

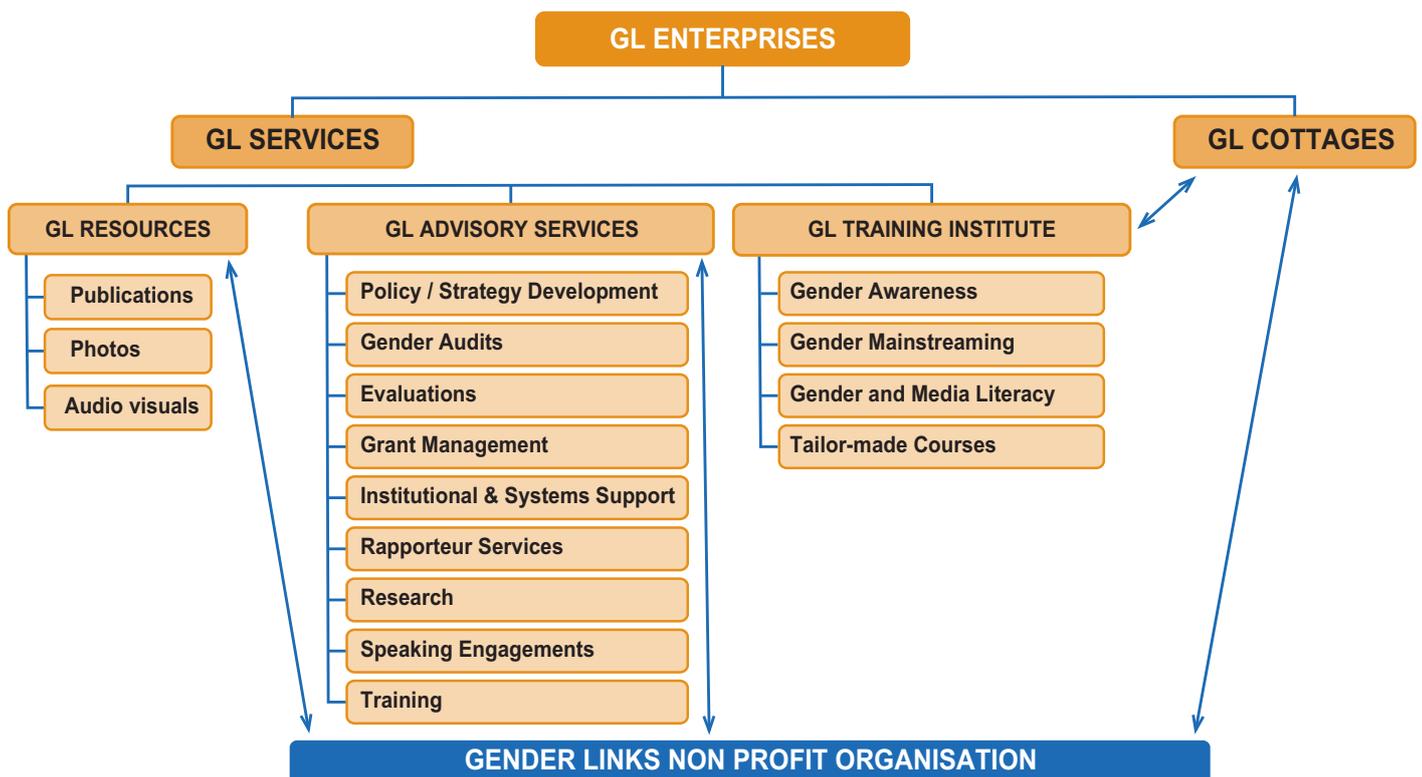
DIVERSIFICATION



Diakonia Uganda Training of Trainers for partner organisations.

Photo: Colleen Lowe Morna

LOOKING INTO THE FUTURE: GL ENTERPRISES BUSINESS MODEL STRUCTURE





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Gender Links Services (GLS) is the income generating portfolio of Gender Links (GL). As illustrated, the portfolio comprises GL Services and GL Cottages. GL Services is made up of three complimentary business streams, namely GL Resources, GL Advisory Services and Gender Links Training Institute (GTI). GL Resources comprises of Publications, Photos, and Audio Visuals. GL Advisory Services is made up of nine business areas: Policy/Strategy Development, Gender Audits, Evaluations, Grant Management, Institutional & Systems Support, Rapporteur Services,

Training, Research and Speaking Engagements. The third unit of GL Services is the GTI.

GL received its accreditation as a trainer from the South African Qualifications Authority (SAQA) in May 2012. In its first year of operation, GTI signed contracts with two UN Agencies and one GL donor organisation to run and administer training. In 2012, GTI focused primarily on the administration and disbursement of the DANIDA Africa Capacity Building Grant. During that period, GTI administered funds to five Africa based organisations for various aspects of training and capacity building as identified by the respective organisations.

The GTI leverages GL's knowledge and expertise by offering training packages to different stakeholders. The table below provides a description of the training options available through GTI.

GTI Training courses

NAME OF TRAINING	DESCRIPTION
Accredited training	
Gender awareness	Understanding sex and gender; gender and sex roles; planning
Gender mainstreaming for managers	Higher level training including strategic planning; gender budgeting; monitoring and evaluation.
Gender and Media literacy	Understanding the media from a gender perspective; media monitoring and research skills; making your own media; holding the media accountable; writing for the media.
Tailor made courses	
Developing gender policies	Conducting getting buy in; situation analyses; setting up institutional mechanisms; developing policies; implementing policies; monitoring and evaluation.
Developing gender aware HIV and AIDS policies	
Strategic communications and gender	Conceptualising and developing a strategic communications plan with gender mainstreamed; effective media strategies; mainstreaming media in your work.
Writing for the media and gender	How to mainstream gender in writing.
Mainstreaming gender in research	How to mainstream gender in research methodology; implementation; analysis; report writing and advocacy.
Mainstreaming gender in curriculum development	Auditing curriculum; identifying entry points for gender; lesson plans; assessments.
Institutional systems	Financial; IT administration; organisational policies and regulations.
IT	Basic IT skills; using MS office; setting up IT systems; website development and management.
Monitoring and evaluation	Developing Mand E systems linked to the organisation; programmes; administration; financial and other systems.

GL Services Profit and Loss Accounts

Unit	Income	Expenses	Profit/(Loss) Dec 2014	% of portfolio	Profit/(Loss) Dec 2013	% of portfolio
GL Advisory Services	R 953 980	R 698 981	R 254 999	16.9%	R 702 891	63%
GL Cottages	R 3 638 288	R 2 388 025	R 1 250 263	82.9%	R 408 077	36%
GL Publications	R 3 143	-	R 3 143	0.2%	R 11 589	1%
Total	R 4 595 411	R 3 087 006	R 1 508 405		R 1 122 557	

In 2014 GL Services had a consolidated net profit of R1,509,008.00. GL Cottages, the Conferencing & Accommodation established contributed the largest net profit (82.9%) followed by GL Advisory Services (16.9%) and GL Publications (0.2%). The 2014 net profit figure is 34% higher than 2013. GL Cottages performed strongly, tripling its profit compared to the previous year. Accommodation at 57% brought in the highest income, followed by the complementary Conferencing line at 25%, as most conference are resident, and Meals at 15%, showing the close complimentary relationship between these three highest income generating steams.

“It's encouraging to see an NGO stepping out and taking the initiative to generate its own resources instead of always relying on donor funds. Gender Links has certainly become a pacesetter for other NGOs”- *Wonder Jekemu, Sida (Zimbabwe)*

knowledge, publications do not generate high monetary value across the world. GL Publications' greatest value is the mileage and branding that comes of out of it. 2015 sees GL Productions moving to E-books, and repackaging productions into electronic and online formats that are in line with global trends.

GL Services

GL Services (GLS) grew throughout 2014 in new areas of business. Speaking engagements and Rapporteur Services are new lines of business, showing great potential for growth and expansion into the future. Both these lines draw on expertise and skills that reside within the GLS team. This paves way for smart partnerships with Conference Organisers and the private sector organisations, a growth area the unit is exploring in the 2015 -2020 Strategy.

In late 2014, GLS entered into a service level agreement with the African Development Bank (AfDB). The first assignment involved the GLS team providing rapporteur and facilitation services at a planning meeting for the AfDB Special Envoy on Gender Unit. This was the sort after break into the private sector that GLS was touting for all these year, an area that will definitely be expanded and grown in the future; the service level agreement with AfDB is a good reference for other private sector organisations, and development agencies.

Through an aggressive customer relationship management strategy, GLS garnered new contracts from existing clients, opening other new areas of business, like Gender Audits in the case of Diakonia Sweden. Through this GLS built incremental business with existing clientele, and developed deeper relationships and closer collaboration. GLS also tapped into new and emerging areas, notably the key messages for EU Ambassadors, the gender summit for Diakonia Uganda and gender responsive budgeting training for Diakonia Asia. This has opened a whole new area of business for GL Services, growth and expansion of these will be developed and fully realised in the 2015-2020 Strategic phase. The table that follows summarises the key contracts in 2014:

GL Advisory Services work relies on the availability of senior staff. With GL shouldering its heaviest programme load in 2014, this income and profit fell. However the diversity and quality of clients, as discussed in a later section of the report, continues to demonstrate the potential of the portfolio.



GL Publications, soon to become GL Resources with more multi-media products, remains an area of untapped potential that GL plans to leverage going forward. The annual SADC Gender Protocol Barometer 2014 Report performed well, with 98% of the sales being for the SADC Gender Protocol Barometer Report. This publication is sold through the GL E-shop, independent booksellers in South Africa and through the Oxford- based African Books Collective. The demand for this SADC Gender Protocol Barometer Report annually confirms the need for this kind of regional analytical report across the SADC region, and is testament that there is a market for it, and people out there are looking for such information. This particular book is used by SADC Governments as credible resource data that is used for national state reports. The Gender Based Violence Indicators Country Research Reports were also popular with consumers. This is the Units greatest value far beyond the monetary gains realised. And as is common

GLS CONSULTANCIES 2014

AREA OF ADVISORY SERVICES	ORGANISATION
Training	European Union Delegation to South Africa
	Diakonia Africa Region
	Diakonia Uganda
	Diakonia Zambia
	UNESCO
Gender Responsive Budgeting Training	Diakonia Asia
Gender Audit	Diakonia Global (Sweden)
Rapporteur Services	African Development Bank - Special Envoy on Gender Unit
Speaking Engagements	DFID South Africa
	Intelligence Transfer Centre,
	Head of Missions - European Union Delegation to South Africa

Under the banner of GL Advisory Services are nine complimentary areas of work. These include Training; Policy and Strategy Development; Research; Gender Audits, Evaluations; Grant Management; Institutional & Systems Support; Rapporteur Services; and Speaking Engagements. Often these feed off each other, for example, a client may require a Gender Audit or Evaluation, and this then leads to training on gender mainstreaming.

Throughout 2014, Training remained the largest income generating line, followed by the Gender Audit category, in third place was Rapporteur Services and lastly Speaking Engagements. For the first time in 2014, GLS developed a Module on Gender Responsive Budgeting, an area that is growing rapidly as a key pillar to support gender mainstreaming processes. This assignment challenged the GLS team to develop suitable materials that responded to the client's unique specifications. The growth and success of GL Services lies in its flexibility and ability to develop different types of materials that respond to the client's needs.

2014 saw GLS advancing with its training materials, Training Manuals are customised to respond to the clients' specifications and level of delegates being trained. The Contract with the European Union

and EU Delegation Ambassadors. This challenged the team to think out of the box and develop relevant training materials for the different target groups, including developing key gender messages for the EU Delegation Ambassadors.

2014 also saw GLS breaking new ground by developing sophisticated online tools to advance programme work. The new tools included the popular Organisational Gender Scorecard (OGS) and the revised Gender Progress Score. Both these tools are used to conduct institutional gender audits and assist in gender policy formulation. Clients' feedback on these tools has been positive and encouraging. Their feedback also helps us improve the way we work, for instance the Gender Progress Score was revised and updated and now includes questions on gender identities and sexual orientation - an area that is highly contentious and sensitive, and one that Gender Links has previously shied away from.

“Thanks again for the wonderful training. I am receiving very positive feedback from colleagues.”- *Esther Bouma, Attaché - Manager Health & Gender Programmes, Delegation of the European Union to South Africa*

Delegations to South Africa was quite unique in that it required customised training targeting three different groups, namely, Programme Officers and Gender Focal Persons, Trade and Political Advisors



Diakonia Asia Region Staff at the Gender Responsive Budgeting Training conducted by GLS. *Photo: Mukayi Makaya*

Diakonia commissioned Gender Links to undertake an assessment and propose future approach for Diakonia's gender equality work. The comprehensive assessment included consultations with staff at head office, regional and country offices in Africa, Middle East, Asia and Latin America and Sweden. The findings and recommendations from the study have been considered in a management response and was followed by a comprehensive action plan which will be implemented. Further, a new gender position have been established that in cooperation with a gender task force will assure implementation of the action plan with the aim to strengthen gender mainstreaming in the entire organisation and in all its work. For Diakonia it constituted an additional value that a partner organisation (Gender Links) performed the assessment. - *Diakonia Sweden - Gender Task Force*

Over the last two years, GL has deepened its partnership with Diakonia, both as a donor and client of GL. As illustrated in the table, what began as support to the Diakonia Uganda office grew into an Africa-wide initiative. The global office of Diakonia

subsequently commissioned GL to undertake an organisation wide gender assessment. This later led to a request for support on gender responsive budgeting by Diakonia Asia.

Arm of Diakonia	Technical support provided by GL Services	Time frame	Main Outcomes	Feedback
Diakonia Uganda	Gender Audit	June 2013	Enhance knowledge and appreciating of the gender discourse and gender mainstreaming at individual and institutional levels; male buy-in and commitment to be gender champions in private and public spaces.	Positive change in mindsets and ways of doing things at individual and institutional levels.
	Gender Needs Assessment	June 2013		
	Gender Mainstreaming Training	September 2013		
	TOT - Gender Mainstreaming	July 2014		
	Gender Summit	October 2014		
Diakonia Africa Regional Office	Gender Mainstreaming Training for Africa Regional Manager	May 2014	Enhance application of gender mainstreaming at programme and organisational level. Enhance understanding of gender and the media.	Managers found the training refreshing and insightful.
Diakonia Zambia	Gender Audit	August 2014	Enhance understanding of gender mainstreaming at institutional level, and appreciation of gender mainstreaming in programming.	Diakonia and its partners were keen to develop Gender Action Plans, and to review own internal gender mainstreaming processes.
	Gender Needs Assessment			
	Gender Mainstreaming Training			
Diakonia Global	Gender Audit, and recommendation on gender mainstreaming processes and support by the Headquarters	October 2014	Increased understanding of perceptions on institutional gender mainstreaming across all regional offices, clarity and roadmap on how to support work on gender.	Positive feedback, that pointed to better strategies for supporting gender mainstreaming with regional offices.
Diakonia Asia	Gender Responsive Budgeting	November 2014	Clarity, understanding and application of gender responsive budgeting into programme budgets; review of key institutional tools and budget templates to ensure that they are gender responsive.	Positive energy and excitement at the new knowledge gained on how to apply gender mainstreaming within budgets.

GL supported Diakonia Uganda in its first ever Gender Summit, leveraging off GL's experience of organising the SADC Protocol@Work summit. GLS adapted this model to suit Diakonia's 15 partners drawn from feminist organisations, faith based organisations, human right organisations, youth groups and other civil society organisations. The summit attracted over 20 entries in the following categories: Institutional Gender Mainstreaming, Leadership, Governance,

Gender Specific Project, Gender Mainstreamed Project, Information, Education and Communications (IECs) and Workplace practises.

“Thank you for your support towards our internal processes. This email is loaded with so many good thoughts and ideas. We will reflect on them and revert. So many thanks for the excellent support.” - *Annabel Ogwang Okot, Diakonia Uganda, Country Representative, Uganda*

Effective synergies: GLS and Diakonia

Diakonia describes itself as a learning organisation and always encourages learning between different programmes in order to pick up best practices to improve its work. In 2013, the Uganda County Office realised the need to deepen its engagement in gender mainstreaming beyond diversity and inclusion. Africa Economic Justice (AEJ) Programme offered the expertise of their South African partner Gender Links. Since the process started, marvellous achievements have been realised in gender programming.

Uganda began with an internal thinking process of reinforcing gender sensitivity of their country programme. Through the expertise provided by Gender Links, the process involved a Gender Needs assessment survey, training workshops and a summit dubbed "Gender@work".

Important achievements have been realised at both Diakonia Uganda County Office level and partner level. The programme successfully developed a gender action plan approved in April 2014 for realisation of gender equality aspirations within the partner organisations and the Uganda country programme. For instance:

- Key programme documents such as New Programme proposal, planning and reporting tools, reports and budgets were reviewed with a gender lens.
- Development of a gender programming and mainstreaming checklist
- Prioritisation of gender in strategic dashboards.
- Development of an in-house gender mainstreaming training manual
- Workplace stereotypes being acted upon during staff meetings and while engaging with programme target groups.
- Review of visibility materials like organisational pull-up banners that were previously gender blind.



A tent full of evidence: one of the displays at the Uganda Gender Summit.

Photo: Colleen Lowe Morne

Critical results have been achieved at partner level. First, institutional capacity to mainstream gender at different levels has been done. Partners have developed gender policies, reviewed existing policies and developed gender aware safety and security policies. All this has enabled staff in identifying gender gaps within their work for further engagements. This is still an ongoing process since change is a gradual process. Most importantly, partners have expanded gender mainstreaming engagements to government levels.

There is an improvement in documentation practices of gender work by partners for further learning and engagement. Some partners have developed a gender communication plan for identifying and documenting gender issues in various disciplines in respect to organisational functions.

Partners have been able to initiate male engagement programmes to address gender inequalities at community and institutional level. Male champions have been identified to promote awareness of women's agenda and sensitising both women and men on issues of gender equality and socio-cultural practices norms which are discriminatory against women.

Case Study prepared by Diakonia Uganda Country Office, 2014

Looking ahead

2015 sees GL Services implementing an aggressive marketing strategy across its three pillars. This will include strong online marketing that will be supported by the launch of a new website. Growth strategies will also look at the development of online gender training courses structured from a beginner course, to intermediate and advanced. GLS will be advertising GTI courses through new social media like Facebook, also through the use of print media, as well as on radio. GTI will be looking at strategic partnerships with universities and other academic institutions that will yield the development of joint accredited courses thereby strengthening the GTI courses. GLS is looking

at penetrating the private sector offering gender mainstreaming training, and providing Institutional & Systems Support drawn from the wealth of tools that have been developed over time, and these tools are continuously reviewed and upgraded in line with new and emerging trends. GLS will deliberately position itself as a service provider of choice on speaking engagements and Seminars that include topics on gender, media, governance, SADC regional integration, and gender based violence. The GLS strategic model for 2015 will also explore opportunities for closer support and collaboration between the GL NPO and GL Enterprises, as a strategy for creating sustainability and synergies between the units.