

ANNEX A

GL Articles of Association

Interpretation

- 1.1 In these Articles, unless inconsistent with the subject or context:
 - 1.1.1 **"the Act"** means the Companies Act, 1973 (Act No 61 of 1973);
 - 1.1.2 **"articles"** means these Articles of Association as originally framed or altered from time to time by a special resolution;
 - 1.1.3 **"association"** means the GL (Association incorporated under section 21 of the Act);
 - 1.1.4 **"the directors"** means Directors for the time being of the Association;
 - 1.1.5 **"the office"** means the registered office for the time being of the Association;
 - 1.1.6 **"month"** means calendar month;
 - 1.1.7 **"the seal"** means the common seal of the Association;
 - 1.1.8 **"members"** means persons referred to in paragraph 5 of these Articles;
 - 1.1.9 **"register"** means the register of members kept in terms of the Act;
 - 1.1.10 **"writing"** includes printing and lithography and any other mode of representing or reproducing words in visible form;
 - 1.1.11 **"republic"** means the Republic of South Africa.
- 1.2 Subject as stated above, any word or expression defined in the Act bears the same meaning in these Articles, except where the subject or context indicates otherwise.

2 Preliminary

- 2.1 If the provisions of the Articles are in any way inconsistent with the provisions of the Act, the provisions of the Act will prevail. These Articles must in all respect be read subject to the provisions of the Act.
- 2.2 Notwithstanding the omission from these Articles, the Association may do anything that the Act empowers it to do if so authorised by its Articles.

3 Name of Association

- 3.1 The name of the Association is GL (Association incorporated under section 21).
- 3.2 The Articles of Association contained in Schedule 1 of the Act shall not apply to the Association.

4 Public Company

The Association is a public company.

5 Membership

- 5.1 The membership of the Association consists of:
 - 5.1.1 The subscribers to the memorandum of Association.
 - 5.1.2 Any person who makes a written application to become a member of the Association and whose application is accepted by the

directors of the Association and becomes a member of the Association, provided that such person meets the requirements below.

6 Requirements of Membership

Members must be persons who subscribe to the objectives of the organisation.

7 Transfer of Membership

Membership of the Association is not transferable.

8 Termination of Membership

8.1 A member will *ipso fact* cease to be a member of the Association if:

- 8.1.1 His or her estate is finally sequestrated;
- 8.1.2 Being a body corporate, an order for the final winding-up or judicial management of the member is granted or a special resolution for the winding-up of the member is duly passed and registered in terms of the Act;
- 8.1.3 He or she is placed under curatorship;
- 8.1.4 He or she is removed as a member by a resolution adopted by two-thirds majority of the Board of Directors. Notice of such resolution specifying the name of the member to be removed must be given to all members of the Association, at least twenty one (21) days prior to the date of the meeting at which the resolution is to be proposed. The final decision to remove a member in terms of this paragraph lies with the Directors;
- 8.1.5 He or she gives at least thirty (30) days written notice to the Association of his resignation as a member. Upon the expiration of such notice such a member will cease to be a member of the Association.

9 Meetings of Members of the Association

9.1 Interpretation

For the purposes of this paragraph 9, 10 and 11, all references to a meeting include ordinary meetings, annual general meetings and emergency meetings, unless the context indicates otherwise.

9.2 Annual General Meeting

- 9.2.1 The Association must hold its first annual general meeting ("AGM") within eighteen (18) months after the date of its incorporation and must thereafter hold AGM in each year.¹
- 9.2.2 Despite paragraph 9.2.1, not more than fifteen months must elapse between the date of one AGM and that of the next AGM. An AGM must be held within six (6) months after the expiry of the financial year of the Association.

- 9.2.3 An AGM must be held at such time and place as may be prescribed by the Association in general meetings, or by the Directors, subject to the provisions of the Act.
- 9.2.4 The Association may not hold any particular AGM if all members entitled to attend that meeting agree in writing, and in such event pass a resolution in writing dealing with and disposing of:
 - 9.2.4.1. The matters required in terms of the Act to be dealt with and disposed of at an AGM of the Association; and
 - 9.2.4.2. Such other matters, if any, as may, in terms of the Act Articles be dealt with at such a meeting, and such a resolution is signed by all members entitled to vote at that meeting, before the expiration of the period within which that meeting is to be held. Such a resolution will be deemed to be a resolution passed at an AGM of the Association held in terms of the Act on the date on which the last signature to such resolution is affixed.
- 9.2.5 The AGM must deal and dispose of all matters prescribed by the Act, including the consideration of annual financial statements, the election of Directors and the appointment of an auditor, and may deal with any other business laid before it.

9.3 **General Meetings**

- 9.3.1 Other general meetings of members of the Association may be convened by the Directors of the Association at any time, as they deem appropriate.
- 9.3.2 A general meeting must also be convened on requisition by members representing not less than one-quarter ($\frac{1}{4}$) of the total voting rights of all the members of the Association having at the date of the lodgement of the requisition a right to vote at general meetings of the Association, or in default, may be convened by the requisitioners as provided by and subject to the provisions of the Act.
- 9.3.3 If at any time there are no Directors within the Republic sufficient to form a quorum, any Director or any two (2) members of the Association may convene a general meeting in the same manner as nearly as possible as that in which meetings may be convened by the Directors.

9.4 **Teleconferences**

Provided all the members consent in writing in advance of such meeting, any meeting of members may take place by means of a conference telephone call or similar telecommunications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means will constitute presence in person at a meeting.

10 **Proceedings at Meetings of Members**

10.1 **Notice of Meetings**

- 10.1.1 An AGM and any other meeting called for the passing of a special resolution must be called by twenty-one (21) clear days notice, prior to the meeting, given to all members of the Association.
- 10.1.2 Any meeting other than an AGM and other than a meeting for the passing of the special resolution must be called by fourteen (14) clear days notice in writing to all members of the Association.
- 10.1.3 The notice is exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and must specify the place, the day and the hour of the meeting and, in the case of special business, the general nature of that business.
- 10.1.4 The notice must be given in a manner mentioned or in such other manner, if any, as may be prescribed by the general meeting, to such persons as are, under the regulations of the Association entitled to receive such notices from the Association.
- 10.1.5 Despite the provisions of paragraph 9.2, a meeting of the Association shall, despite that it is called by shorter notice than that specified in the Articles, be deemed to have been duly called if it is so agreed by a majority in number of the members having a right to attend and vote at the meeting, who hold not less than ninety-five (95) percent of the total voting rights of all the members.
- 10.1.6 The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings of that meeting.

10.2 **Quorum**

- 10.2.1 All business that is transacted at a general meeting, and all that is transacted at an AGM, with the exception of the consideration of the annual financial statements, the election of Directors and other officers in the place of those retiring by rotation and the fixing of the remuneration of the auditors, is deemed to be special business.
- 10.2.2 No business shall be transacted at any meeting of members unless a quorum of members is present at the time when the meeting proceeds to business.
- 10.2.3 The meeting is regarded as quorate if three (3) members of the Association entitled to vote are personally present at the meeting or teleconference.
- 10.2.4 If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, must be dissolved, in any other case it shall stand adjourned to the same day in the next week, at the same time and place, or if that be a public holiday, to the next succeeding day other than a public holiday, and if at such adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the members present shall be a quorum.
- 10.2.5 The Chairperson, or in his or her absence the Vice-Chairperson, of the Board of Directors as appointed pursuant to these Articles, must preside as Chairperson at every meeting of the Association.
- 10.2.6 If the Chairperson or Vice-Chairperson, as the case may be, of the Board of Directors is not present within fifteen (15) minutes of the

time appointed for holding the meeting, or is unwilling to act as Chairperson at that meeting, the members present shall choose one of the members to be Chairperson for purposes of that meeting.

10.2.7 The Chairperson may, with the consent of any meeting at which a quorum is present (and shall, if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

10.2.8 When a meeting is adjourned, notice of the adjourned meeting must be given in terms of the Act. Save as stated above, it shall not be necessary to give any notice of an adjournment or of the business to be transacted at any adjourned meeting.

10.3 Votes

10.3.1 Every member present personally (which in case of a legal person, means the presence of its duly authorised representative) at any general meeting shall have one (1) vote. Members may also vote by proxy.

10.3.2 At any meeting of members a resolution put to the vote of the meeting must be decided on a show of hands.

10.3.3 In the case of an equality of votes, the Chairperson of the meeting at which the show of hands took place, is entitled to a second or casting vote.

10.4 Decision Making

10.4.1 All ordinary resolutions of the Association must be adopted by a simple majority of 50% plus one of all members who are personally present at a meeting or teleconference and are entitled to vote.

10.4.2 All special resolutions of the Association must be adopted by a two-thirds majority of all members who are personally present at a meeting or teleconference and are entitled to vote.

10.4.3 Subject to the provisions of the Act, a resolution in writing signed by the majority of the members for the time being entitled to receive notice of and to attend and vote at a meeting of members or in the case of a legal person, its duly authorised representative on its behalf will be as valid and effectual as if it had been passed at a meeting of the Association duly convened and held.

10.5 Minutes of Meetings

10.5.1 The Association must cause minutes of the proceedings at any meeting of the members to be entered in a minute book kept for that purpose, within one (1) month after the date on which the meeting was held.

10.5.2 All minutes of meetings kept by the Association may be inspected and copied as provided in section 113 of the Act.

11 Board of Directors

- 11.1 Subject to the provisions of paragraph 11.3, the number of Directors of the Association must not be less than two (2). The Directors shall serve for a period of three years, which period may be renewed.
- 11.2 The Directors of the Association are:
- 11.2.1 Thenjiwe Mtintso
 - 11.2.2 Dr Athalia Molokomme
 - 11.2.3 Dr Muna Ndulo
 - 11.2.4 Ruth Ansah Ayisi
 - 11.2.5 Patricia Made
 - 11.2.6 Ferial Haffajee'
 - 11.2.7 Loga Virahsawmy
 - 11.2.8 Scholastica Kimaryo
 - 11.2.9 Pinkie Mekgwe
 - 11.2.10 Colleen Lowe Morna (ED)
- 11.3 The Association may, from time to time at any meeting of its members increase the number of Directors or set a limit to the maximum number of Directors.
- 11.4 The Association is entitled, at the meeting of members, to appoint at any time and from time to time any person as a Director.
- 11.5 Unless the members determine otherwise in general meetings, any casual vacancy occurring in the Board of Directors must be filled by Directors.
- 11.6 A Director shall cease to hold office as such if:
- 11.6.1 He/she becomes insolvent; or
 - 11.6.2 He/she becomes of unsound mind; or
 - 11.6.3 He/she resigns from office by written notice to the Directors of the Association; or
 - 11.6.4 He/she compounds with his creditors; or
 - 11.6.5 He/she absents him/herself from three (3) consecutive meetings of Directors without a special leave of absence from the Directors; or
 - 11.6.6 He/she ceases to be a Director by virtue of the provisions of the Act or becomes prohibited from being a Director by reason of any order made under the Act; or
 - 11.6.7 He/she is removed by ordinary resolution of the members of the Association at a general meeting, after due notice in writing of such a resolution has been given on fourteen (14) days notice. The notice must mention the name of the Director whom the Association seeks to remove, and otherwise comply with the formalities set out in these Articles for general meetings; or
 - 11.6.8 He/she is otherwise removed in accordance with any provisions of these Articles; or
 - 11.6.9 His/her term of office has expired; or
 - 11.6.10 in the case of a Director appointed in terms of paragraph 12, that Director's contract of employment with the Association has expired or is otherwise terminated.

- 12.1 Despite the provisions of paragraph 11, the Directors must appoint an ED who will be an employee of the Association for a period to be determined by the Board.
- 12.2 The Executive Managing Director shall be a member of the Board of Directors.

13 Powers and Duties of Directors

- 13.1 The business of the Association must be managed by the Directors, who may pay from the assets of the Association all expenses incurred in the promotion, formation, establishment and registration of the Association.
- 13.2 The Directors are entitled to exercise all such powers of the Association as are not excluded by the Act or any statutory modification of such powers, or by these Articles, required to be exercised by the Association in general meetings, subject to any of the Articles, to the provisions of the Act and to such resolutions not inconsistent with the aforesaid Articles or provisions as may be prescribed by the Association in general meetings, but no resolution made by the Association in general meetings shall invalidate any prior act of the Directors which would have been valid if such resolution had not been made.
- 13.3 The Directors must cause minutes to be made in books provided for the purpose :
 - 13.3.1 of all appointments of officers made by the Directors;
 - 13.3.2 of the names of the Directors present at each meeting of the Directors, and of any Committee of the Directors;
 - 13.3.3 of all resolutions and proceedings at all meetings of the Association and of the Directors, and of Committees of Directors.
- 13.4 The Board of Directors may from time to time appoint one or more of their members to the office of the ED for a period contemplated in paragraph 12.1.
- 13.5 The Directors may from time to time by resolution, entrust and confer upon the ED for the time being such powers vested in them as they may deem appropriate, and may confer such powers for such time and to be exercised for such objects and upon such terms and with such restrictions as they may deem expedient.
- 13.6 The ED appointed pursuant to the provisions of these Articles must not be regarded as the agent of the Directors or their delegate and after such powers have been conferred upon her by Directors she must be deemed to derive such powers directly from the Articles.
- 13.7 The Directors are entitled to delegate or to allocate from time to time, to any one of their members or to any person, such powers as are vested in them in terms of the Act or the Articles, provided that any powers so delegated and allocated may be withdrawn or varied at any time.
- 13.8 The Directors are entitled to delegate, or allocate any of their powers to committees consisting of such member or members of their body as they may deem appropriate. Any committee so formed must, in the exercise of the powers so delegated conform to any regulations that may be imposed on it by the Directors. Subject to what is stated in this paragraph, the meetings and proceedings of a committee must be governed by the provisions of

these Articles relating to meetings and proceedings of members of the Association.

13.9 The Directors must report to the members of the Associations (if any) regularly on the activities of the Association.

14 Remuneration of Directors

14.1 The Directors except for the ED are entitled to a nominal sitting fee and to the payment of all travelling, hotel and other expenses reasonably incurred by them in or about the performance of their duties as Directors.

14.2 The Directors may also pay any Director who serves on any committee or who devotes special attention to the business of the Association, or otherwise performs services which in the opinion of the Directors are outside those of ordinary duties of the Director, such extra remuneration as they may deem appropriate in accordance with the GL Policies and Regulations.

15 Borrowing Powers of Directors

15.1 The Directors may in their discretion from time to time, after consultation with members of the Association, raise or borrow any sums of money for the purposes of the Association.

15.2 The Directors may secure the payment or repayment of any sums of money so borrowed or raised in terms of this paragraph or the payment of any debt, liability or obligation whatsoever of the Association in such a manner and upon such terms and conditions in all respects as they deem appropriate.

16 Proceedings of Directors' Meetings

16.1 The Directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings, as they deem appropriate. Questions arising at any meeting must be decided by a majority of votes. In case of an equality of votes the Chairperson shall have a second or casting vote.

16.2 Any Director may, and the secretary on the requisition of a Director must, at any time, summon a meeting of the Directors.

16.3 The Directors' meeting will be regarded as quorate if it consists of not less than three Directors.

16.4 The Directors may by resolution determine what period of notice must be given of meetings of Directors and may determine the means of giving such notice which may include telephone, telegram, e-mail or telefax. (Until this period has been determined it will be seven (7) days and all means of giving notice referred to will be permissible).

16.5 If, within half an hour from the time appointed for the holding of a meeting of the Board of Directors a quorum is not present, it shall stand adjourned to the same day in the next week at the same time and place.

16.6 Subject to the sanction of the members in general meetings, the continuing Directors may act, notwithstanding any vacancy in their body, but, if and so long as their number is reduced below the number fixed by or pursuant to the Articles of Association as the necessary quorum of Directors, the continuing Directors may act for the purpose of increasing the number of

Directors to that number, or for summoning a general meeting of the Association, but for no other purpose.

16.7 Subject to the provisions of Act:

16.7.1 A resolution in writing, including through the medium of telefax, E Mail, and being not less than are sufficient to form a quorum, is as valid and effectual as if it had been passed at a meeting of Directors duly called and constituted;

16.7.2 In the case of matter requiring urgent resolution, if for any reason it is impracticable to meet in the normal manner or pass a resolution as is contemplated in the sub-paragraph above, the meeting may be conducted and a resolution may be passed utilising any form of telecommunication facility provided that the required quorum is met, and that all persons can hear and be heard.

17 **Chairperson**

17.1 The Directors may appoint a Chairperson and a Deputy-Chairperson to chair their meetings and determine the period for which they or either of them will hold office. The Chairperson of the Board of Directors shall also serve as the Chairperson of the Association.

17.2 In addition to the powers of the Directors stated above, the Association in general meetings may appoint a Director to either such office if it be vacant, or confirm the appointment of any Director to either such office.

17.3 If at any time there is no Director holding office as Chairperson or Deputy-Chairperson, or if at any meeting the Chairperson or Deputy-Chairperson is not present within five (5) minutes after the time appointed for holding the meeting, the Directors present may choose one of their number to preside at the meeting.

18 **Validity of Acts of Directors and Committees**

As regards all persons dealing in good faith with the Association, all acts done by any meeting of the Directors or of a Committee of Directors or of any Executive, or by any person acting as a Director or any committee, is, despite that it be afterwards discovered that there was some defect in the appointment or continuance in office of any such Directors or persons acting as aforesaid, or that they or any of them were disqualified or had ceased to hold office or were not entitled to vote, be as valid as if every such person had been duly appointed or was qualified or had continued to be a Director or was entitled to vote, as the case may be.

19 **Secretary**

The Directors must, from time to time by resolution, appoint a person or persons to be Secretary or Secretaries of the Association, and the Secretary may be a Director of the Association.

20 **Reserve Fund**

The Directors may establish any reserve fund or funds for the purpose of meeting contingencies or for the furtherance of any of the objects of the Association, and such fund or funds may be invested, as the Directors may deem appropriate.

21 Accounts and Audit

- 21.1 The Directors must cause all such books of accounts as are prescribed by the Act to be kept.
- 21.2 The books of accounts must be kept at the registered office of the Association, or at such other place or places as the Directors deem appropriate, and must always be open to the inspection of the Directors.
- 21.3 The Directors must, from time to time in accordance with the Act, cause to be prepared and laid before the Association in the AGM such annual financial statements as required by the Act.
- 21.4 A copy of the annual financial statements that is to be laid before the Association in the AGM, must not less than twenty-one (21) days before the date of the meeting be sent to every member of the Association, provided that this regulation does not require a copy of those documents to be sent to any person of whose address the Association is not aware.
- 21.5 Auditors must be appointed and their duties regulated in accordance with the Act.

22 Notices

- 22.1 A notice may be given by the Association to any member either personally, by telefax if known or by sending it through the post in a prepaid letter addressed to such member at his registered address or (if she has no registered address in the Republic) at the address, if any, within the Republic supplied by her to the Association for the giving of notices to her.
- 22.2 Any notices if given by post will be deemed to have been served at the time when the letter containing the same is put into the Post Office and, in proving the giving of the notice sent by post, it will be sufficient to prove that the letter containing the notice was properly addressed and put in the Post Office.

23 Indemnity

- 23.1 The Association must indemnify every Director, ED or Managing Director, or officer of the Association while acting as such, for any reasonable costs incurred, where they incur liability in the following circumstances:
 - 23.1.1 where they have defended themselves in any civil proceedings and judgment is given in their favour;
 - 23.1.2 where they defend themselves in any criminal proceedings and they are acquitted; or
 - 23.1.3 where they are a party to any application in terms of the Act, section 248 of the Act or any amendment thereof, and relief is granted to them by a Court.

24 Winding-Up

If the Association shall be wound up, the liquidator must comply with the provisions of paragraphs 5.1 and 6.1.1 of the Association's Memorandum of Association.

ANNEX B

MOU BETWEEN GL AND SATELLITE OFFICE

Purpose

This MOU sets out the rationale for the..... satellite office and agreed terms for the operation of the office and its relationship with the head office.

Legal status

The satellite office was incorporated on as
See Annex A.

Rationale

The main purpose of this office is to:

- Serve as a base for GL in extending its work to the Francophone countries.
- Serve as a base for GL in its work on the Southern African Protocol on Gender and Development.
- Ensure depth, coordination and harmony in GL Programme work in COUNTRY to maximise the impact of this work.
- Enhance the regional profile of the organisation and the quality of its partnerships.

Management and communication

- The head of the satellite office reports to the ED.
- Heads of satellite office liaise directly with programme managers and the finance manager on matters of direct concern.
- Any other staff in the satellite office report to the head of the satellite office.
- The head of the satellite office shall furnish a comprehensive bi-monthly report to the ED covering the work of all staff. They shall be responsible for inputs into planning; the annual report etc as per GL routines and systems.
- The ED shall have a bimonthly teleconference with heads of all satellite offices.
- Heads of satellite offices shall be involved in the trimester planning and annual board meeting of GL.
- Heads of satellite offices shall ensure that all monthly systems reports as detailed in this MOU are furnished.
- GL ED to ensure that all satellite office staff are included in GL staff list and are kept informed of relevant developments.
- Satellite office manager to ensure that the Intranet is used for regular internal communication and exchanges.

Financial rules of operation

- The satellite offices shall establish a local GL account that shall have at least two signatories; the representative and a board member or person authorised to sign on behalf of the GL Board.
- All capital items purchased shall be the property of GL and shall form part of the GL asset register. The capital items form an annexure to this MOU and shall be signed for by the satellite office head who takes responsibility for the insurance, care and maintenance of these items.

- Accountable transfers for running costs shall be made at the beginning of each financial year starting on 1 March 2009.
- The satellite office head shall ensure that original receipts are kept for all expenditures.
- Satellite offices are subject to the same financial rules and regulations as those of head office.
- Satellite offices shall have the same financial year as GL (1 March- end of February)
- Satellite office accounts shall be audited annually in March each year in accordance with the laws of NAME OF COUNTRY
- Running costs must be kept to a minimum and must come out of the 10% administration fee charged to projects. GL will not invest in fixed assets outside of its home base in Johannesburg.
- A statement of income and expenditure shall be made every quarter using a format provided by GL.
- The satellite office manager is responsible for keeping accounts according to the prescribed GL financial rules and for instituting an annual audit.

Operations

- GL shall pay the satellite office manager for use of their house space as an office (see Annex B).
- In addition GL shall pay for cleaning materials and services; tea and coffee.
- Rent shall be paid monthly upon receipt of an invoice.
- A budget for running expenses shall be approved and accounted for quarterly.
- Phone/fax and Internet will be paid on the basis of itemised bills, to a maximum of R per month on the basis of dedicated phone lines.

Staff

- All staff are employees of GL but pay PAYE and are responsible for their taxes in
- All staff are subject to the rules and regulations of GL, including for salaries, increments, and leave.
- No staff appointment can be made by satellite offices without the approval of the ED.
- All staff shall have contracts and performance agreements that flow from the trimester plan and shall be evaluated three times a year.

IT

- All satellite office staff shall be issued with and expected to use GL e mail addresses.
- They shall have remote access to GL's electronic resources and be bound by the same rules with regard to E filing
- All satellite offices must have external hard drives on which data is backed up once a week.
- All satellite offices shall be expected to back up final reports on the P drive through the VPN remote access system.
- Satellite office will be expected to regularly add to its section of the website.
- Satellite offices shall adhere to GL E Mail etiquette and file naming protocols as detailed in Policies and Regulations.

Profile

- Satellite offices are expected to promote the organisation in through corporate branding; the media and public events in accordance with GL Policies and Regulations.

Systems and knowledge contributions and reports

The office shall be expected to contribute and provide data on the following to the GMDC and Systems Administrator

- 20 articles (or sound products, when the website permits) for the clippings library; scanned, classified and uploaded to the website.
- 10 VRC case studies per month
- At least photos per month, captioned and uploaded to the photo library holding box for uploading
- At least new contacts per month, uploaded to the contacts data base
- Statistics on events held for the GL Workshop and Events Report
- GL in the media report, in the correct format.

Agreement entered into onthis day of in

For GL

As witness

For Office

As witness

ANNEX C: PROJECT SITE LOGISTICS FORM

Name		
Country		
Title		
Reporting to		
	EXISTING	TO BE PROVIDED BY GL
Office		
Computer		
Printer		
Phone		
Fax		
E Mail Address		
Internet access		
Computer		
Transport		
MOU with local government authority or relevant partner.		

ANNEX D: GL STAFF SALARY SCALE EFFECTIVE JANUARY 2010

BAND	DESCRIPTION	LEVEL	Salary per month	
BASIC	Unskilled and defined decision making	A1	4000	
		A2	4200	5%
		A3	4400	5%
		A4	4600	5%
		A5	4850	5%
		A6	5100	5%
GENERAL	Semi skilled and discretionary decision making	B1	6000	18%
		B2	6300	5%
		B3	6600	5%
		B4	6950	5%
		B5	7250	4%
		B6	7600	5%
		B7	8000	5%
		B8	8400	5%
		B9	8800	5%
		B10	9250	5%
		B11	9700	5%
		B12	10200	5%
		B13	10700	5%
		B14	11250	5%
		B15	11800	5%
SPECIALIST	Skilled technical, academically qualified	C1	13600	20%
		C2	14300	5%
		C3	15000	5%
		C4	15750	5%
		C5	16500	5%
		C6	17350	5%
		C7	18200	5%
		C8	19100	5%
		C9	20000	5%
		C10	21000	5%
		C11	22000	5%
		C12	23000	5%
		C13	24150	5%
MANAGEMENT	Professionally qualified specialists; Heads of major functions; programming decisions	D1	25000	8%
		D2	26250	5%
		D3	27500	5%
		D4	28900	5%

BAND	DESCRIPTION	LEVEL	Salary per month	
		D5	30385	5%
		D6	31900	5%
		D7	33500	5%
		D8	35200	5%
		D9	37000	5%
		D10	38850	5%
		D11	40800	5%
		D12	42850	5%
		D13	45000	5%
		D14	47250	5%
		D15	49500	5%
		D16	52000	5%
		D17	54500	5%
		D18	57250	5%
		D19	60000	5%
		D20	63000	5%
EXECUTIVE	Across major functions, setting, directing or executing organisational policy	E1	75000	19%
		E2	78750	5%
		E3	82500	5%
		E4	86650	5%
		E5	90750	5%
		E6	95300	5%
		E7	100000	5%
		E8	105000	5%
		E9	110000	5%
		E10	115500	5%

ANNEX E: MANAGEMENT RESPONSIBILITIES

	FINANCE		RESEARCH		PUBLICATIONS		TRAINING/ POLICY WKS	
	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible
Standard setting	Policies and regulations	ED/FM	Policies and regulations	ED; managers responsible	Policies and regulations- Editorial guidelines	ED; Editor; HKT	Policies and regulations-	ED; HKT
	Creation of systems and forms	ED/FM	Methodology	ED; managers responsible	Design and publication guidelines	ED; PM	workshop checklist	ED; responsible managers
	Budget tools	ED/FM	Acknowledgements; intellectual property	ED; managers responsible	Logos; copy right	ED; managers responsible	Training manuals and tools	ED; responsible managers
	Drawing up templates for reports	ED/ FM	Drawing up parameters for data analysis; formats for reports	ED; managers responsible	Format/templates for pubs	ED; managers responsible	Drawing up formats for workshop reports	DP; managers responsible
M and E	Routines well defined; system for checks and balances	FM; ED	M and E reqmt built into research questions	ED; managers responsible	Dissemination; website strategy and stats	ED; HKT; systems admin; prog staff	KPA tests administered; records of participants; evaln forms	HKT; DP; managers responsible
Collection of primary information	Data capture	FA (FM)	Quantitative research	Manager; field staff	Logos, photos, graphics	Prog staff (PM)	Needs assessment	Prog staff
	Collection of quotations	HRA;prog staff	Qualitative research	Prog staff				
	Collection of rcpts	Prog staff						
	Collection of location specific budget	Prog staff; satellite offices						

	FINANCE		RESEARCH		PUBLICATIONS		TRAINING/ POLICY WKS	
	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible
	information							
Analysis of primary information	Generation monthly	IA	Data analysis according to brief	Data analyst (manager)	Draft pub	Prog staff	Draft programme; tools	Prog staff
	Generation quarterly reports	IA						
Standard checking	Check reqn forms; recons;	FM	All questionnaires filled in	DP; Managers	Editorial stad met	Editor	Conditions for holding wkshop met	PD; Managers
	Check contracts	FM	All questionnaires logged and filed	DP; Managers	Pubs stds met	PM		
	Check budgets	FM	All questionnaires properly photo copied	DP; managers				
	Tender/quotati on processes;	FM						
	Check monthly and quarterly	FM						
	Check donor reports	FM						
Standard assurance	Sign off reqn forms; recons;	ED (FM)	Sign off final reports	ED (manager responsible)	Sign off final copy;	ED (Editor; manager)	Sign off on wkshop checklist	DP (ED)
	Sign off contracts	ED (FM)			Sign off final design	ED/ PM	Final programmes	DP (ED)
	Sign off on budgets	ED (FM)						DP (ED)
	Tender/quotati	ED (FM)					Wkshop	DP (ED)

	FINANCE		RESEARCH		PUBLICATIONS		TRAINING/ POLICY WKS	
	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible
	on processes;						reports	
	Sign off monthly and quarterly	ED (FM)					Wksop outputs, e.g. policies	DP (ED)
	Sign off donor reports	ED (FM)						

ANNEX F: GL STAFF PA WEIGHTINGS – May 2012

CROSS CUTTING FUNCTION	ALL	CEO	DGTI	DP	DOCS	CM	GSM	SOM	MM	GMDC/ ALLIANCE MANAGER	FIELD STAFF	OFFICER	INTERNS
Planning, M and E		20%	15%	10%	10%	10%	15%	10%	10%	10%	10%	5%	5%
Planning and Reporting	5%	15%	10%	10%	5%	5%	10%	5%	5%	5%	5%	5%	5%
M and E		5%	5%	5%	5%	5%	5%	5%	5%	5%	5%		
Management of staff and consultants		15%	5%	10%	10%	5%	10%	5%	5%	5%			
Partner/client management		5%	10%				10%	5%					
Management of finance and resources		25%	15%	15%		15%	15%	15%	15%	10%	15%	10%	5%
Financial planning, strategy and donors			10%	10%		5%	10%	5%	5%	5%		5%	
Finance/day to day			5%	5%		5%	5%	5%	5%	5%	10%	5%	5%
Publications– Production/Distribution Marketing as appt to level		10%		5%		5%		5%	5%		5%		
Profile		15%	20%	15%	5%	15%	15%	10%	10%	10%	10%	5%	
Website/ P Drive		5%	5%	5%	5%	5%	5%		5%	5%			
Media/events/ representing GL/ Marketing		5%	10%	5%		5%	10%	5%	5%	5%	5%		
Knowledge/ contribution to Barometer/ Gender Linked/ blogs/		5%	5%	5%				5%			5%	5%	
TOTAL CROSS CUTTING		80%	65%	50%	25%	45%	65%	45%	40%	35%	35%	20%	10%
DIRECT INPUTS		15%	30%	45%	70%	50%	30%	50%	55%	60%	60%	75%	85%
Newsletters						12%				20%			
STRETCH	5%	5%		5%	5%			5%	5%		5%	5%	5%
Work	3%	3%		3%	3%	3%		3%	3%	3%	3%	3%	3%
Team	2%	2%		2%	2%	2%		2%	2%	2%	2%	2%	2%
TOTAL	100	100		100	100	100		100	100	100	100	100	100

ANNEX G: INSTITUTIONAL SCORE CARD

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

NO	KEY PERFORMANCE AREA	SCORE	NOT SURE
	Programme of action		
	<i>Planning for implementation</i>		
21	GL has a strategic plan aligned to the vision and mission		
22	GL has annual plans drawn from the strategic plan		
23	Planning is done in an integrated and participatory manner and is understood by everyone involved in implementation		
24	The plan clearly defines the expected activities, indicators and results and is used for monitoring and evaluation		
25	Planning takes into account the gender perspective and PLWA		
26	Planning takes into account the PLWA		
27	There is flexibility for the planned activities to be adjusted in case of significant changes during the implementation period		
	<i>Working methods</i>		
28	GL 's working methods are reflected in the policy and other steering documents		
29	GL allows its stakeholders to critically and openly examine the work methods; GL responds constructively to feedback from stakeholders		
30	Work methods are regularly reviewed in a participatory manner		
	<i>Reporting and documentation</i>		
31	GL documents what it considers important either for dissemination or for archiving		
32	GL reports to the donors on a timely basis according to their requirements		
	<i>Follow up</i>		
33	GL has systems, tools and routines for regular follow-up to compare quality and quantity of results against plans and ensures that follow up takes place		
34	Findings from these follow-ups are usually discussed in relevant forums		
	<i>Partnerships and target groups</i>		
35	GL has well defined target groups		
36	GL is known by the defined target groups		
37	The relationship between GL and the target group is alive – characterised by free interaction and expression.		
38	Target group accepts/appreciates the work of GL as addressing their needs.		
39	GL has partnerships with national and external NGOs		
40	GL has a mechanism for involving the target group in its processes e.g. planning, monitoring and review		
41	Feedback from the target group is taken seriously by GL and is always acted upon		
42	GL conveys relevant information to the target group effectively and on a timely basis		
43	GL actively participates in relevant networks.		

NO	KEY PERFORMANCE AREA	SCORE	NOT SURE
44	GL has been involved in joint activities with other network member organizations		
45	Through the networks GL has been able to acquire new information, work methods, skills etc.		
46	Those who participate in networks always give feedback to the other relevant staff in GL		
47	GL has leadership/coordination role in some of the networks		
48	GL regularly reviews participation in networks to ascertain those that are beneficial and those that are not		
	Institutional strengthening		
	<i>Physical resources</i>		
49	GL has comfortable and pleasant working space		
50	Staff have the equipment and resources they need to be able to work		
51	There is space for meetings and interactive events		
52	GL ensures that its physical assets are insured, safe and secure at all times		
	<i>Electronic resources</i>		
53	There is formal procedure manual of hardware, software and instructions on the use for organisational information systems		
54	Staff are trained and receive support in how to use IT effectively		
55	Technical problems are solved within short periods of time without disrupting work.		
	<i>Administrative and financial routines</i>		
56	GL has an administrative and operational policy that is in use.		
57	There are established systems and routines in all areas of GL work; these are clear and transparent.		
58	Administrative decisions are made in an effective manner (consistently and promptly)		
	<i>Human resources</i>		
	<i>Selection and recruitment</i>		
59	GL has a recruitment policy that is applied in all cases		
60	All positions in GL have clear and operationalised job descriptions		
61	All people working in GL have relevant qualifications, skills and experience		
62	GL has engaged enough people commensurate to the planned activities.		
	<i>Capacity building</i>		
63	GL has a staff development policy; encourages learning and supports capacity building; regularly updates the knowledge of staff through relevant refresher courses/workshops		
	<i>Roles and responsibilities</i>		
64	GL has a documented structure that is known to staff members; Duties and responsibilities area allocated according to the		

NO	KEY PERFORMANCE AREA	SCORE	NOT SURE
	structure		
65	Every member of staff has a clear job description stating the responsibilities and the reporting lines		
66	The structure is regularly reviewed, especially when strategies change and the structure effectively facilitates coordination of activities		
	<i>Performance, discipline and reward</i>		
67	There a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives?		
68	Cases of poor performance are addressed effectively		
	<i>Work environment and communication</i>		
69	Staff have regular staff meeting where they are able to freely express their feelings and opinions		
70	The relationship between the management and staff is cordial		
71	GL have a clear and effective mechanism for handling staff grievances as well as cases of indiscipline.		
72	Management does not discriminate against staff on account of their sex, ethnic or religious affiliation		
73	GL has HIV and gender workplace policies that are well known and implemented		
74	GL has a well being programme that is budgeted and assists staff to cope with balancing work and other needs.		
	Sustainability		
	<i>Financial policies and procedures</i>		
75	GL has a written financial policy that is in use		
76	GL has committed and qualified finance manager/accountant to carry out all finance related activities of the organisation		
77	The Executive Director has a basic understanding of financial accounting		
78	GL has a written purchasing and procurement policy that is in use		
79	GL has a comprehensive fixed assets policy		
80	GL has the ability and capacity to develop good proposals for donor funding		
81	The accounting system provides for accumulating and recording expenditures by grant and cost category shown in the approved budget		
82	All vouchers are filed with all original supporting documents chronologically		
83	Monthly management reports are generated and reviewed.		
84	Rejected transactions are promptly analysed and corrected by a supervisor		
85	Back up copies are maintained and stored in a secure, fire resistant area?		

NO	KEY PERFORMANCE AREA	SCORE	NOT SURE
86	GL has no difficulty with financial reports to donors – accuracy and timeliness		
87	There budgeting procedures in place and budgets are taken seriously		
88	Accounts are audited annually and comments by auditors taken seriously to improve financial management		
89	GL ensures value for money from service providers		
90	Travel is managed carefully to ensure best value for money and lack of wastage due to cancellation, change of plans etc.		
91	All staff, especially managers, are trained in financial systems and held accountable for any transactions they are involved in or budgets that they manage.		
	<i>Long term financial planning and resource mobilization</i>		
92	GL's resource mobilization strategy embeds sustainability needs		
93	GL has diversified sources of funding		
94	GL has/is building an asset base		
	Monitoring and evaluation		
95	GL has internal project monitoring, evaluation and management systems and indications on how they contribute to good, accountable performance by GL .		
96	GL has mechanisms to monitor & support operationalization of amended and/or new policies		
97	Organisational reporting is based on results rather than just on activities		
98	GL has a mechanism of incorporating new learning and experiences from these follow-ups into future plans; these are reviewed regularly to ensure relevance and effectiveness		
99	GL uses both quantitative and qualitative methods to document results		
100	GL packages and communicates the results of its work effectively and to a variety of relevant stakeholders		

Annex H: GL Services Global Rates

Category	Daily Rate in ZAR
Facilities – Conference venue & guest room	R250.00 per person
Senior Level	R5,000
Medium Level	R4,000
Junior Level	R2,500
Publications and Productions	R1.00 – R2.00 per word in the article
	R200 – R500 per photograph
Strategic Communications	

Services include:

- Facilities – Conference venue & guest room
- Events – Co-coordinating travel, accommodation, conferencing and other logistics i.e. airport transfers)
- Institutional Support
- Research and Policy
- Training
- Publications and Productions
- Strategic Communications

Annex I:

CHECKLIST FOR CONTRACTS ISSUED BY SERVICE PROVIDERS

Gender Links does not always issue contracts to suppliers or service providers, there are instances where service providers draw up agreements between themselves and GL. It is important for GL staff to ensure that the contracts drawn up by service providers comply with the GL standards as stipulated in the checklist below and the checklist shall accompany contracts as they are submitted to the Executive Director for signing.

Provisions of the contract	Yes/No
Definition of terms to assist with understanding unfamiliar jargon	
Tasks are clearly stated	
Deliverables and outputs are clearly stated	
Impact to be achieved is clear and understood	
Duration and timeframes are clearly stated	
Fee structure details the basis of calculation i.e. the number of days/hours needed for the task(s), the daily/hourly rate and the total per task as well as grand total for the contract	
The disbursement schedule	
The penalties for late delivery clause	
Variations to be agreed between the two parties	
The laws that govern the contract in the event of disputes	
Confidentiality clause	
Copyright and intellectual property rights clause	
Quarterly Performance review meetings where applicable	
A system of measuring continuous performance improvement is included and clear Key Performance Indicators (KPIs) are stated	
Dispute resolution clause	
Grounds for termination clause	
Signatures for both parties	

Annex J:

GENDER LINKS MEETING PREPARATION CHECK LIST

TASK	WHO	Yes/No
Regularly checking the GL calendar for scheduled meetings/workshops and meet with programme staff concerned to get specific requirements for the meeting	Office manager	
CORPORATE SERVICES		
Day before the meeting		
Room vacuumed	Housekeeper	
Room cleared and dusted	Housekeeper	
Clean the tables and chairs	Housekeeper	
Arrange the room according to meeting needs	Housekeeper/Office manager	
Test the Air conditioner	Office manager	
Check all the lights are working	Office manager	
Check all the plugs are working	Office manager	
Test the OH Projector & make sure its working	Office manager/Fin & IT Coordinator	
2HOURS BEFORE THE MEETING		
Air out the room - open windows	Housekeeper	
Draw the curtains	Housekeeper	
Open the doors	Housekeeper	
1HOUR BEFORE THE MEETING		
Prepare the table where tea and coffee will be served	Housekeeper	
Set the glasses on the tables and water jugs	Housekeeper	
Switch on the Urn to start the water boiling for tea and coffee	Housekeeper	
Set the cups, teaspoons, sugar, coffee and tea	Housekeeper	
Set the biscuits and fruit basket	Housekeeper	
PROGRAMME STAFF		
DAY BEFORE		
Panel is confirmed and clear directions and starting times agreed?	Programme manager	
If outside caterer - menus, numbers and time for meals have been agreed?	Programme manager	

TASK	WHO	Yes/No
If GL is catering, catering department has the programme and times for meals and snacks have been agreed?	Programme manager	
Refunds/Transport to pick the participants to GL and to take them back to their places after the meeting has been organised?	Programme manager	
MEETING DAY (ONE HOUR BEFORE THE MEETING)		
Projector has been tested and working well?	Programme manager	
If playing DVD Speakers have been connected and tested and playing well?	Programme manager	
Lights and plugs have been tested and working well?	Programme manager	
The room temperature has been regulated, doors and windows open if need be?	Programme manager	
Are all documents/publications required all in place?	Programme manager	
Are all displays and banners in place?	Programme manager	
Has someone been assigned to meet and direct participants/visitors as they arrive?	Programme manager	
As the meeting starts, inform the participants where the rest rooms are located - give clear directions	Programme manager	
Before tea and lunch breaks, give clear instructions of where lunch/tea is served and how long the break will be.	Programme manager	
Has someone been assigned to see participants/visitors out after the meeting?	Programme manager	

Annex K: E mail etiquette checklist

- Do you read all E Mail you receive?
- Do you acknowledge all E Mail that requires your attention?
- Do you acknowledge action to be taken by you in group E Mails?
- Do you follow through to say what action has been taken especially where this concerns the time and diaries of others?
- Do you have a systematic way of responding to all E Mail within a given time frame?
- Do you have a system for filing E Mail?
- Do you think twice before you click the reply all button of E Mail?
- Do you think carefully about who should be copied on which E Mail?
- Do you understand who is responsible for what at GL and target your E Mail accordingly?
- Do you know the different group E Mail addresses at GL and do you make effective use of this?
- Do you construct summative E Mails, that is stop to think about all the communication you have received and write a "think" E Mail that conveys your understanding and or queries?
- Do you ensure that your E Mails are brief, clear, polite and business like?
- Do you have an E Mail signature written in the GL font and format with your name, designation, address, phone, fax, skype, website, twitter and facebook numbers/addresses?
- Do you ensure that when you will not be accessible on E Mail you post an away message? Are you aware of how to do this?

Annex L: GL RESEARCH, EDITORIAL AND PUBLICATION GUIDELINES

What needs to be done?	Who is responsible	Timeframe
STAGE ONE: ORIGINAL RESEARCH		
Conceptual		
Planning	Executive director	
Research methodology	Executive director	
Systems for gathering research	Executive director	
Systems for quality checking research	Executive director	
Outline/template for the report	Executive director	
Realistic timelines and strict enforcement of the timelines	Executive director	
Approve budget	Executive director	
Planning		
Develop a clear research methodology.	Programme manager	
Identify possible risks and ways of mitigating them	Programme manager	
If required pull together a reference group that must include external stakeholders and experts.	Programme manager	
Final methodology approved.	Executive director	
Compile a comprehensive briefing document for researchers that includes: <ul style="list-style-type: none"> • Timeline • Administrative documents • All research tools • Acquiring high resolution photographs 	Programme manager	
Develop tracking sheet.	Programme manager	
Final briefing document and tracking sheet approved.	Executive director	
When appropriate research must be piloted, to ensure that researchers are familiar with all processes involved. The pilot must always take place for a period of two weeks.	Programme manager	
After the pilot the required changes must be implemented.	Programme manager	
Updated final research methodology, research tools, briefing document and tracking sheet must be approved.	Executive director	
The implementation of the research should be preceded by a briefing meeting for researchers.	Programme manager	
Appropriately qualified researchers must be contracted to conduct the research.	Programme manager	
Logistics		
Contracts	Programme	

What needs to be done?	Who is responsible	Timeframe
<ul style="list-style-type: none"> • Contracts must be issued to all researchers prior to the commencement of the research project. • The project manager must ensure that all researchers understand the contract and are clear about all the conditions contained in the contract • Researchers must be given GL's policies and regulations. • All researchers fill in the <i>Staff essential information/Next of kin form</i>. 	manager; Procurement office	
<p>Training</p> <ul style="list-style-type: none"> • Researchers will not be paid for training. • Researchers will be provided with meals during the training. • Researchers travel and subsistence will be provided for. 	Programme manager; Director of programmes	
<p>Travel during research</p> <p>If vehicles are hired for the purposes of conducting research the project manager shall ensure that:</p> <ul style="list-style-type: none"> • All the designated drivers have valid driver's licences. • Comprehensive insurance is taken for all vehicles. • All contracts are lodged with the GL Marketing and Logistics Officer • All drivers sign an undertaking that they will be personally responsible for any damages incurred as a result of negligence including driving under the influence of any substance. 	Marketing and logistics officer	
Research		
Monitor progress and check data quality as per approved tracking sheet.	Programme manager, Director of programmes	
Ensure that high resolution photographs are received.	Programme manager, Director of programmes	
Make contingency plans timeously if there are problems.	Programme manager, director of programmes	

What needs to be done?	Who is responsible	Timeframe
<p>Researchers must make copies of all research materials prior to sending to GL. The originals must be sent to GL and the copies retained by the researcher.</p>	<p>Researchers; programme manager, Director of programmes</p>	
<p>On receipt of completed research tools the responsible GL staff member shall:</p> <ul style="list-style-type: none"> • Ensure that all the research tools and artefacts are submitted. • Do an inventory of all materials received in an Excel spreadsheet. • Make copies of the all the research material and file these according to country. • Check that the copies are accurate. • Scan all research materials and store in the relevant programme area on the P drive. • Store the originals in a safe and accessible space. • Check all research materials received to ascertain if the research materials are completed properly. • After checking research materials, go through it again to verify the data, this may be done by cross referencing the data with other research, documents, via the Internet or with researchers themselves. • If there are gaps or problems with the data in the research material, contact the researcher and ensure that the information is provided or corrected. • Payment to researchers must only be made on receipt of final, verified research material. • Hand over copies for data analysis and make the service provider sign to acknowledge receipt of whatever materials are being taken away. 	<p>Programme manager; programme officer</p>	
<p>Data analysis</p>		
<p>The GL programme manager will</p> <ul style="list-style-type: none"> • Provide the data analyst with a list of regional and country specific graphs or tables required and how these should be named. • Request that the data analyst provide 	<p>Data analyst; programme manager; director of programmes and executive director</p>	

What needs to be done?	Who is responsible	Timeframe
<p>one country's data and analysis for approval prior to doing the complete analysis.</p> <ul style="list-style-type: none"> On receipt of one country's data check that the numbers correlate to what is in the raw data; that all averages are worked out on the basis of actual numbers not percentages; that the graphs provide the information needed for the argument that will be made and that the data in the graphs is linked to raw data. Make all relevant changes and agree on final data products. Check all final data before writing begins. Save final data on the P Drive in the relevant programme area. 	Director of programmes	
STAGE TWO: DRAFT REPORT		
Write one country's findings as a template and ensure that the template is in line with GL's Editorial Guidelines.	Programme manager; Director of programmes; Executive director	
When writing the report think visually and ensure that relevant pictures are sourced.		
Get feedback.		
Finalise the template.		
Submit to ED for final sign off.		
Develop a schedule for writing the research.		
Write up relevant reports.		
Check that the data is accurately written up.		
Make sure that the table of contents is aligned with charts, tables and figures throughout the document.		
STAGE THREE: PHOTOGRAPHS		
Provide instructions with a short brief on what is required in photographs in reference to style, resolution, content, naming.	Programme manager	
Provide well-captioned high resolution photos (at least 500kb) that include the name of the person photographed, activity, place, date and name of photographer.	Researchers, programme manager	
Caption up to a maximum of four people in any group picture, more than four refer to the group	Researchers, programme manager	
Provide clear instructions on the cover pictures	Researchers, programme managers	

What needs to be done?	Who is responsible	Timeframe
Researchers must submit one photo per two pages.	Researchers	
Avoid using Internet photos. If photos from Internet must be used, use Creative Commons on www.flickr.com and source photographer's name.	Researchers, programme managers	
Provide instructions on how to compress photos.	Researchers, programme managers	
Train all GL staff how to use Photoshop to troubleshoot basic problems.	Service provider	
Line-manager to approve placement of photos with captions.	Programme manager	
No payments will be released until photos are received, used and approved.	Programme manager	
STAGE FOUR: EDITING		
<p>Sending back publications when data is not correct or when content is not up to standard. The following standards apply:</p> <ul style="list-style-type: none"> • Font is Tahoma 11 point and justified. • All tables and figures should be numbered and should be referred to in the analysis by the number. • All tables and figures must be labelled above in the word document. • All analysis will follow tables and figures. • All footnotes and other references are included. • A spell check has been done. • A list of relevant acronyms provided. • Text is written in the active tense. • All donors and partners are acknowledged. 	Director of programmes	
Send back documents if they do not come complete – will not accept piecemeal documents so as they do not have to be re-edited later.	Editor	
Checking analysis against data in graphs.		
Spelling, grammar, punctuation		
Making sure the copy flows and analysis correctly speaks to data.		
Make sure that data is in the right section. Should not have to be reconfigured.		
Application of appropriate style guidelines.		
Ensure passive sentences are made active.		
Referencing must be consistent.		

What needs to be done?	Who is responsible	Timeframe
Check spelling of names, acronyms, political parties, etc.		
Ensure pictures are properly captioned.		
Ensure ethical standards are adhered to and there are no sexist, racist, ageist, etc, references.		
STAGE FIVE: SIGN-OFF ON WORD DOCUMENT		
All who have contributed have been appropriately acknowledged.	Executive director	
Donors appropriately acknowledged.		
Correct logos used.		
Spot check facts and statistics, e.g. if country report is the same data reflected in regional report.		
Appropriate use and captioning of photos.		
Cover and back cover convey appropriate messages,		
Author/s appropriately acknowledged		
Careful checking of highlights, executive summary, foreword, conclusions, recommendations.		
Flow and coherence.		
Check any politically sensitive arguments and or attributions.		
STAGE SIX: LAYOUT		
Agree with layout person on the design	Programme manager; Director of programmes	
Send word document with text boxes including names of images and all original graphs to layout person.	Programme manager	
Send disc with high resolution images to the layout person.	Programme manager	
Generate graphs	Layout person	
Layout text, photographs and graphs	Layout person	
Provide low resolution PDFs for proofing	Layout person	
STAGE SEVEN: PROOFING		
All proofing should be done in a red pen, mark an 'x' in the margin so that a person will know that there is a change to be made, be specific about the changes to be made (do not just underline). Always deliver proofs in person so that you can go through the text with the Designer.	Programme manager	
Reread text at least twice. Check spelling, punctuation, grammar, names, photo		

What needs to be done?	Who is responsible	Timeframe
captions, acronyms, numbers.		
Graphs are regenerated during design. Check all graphs when you proof against your copy to make sure they are correct. All graphs need to have data labels (percentage points) to help the Designer. This makes reading the data more accurate. Check the key to see the colours in the figures are correct e.g. red for men, black for women.		
Check numbering of tables and graphs (on the actual graph, in the text, on the Table of Contents).		
Spacing: check spaces between paragraphs, breaks between sentences		
Check for "shy sentences": you must never have the last word of the sentence at the top of a new page – talk to Design and they will make more space for the sentence to fit on the same page.		
Each new chapter must start on the right-facing page (it will have an odd page number). When you proof, try to replicate the printing process as far as possible. When you print out for proofing, always print front and back because that is how the book is going to look in the final text.		
Check alignment of text – words, sentences, paragraphs not indented – everything must be aligned		
You have to have an eye for how a text reads, pick up on what a page looks like – this will be developed with experience/practice.		
Check that the title at the bottom is right – especially when working with a template e.g. GMBS/GMPS.		
Check that no text, pictures, graphs or other graphics have slipped during layout – e.g. blank cells in tables.		
Check that the final page count is a multiple of four.		

What needs to be done?	Who is responsible	Timeframe	
Check headings and sub-headings: size and font, whether in bold or italics – consistency.			
Check full stops, they sometimes slip, and bullet points			
Check that all bold and italics are actually in bold and italics (sometimes the original formatting is lost)			
Check the cover: the right/updated logo for each donor and partner, check that they are all present.			
Check that the Protocol provisions are on the inside back cover.			
Check that the blurb is on the outside back cover – depending on the type of publication? E.g. At the Coalface Zimbabwe has a quote not a blurb, some publications don't have either, should there be a standardised format for all back covers?			
Think about all the aspects of the text that might be cut/paste from a template because these might slip through the cracks e.g. that the numbers of the chapters correlate with the Table of Contents			
Always do the final numbering of texts, tables, figures at the very end because that will change throughout. It is the very last thing you do (make sure everything is on the right page – work through with Design).			
Back and front cover photo			
Photo credits must be on the inside of the front cover.			
Make sure contact details are all current and correct.			
Make changes post-proofing.		Layout person	
Provide final PDFs in low res		Layout person	
STAGE EIGHT: SIGN OFF BY ED FINAL DOCUMENT			
Final aesthetics.	Executive director		
Final check of all acknowledgements and attributions.	Executive director		
STAGE NINE: PRINTING			
Final disc provided to printer	Layout person		
Printer provides proof for checking	Printer		
Check all pages correct, facing right direction.	Director of programmes		
Colours printing well.			

What needs to be done?	Who is responsible	Timeframe
Quality of paper what ordered.		
Cover and back correct.		
Get final low res and high res PDFs from layout person	Programme manager	
Upload low res PDFs onto website	Programme manager; director of programmes	
Send out GL Generals announcement	Programme manager; editor	
Put word document, low res and high res copies on the P Drive	Communications officer	
STAGE TEN: DELIVERY		
Correct number	Communications officer	
Spot check all pages to ensure that they are there.		
No ink bleeding		
STAGE ELEVEN: FINAL PAYMENT		
Submit final payment form with requisition	Programme manager	
STAGE TWELVE: FINAL STEPS		
Storage <ul style="list-style-type: none"> • 20 – deep storage • 200 – communications • 1780- programme stock = programme cupboard • Cupboards are water proof and secure • Labelled • Added to stock sheets 	Communications officer; Office manager	
Distribution <ul style="list-style-type: none"> • Distribution plan • Monitor implementation 	Programme manager, director of programmes, executive director	
Monitoring and evaluation <ul style="list-style-type: none"> • Publication's feedback form 	Communications officer	