years as GEMSA got off the ground; registering; establishment of independent financial systems from March 06; systems; management; planning support; fund raising.	1 network manager; 12 country coordinators		Gender and media movement; 330 individual members; 13 institutional members; 10 country chapters registered.	As recommended by evaluation use GL model of good governance and systems developed to strengthen GEMSA institutionally at country level, plan and fund raise.

ANNEX C: MAPPING OF GL PARTNERS BY COUNTRY AND ACTIVITY

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
Establishing Networks	Not registered	Not registered	GEMSA-L	GEMSA-M	MWO-GEMSA	GEMSA-Moz	GEMSA Namibia	GEM Plus	SAGEM	SMEGWA GEMSA	GEMSA Tanzania	GEMSA Zambia	GEMZi
RESEARCH AND POLICY													
GMBS- 2002/03 (MISA/MMP)		Women's NGO Coalition	NUL	MIJ	MWO-GEMSA	UEM	PON	GEM Plus	MMP	IMC	TAMWA	ZAMWATCH	MMPZ
GMBS wkshops 2004/2005	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA
GMAS 2004/05 (Training inst/students)	GEMSA A	UB	GEMSA L	MIJ	MWO-GEMSA	UEM	PON	GEM Plus	Wits, Rhodes, Stellenbosch	US	GEMSA T	GEMSA Z	GEMZi
Pilot projects gender policies 2004/05 (Media houses)					MBC				Kaya FM			Times of Zambia	
HIV AIDS and GENDER 2005/06 (SEAF/MMP)	Did not deliver	SAEF	MISA/GEMSA	Ind and GEMSA	MWO-GEMSA	UEM	GEMSA N	Not included	SAGEM and Ind	SMEGWA GEMSA	MISA/GEMSA	GEMSA	Ind/
TRAINING													
Beat training													
Gender violence 2002/2003 (Training inst)	UNDP	Women's NGO Coalition	WLSA	MIJ	MWO	NSJ	PON	GEM Plus	NGOs in 9 provinces	IMC	TAMWA	ZAMWATCH	ZWRC, SARDC
HIV AIDS 2003/2004 (Training inst)		UB	WLSA				PON		NGOs and universities in 6 provinces	SMEGWA GEMSA		ZAMCOM	SAFAIDS
Gender, democracy and elections 2004/2005; newsrooms/ Women's Caucuses		Women's NGO Coalition	MISA	The Chronicle	MWO GEMSA	Women's Caucus	PON		Women's Media Watch; GAP				
Business Unusual 2006 (In service training where			GEMSA-L	MIJ	MWO GEMSA			GEM Plus			GEMSA-T	ZAMCOM	GEMZi

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
this exists or GEMSA)													
Training of trainers													
Gender in media training manual 2003 (Training institutions)		UB		MIJ		NSJ	PON		IAJ	US		ZAMCOM	
Gender HIV AIDS and the media		UB		Polytechnic	PILS	NSJ	PON			SMEGWA GEMSA		ZAMCOM	
Gender and images		Women's NGO coalition		Assn of photographer	MBC	Union of phot.		GEM Plus			TAMWA	Evelyn Hone	SARDC
VRC		UB		MIJ	UM	UEM	PON		IAJ	US		ZAMCOM	
Mainstreaming gender in media education													
Pilot project							PON						
Replication		UB		MIJ		UEM			IAJ, Stellenbosch	US		ZAMCOM	
GENDER JUSTICE													
Getting smart 2003-2004										Various NGOs in nine provinces			
Regional workshop 2004			WLSA and country chapters										
Audit 2004	GEMSA A	GEMSA N	GEMSA L	GEMSA M	MWO GEMSA	GEMSA M	GEMSA N	GEM PLUS	SAGEM	SMEGWA GEMSA	GEMSA T	GEMSA Z	GEMZI
IT for advocacy; cyber dialogues for 16 days 2005 (GEMSA)		GEMSA B	GEMSA L	GEMSA M	MWO GEMSA	GEMSA M	GEMSA N	GEM Plus	SAGEM- 18 districts		GEMSA Tanzania	GEMSA Zambia	GEMZI
National Action Plan									Gvt, UN agencies				
GENDER AND GOVERNANCE													
Ring up the changes			WLSA			Ind	Ind		Ind		TGNP		
SADC 2005	GEMSA A	GEMSA B; SADC GU	GEMSA L	GEMSA M	MWO GEMSA	GEMSA Moz	GEMSA Namibia	GEM Plus	GAP, local gvt	SMEGWA GEMSA	GEMSA T	GEMSA Z; WLSA	GEMZI; SAFAIDS; ZWRGN; WLWR; SARDC

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
Local gvt			WLSA		MWO GEMSA		GEMSA Namibia						
MIRROR ON THE MEDIA													
General					MWO GEMSA				SAGEM	SMEGWA GEMSA			
Sixteen Days					MWO GEMSA				SAGEM				
Radio Talk shows			GEMSA L	GEMSA Malawi									GEMZi
SUMMIT													
2004 (MISA)		BOMWA	MAWA		MWO		PON	GEM Plus	Regional	SMEGWA		ZAMWATCH	
2005 (MISA and GEMSA)	GEMSA A	GEMSA B	GEMSA L	GEMSA M	MWO GEMSA	GEMSA M	GEMSA N	GEM Plus	Regional	SMEGWA GEMSA	GEMSA T	GEMSA Z	GEMZi

ANNEX D: BUDGET