

GETNET

annual report 2000

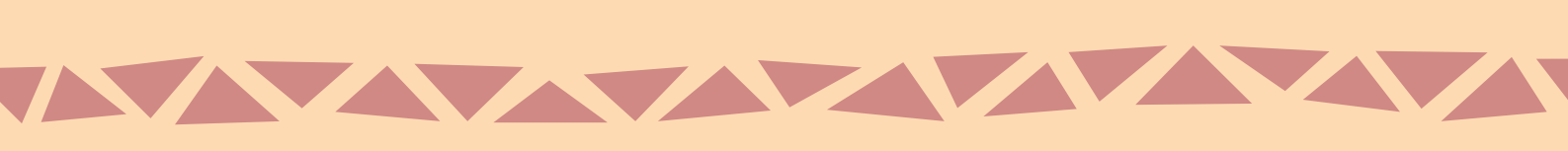


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ACKNOWLEDGING OUR DONOR PARTNERS

Getnet's services and running costs are generously supported by donor partners who are gratefully acknowledged here:

- Austrian Development Co-operation through the North-South Institute
- Ford Foundation
- Hivos/Interfund
- Oxfam Canada/Novib Gad Fund

During 2000 Getnet received short-term grants from Unifem and GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit GmbH).

Dr Ngoato Takalo (Chairperson)

Principal of Vista University's East Rand Campus in Daveyton, Benoni in 2000. Appointed vice-chancellor of the University of North West in 2001.

Professor Thandabantu Nhlapo

(Vice-Chairperson)

A member of the SA Law Commission. Appointed as minister (second in command) in the SA Embassy in Washington during 2000.

Nozipho January-Bardill was the first chairperson of the board of Getnet. Director of MBM Change Agents, a company specialising in management consultancy work. Appointed SA Ambassador to Switzerland in 2000.

Jeremy Daphne is a commissioner for the Commission for Conciliation, Mediation and Arbitration, based at the CCMA head office in Johannesburg. His main work focus is materials development and training on best practice regarding the use of labour law.

Amanda Gouws is professor of political science at the University of Stellenbosch.

Geoffrey Mamputa is a founder member of Getnet. Currently a partner in Letsema OD and Management Alternative, a consultancy assisting companies to be more effective in their chosen area of work. He is involved in other community development initiatives, including Philani Nutrition Centres and Cobert in the Western Cape.

DIRECTOR

Pethu Serote

A founder member of Getnet. She has taught at school, tertiary and adult education levels and worked in the areas of gender activism, administration and conflict resolution.

STAFF

Charmaine Fortuin (Office Manager), Tony Sardien (Training Manager), Elizabeth Schutter (Programme Administrator), Nadeema Taliep (Finance Administrator), Petros Ndlela (Office Administrator).

Mihloti Mathye is head of policy and research at the Commission on Gender Equality. She has been involved in establishing Cedaw in South Africa.

Kaizer Thibedi is a founder member of Getnet and an industrial relations practitioner. In 2000 he was a commissioner of the CCMA and he still works in a part-time capacity for the council. He is also the managing director of Nyeredzi Afrika Transformation Agency.

Victor Modise

It is with regret that we note the death of our board member Victor Modise during the year. Victor was a well-known contributor to the arts field in South Africa. He worked in film and television and in the field of theatre in education, locally and internationally.



Pethu Serote and Nozipho January-Bardill

GETNET PANEL OF TRAINERS

The panel is made up of gender trainers and consultants who, together with the staff, deliver Getnet's training programmes and consultancy services. The panelists are skilled in training, facilitation and consultancy on gender matters during transformation.

Unwavering commitment to gender justice

It has become customary for us to use the Annual Report to share with stakeholders and other interested parties the major events of Getnet during a particular year.

As with previous reports, the year 2000 offers a thought-provoking challenge to each of us working in the world of development and, specifically, in gender. Gender training goes wide and deep, and it is as demanding as its cross-cutting nature.

I am inviting you to walk, with the Board and Staff of Getnet, the journey of the year 2000, its successes and challenges. The very vision of Getnet sets the magnitude of the challenge. The cross-cutting of critical gender issues such as transformation, equality and equity, signal the ambitious nature of Getnet's commitment to gender justice and democracy.

Getnet has walked the 2000 journey with a committed Board and Staff with a rainbow of skills, qualifications and experience. This is reflected also in the composition of the Panel of Trainers, which demonstrates the quality of the commitment the organisation has towards its target group.

"Gender in 2000" gives an overview of the challenges gender activists, trainers and workers faced during the 2000 journey. "Getnet in 2000" brings the journey very close to home. It provides a general picture of what our Getnet home looked like in 2000. Sections 5-8 record what has been important, challenging and interesting about Getnet by giving a detailed account of our activities of the year and a forecast of what lies ahead.

The strategy for intervention adopted by Getnet continues to put it ahead of its competitors. In spite of all the challenges, the organisation forges ahead and continuously sharpens and broadens its strategy.

The Board has persisted in its involvement with, and support for the life of the organisation. Board members continued to participate in the many innovative interventions of the organisation in a supporting capacity to staff. On behalf of the Board I would like to extend my heartfelt thanks and gratitude to the Staff for their tireless commitment to the success of our mission and achievement of our vision.

Dr Ngoato Takalo



In spite of all the challenges, the organisation forges ahead and continuously sharpens and broadens its strategy.

Real gains still slow to materialise

In early 2000, local NGOs and government departments participated in a review process for Beijing +5 which confirmed that women's empowerment and gender equality lags well behind the promulgation of laws and the introduction of gender machinery in South Africa. At the time Getnet's director, Pethu Serote, ventured that the "screws" of the gender machinery were "loose at all points". Hence the unfortunate lack of co-ordination between the activities and interventions of players at different levels of government and in other sectors of our society.

The review, initiated by the Women's National Coalition with support from the European Union Foundation for Human Rights, showed that the most important constraint in achieving substantive change towards gender equality was a lack of political will – to implement, monitor and evaluate projects that promote gender equality. This view was supported by both NGO and government representatives. Some government departments lacked the capacity and gender competency to deliver but there also was unspent funds that could be used in gender mainstreaming activities. This while in NGOs capacity was lying idle due to a lack of resources.

Not all government departments provided information for the review but at least nine departments reported progress with establish-

ing structures and some departments had innovative programmes and enjoyed the support of senior management. Most provinces had active OSWs (Office on the Status of Women), but their GFPs (Gender Focal Persons or Points) lacked resources and support for effective gender mainstreaming.

The major challenges highlighted by the local review was HIV/Aids, gender-based violence and the high levels of poverty in the country, most harshly experienced by women in the rural areas. According to the SA Survey 2000/01, only 59% of the population have tap water and 4% still fetch water from sources of one kilometre or further away. Some 53% of households use electricity while 21% use paraffin and 20% use wood. These are areas of particular interest for looking at gender equality, as more women than men are involved in these activities.

During 2000 there were signs (e.g. the implementation of the Domestic Violence Act) that people were beginning to wake up to the urgency of these issues. The Beijing +5 outcome document put strong emphasis on the gender aspects of the Aids pandemic and STDs, malaria and tuberculosis, pointing out the toll it takes in the lives of women and girls and calling for proper policies and measures to address these challenges. In South Africa the network of women's organisations dealing with

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violence against women has been particularly active and visible. It has highlighted the threat of HIV/Aids to women's lives by associating the spread of HIV with women's subordination in sexual relationships. The social aspects of HIV and Aids are becoming stark as the disease spreads through the society. It was estimated that in 2000, 13% of adults in SA were infected with HIV/Aids and the projection is that this

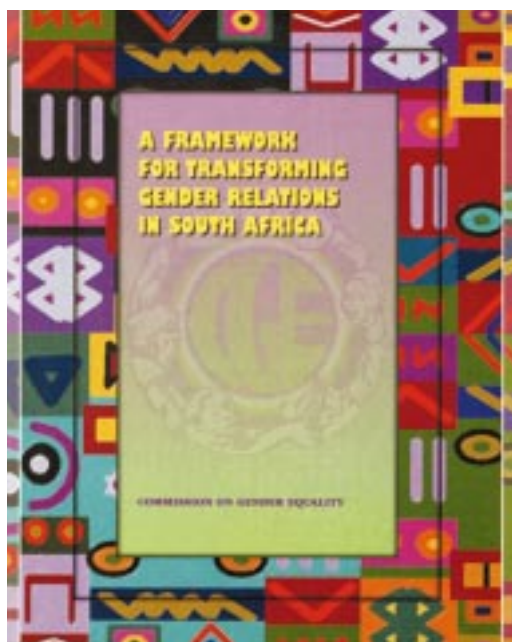
will increase to 26% by 2010. Any gender related intervention is incomplete without a mention of this life-threatening syndrome. Attempts to alleviate or eradicate poverty also need to take into account the gender dimension of the problem. In both areas, the NGO contribution to government solutions cannot be understated.

In spite of a protracted crisis in its ranks which made it difficult for stakeholders to benefit from its presence, during 2000 the Commission on Gender Equality was able to bring out a milestone document entitled The Framework for Transforming Gender Relations in South Africa. In the absence of national policy this document does provide guidelines for work in the area of gender equality.

Parliament's Joint Monitoring Committee on the Quality of Life and Status of Women in South Africa invited stakeholder NGOs, including Getnet, to support their research initiatives to strengthen women's participation in parliament. Milestone new legislation passed during the year was the Promotion of Equality and Prevention of Unfair Discrimination Act.

Since 1994 South Africans in general have become more gender sensitive. Demand for gender awareness courses these days come from across the spectrum of society. However, the gender skills pool has not grown significantly and understanding of gender issues tend to be superficial. For example, in every sector and at all levels one can still expect to hear gender issues being equated with women's issues, with masculinities left out of the picture altogether.

In spite of the growing awareness of the need for gender equality, in 2000 there still was little substantive change in relation to gender power relations, although a veneer of gender sophistication has produced legal changes. Government projects were weakly financed and programmes were reactive rather than proactive and not reaching the key areas of concern such as the rural areas, women workers in the informal sector and HIV/Aids. Lastly, we still lacked a strong women's movement, to elevate the profile of the women's agenda and so accelerate the pace of gender transformation.



Demand for gender awareness courses these days come from across the spectrum of society but understanding of gender issues tend to be superficial.

Consolidating and plotting the growth path

The year started with a range of institution-building activities aimed at strengthening Getnet's internal functioning and capacity to deliver a quality service. We commissioned an evaluation by an independent evaluator and contracted a specialist to prepare a funding proposal for 2001-3. Both exercises turned out to be extremely useful in taking a critical look at our focus and direction.

The results of the evaluation were both heartening and sobering. The evaluator, Jan Webster, noted in her report that in eight years of independent consultancy she had not worked with an organisation which engendered so much respect and goodwill from clients, partners and participants! But she also gave us several reminders of how important it is for a small organisation like Getnet to be firm about its focus.

The report gave ample fresh input on the organisation itself and on our programmes. The evaluator described Getnet as "a unique, innovative organisation, on the verge of moving forward to scale up and capture more of the gender training market".

The report recommended the following broad course of action for Getnet in 2001:

- Consolidation of existing programmes with the appointment of research personnel;
- Expansion of levels of programmes to include a women's programme;
- Closer work with advocacy and lobbying service providers;
- Research into corporate sector programmes;
- Launch of a new consultancy unit with a multi-level package on offer;
- Development of a Director's Plan; and
- Training in management skills.

These and other recommendations informed some programme adjustments in 2001. At its last meeting of the year the Board adopted the recommendation to consolidate consultancy output as a way of providing long-term financial sustainability for Getnet. (More

details on the Evaluation are given under The Way Forward on Page 22.)

Getnet's regular education and training programmes continued during 2000 with trainings overall showing a small increase in the number of participants. Most of the training for the year was done through consultancies in response to requests from NGO and public sector organisations. Some of our regular programmes, for example the pioneering men's workshops, went into very necessary new materials development phases. We started to rethink the Training of Trainers programme, with the result that training was suspended for the year in that area.

The highlight of our materials development activities was finalising the production of the training materials for gender and government budgets in conjunction with the Women's Budget Initiative. This initiative attracted a lot of attention nationally and internationally and is being extended to the SADC region.

Networking locally and in the region continued with Getnet participating in a range of activities. Important partnerships and working relationships are developing with university projects, locally and in the region. To assist us in our networking and marketing activities, we produced a comprehensive profiling document on Getnet in 1999. During 2000 this was taken a step further with a visual presentation on the organisation and its work. It was well-received at two successful functions held in Johannesburg and Cape Town. The website of the organisation was also mounted during the year.

In the second half of the year, the Director took sabbatical leave for three months. She devoted some of this time to making a start with elaborating the gender analytical framework that has been used and tested by Getnet in training Gender Co-ordinators since 1995. In her absence the ship was ably steered by office manager Charmaine Fortuin.

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In pursuit of effective change strategies



OVERVIEW OF PROGRAMMES

Getnet's programmes and activities are aimed at strengthening civil society and enabling government in South Africa and the SADC region to implement strategies for gender equality. It also responds to requests for services from the private sector.

Gender education and training is the organisation's core service, based on the recognition that in order to transform gender relations and empower women in our society, we need to give people the skills to design and implement gender-sensitive delivery instruments. The need for gender-sensitive people with shared understandings of gender imbalances – conscious agents – is widely apparent.

Getnet's target group are these change agents – people who are well placed to initiate gender equity in programmes and institutional practices and to maintain organisational change. The training programmes are designed to:

- Create gender awareness and promote theoretical understanding of gender power relations;
- Enhance capacity to formulate policy from a gender perspective;
- Ensure gender equality mainstreaming in policy; and
- Impart individual skills to implement policy in institutions and workplaces.

Research and materials development projects support the training programmes. Networking and partnership activities are pursued to make optimum use of resources and implement effective strategies for gender equality. A regular newsletter assists communication with the gender network.

Over the years since its inception in 1995, Getnet has developed a set of workshop modules for gender education and training:

- *Gender education and awareness raising*
Identification of the links between social conditioning, power relations between women and men and culture and religion; provides skills in the application of analytical frameworks to

explain how social conditioning and power relations between men and women shape the allocation, co-ordination and control of resources in organisations and institutions; analysing the role of masculinities in shaping institutional power relations.

- *Organisational development and transformation*

Provides skills in devising gender specific goals and strategies to improve the capacity of staff to address gender issues and women's empowerment in areas such as management, corporate culture and training; identifying policy practices and elements of organisational culture that require change; drawing up organisational profiles in order to make recommendations to correct existing gender biases in policy, structures and organisational culture; designing strategies to effect partnerships between women and men in organisational development and change processes; developing briefings on the value of men's training in organisational development and change; designing strategies for employment equity.

- *Mainstreaming gender equality in institutions and organisations*

Provides skills in the application of gender frameworks and gender sensitive analysis to policy formulation and planning; designing gender audits, monitoring and evaluation techniques; presenting briefings on:

- National and international instruments and strategies to improve the status of women, including follow up of the implementation of Cedaw and the Beijing Platform of Action in Sadc
- Networking in the field of gender training
- Partnerships and co-operation between NGOs and between government and NGOs to build relationships for effective interventions in gender equity

- *Gender analysis of policy*

Skills in identifying gender issues in policy and challenges in the policy-making environment; applying gender analytical frameworks to development policies; designing research questions for assessing effectiveness of policy implementation; and presenting briefings on

the national and international instruments and strategies to improve the position and status of women. These include follow-up of the implementation of Cedaw and the Beijing Platform of Action in Sadc.

Different combinations of these modules make up Getnet's own annual training programme in any particular year. These programmes are advertised and the workshops generally are open to participants in all sectors. Regular programmes have been:

- Policymakers and change agents programmes
- Policy implementers programmes
- Men's gender awareness programme
- Developmental programmes

Training programmes comprising combinations of the modules outlined above also are available on a consultancy basis. Getnet also tenders for gender service contracts for specifically tailored training programmes or services. This may include various aspects of gender analysis of policy, gender and organisational change projects, national and international instruments for gender equality and strategies for gender equality.

Getnet's programmes are attended by government and non-government organisations, and by participants from organised labour and private sector companies. Its services are used by the same spectrum of clients.

Gender equality mainstreaming strategies are advocated as being central to achieving and sustaining relations of equality – in policy, practices and culture – in organisations and institutions. Gender equality mainstreaming strategies must provide concrete links to developmental projects. The impact of policy on women and men shows that benefits do not trickle down to women, in other words their needs are not automatically met. Experience elsewhere shows that the de-linking of gender equality policies from economic and social development results in the evaporation of democracy for women.

Whereas in previous years Getnet's training schedule was dominated by the organisation's self-initiated programmes, 2000 saw a shift to more consultancy work. This was because some of the existing training programmes

In 2000 there were 22 training events attended by 567 participants and an increase in demand for services by paying clients.



required refinement or research and materials development and thus went into such phases. However, the organisation also felt the need to open new and additional sources of income through its consultancy service.

In 2000 there were 22 training events attended by 576 participants, compared to 26 events involving 462 participants in 1999. There was an increase in demand for services by paying clients. The quality of the services Getnet offers has improved, as is evidenced by the enhancement of existing programmes for specific audiences, e.g. training for gender focal points in the provincial Offices on the Status of Women.

POLICY MAKERS, IMPLEMENTERS, GENDER AND GOVERNMENT BUDGET TRAINING

Getnet recognises that policy is one of the main instruments of making lasting changes. Institutions and organisations perform a crucial role in the exercise of power in society. Gender relations are expressed in policy and are part of the power relations in these arenas. Getnet therefore targets those responsible for the formulation and implementation of policy. This includes women and men who are decision-makers in their institutions and organisations, and also management and staff who occupy specific gender posts. More often separate programmes are held for policymakers and implementers.

In 1999 Getnet ran an extensive programme for policymakers (Gender and Local Government workshops) which targeted councillors and senior officials in several provinces.

A very successful on-going training programme for Implementers has been the Gender Co-ordinators' training. Over past years several hundred people who occupy gender posts in institutions and organisations have been trained through the Gender Co-ordinators' course. The course consists of two workshops, which allows for follow-up work and the consolidation of skills and knowledge.



Activities

- Two Gender Co-ordinators' courses. The participants in the first course (Johannesburg, 12-14 June and 4 October) included people from Lesotho and Mozambique. Participants in the training also attended the mainstreaming seminar. The second course was started in Cape Town 13-15 November and will be concluded early in 2001.
- Gender mainstreaming seminar. A two-day seminar to share experiences and strategies for gender mainstreaming with government and NGO representatives, held 2-3 October. The seminar was part of a Getnet research project into gender mainstreaming in the Western Cape provincial government. A report is available.
- The first workshops on Gender and Government Budgets with new training materials produced in conjunction with the Women's Budget Initiative. Held in Cape Town 31 May-2 June and 16-17 November. (See Research, Materials Development and Publications on Page 16). The training confirmed the need to understand the government budget and budgeting process in order to lobby for gender equality. A workshop organised for the purpose of developing similar training materials for other Sadc countries fell through due to funding complications. It will now take place in early 2001.

MEN'S AWARENESS AND MASCULINITIES

Getnet was the first training organisation in the voluntary sector to initiate men's gender training. The men's training programme aims to enable men to play a positive role in organisational and institutional change. The approach followed emphasises that the transformation of power relations flows from partnerships between women and men.

Men's Gender Awareness Raising Workshops were introduced in all provinces between 1997 and 1999. Subsequently about 30 men were trained to present the Men's Gender Awareness Raising Workshop.

In 2000 a start was made with upgrading the training materials for the men's workshops to consolidate the programme. Research was commissioned into masculinity studies, including case studies of how masculinity plays itself out in SA institutions. This research will form part of a new package supporting future men's training workshops. It will be finalised in 2001.

Activities

- Two seminars on "Men and Organisational Change", held in Cape Town and Johannesburg. These were partly held for the collection of data for the research into masculinities mentioned above.
- A programme was delivered to Popcru, the police and prisons service union in May 2000. It focused on men's gender awareness and possible improvements to the union's gender policy.

A start was made with upgrading the training materials for the men's workshops to consolidate the masculinities programme.



Since the new Panel programme started, panel members have participated as trainers, researchers and report writers in 29 workshops, thus increasing Getnet's capacity to deliver services.

- A workshop under the theme Masculinity and Manhood in Harare in July. Getnet was invited to run this workshop at the Gender Equity, Democracy and Human Rights Conference. It was convened by the partnership between the Gender Studies Association and the Network of Southern African Tertiary Institutions Against Sexual Harassment.
- A presentation on Getnet's work with men at a conference in Caledon, Western Cape. This was an invitation from Oxfam Canada, the convenor of the conference.
- A Gender Awareness Raising and organisational intervention workshop, University of Lesotho, December 2000.

DEVELOPMENTAL TRAINING

The developmental training programme is a strategy of Getnet to replicate skills outside the organisation rather than expand the core of the organisation. Developmental training is offered specifically to external gender trainers, the members of Getnet's Panel of Trainers and prospective Panel members to improve their skills and extend their expertise. These training programmes strengthen the organisation's capacity to deliver programmes to its clients and also extends the pool of consultants able to work in the areas of gender and organisational change.

1. PANEL TRAINING

The Panel Training Programme is designed to provide for the ongoing training and development of a group of Getnet consultants. Since 1996 when the first training of the panel took place, Getnet depended on informed and available individuals who were prepared to undergo panel training. The assessment of the panel, however, indicated the need to address recruitment and membership of the panel on a more systematic basis. A new programme has subsequently been developed. The first programme started in 1999 and will conclude in 2001.

The essential feature of the new Panel Programme is its institutionalisation. The panel and its members now are part of a formally

defined programme that is marketed and promoted as a course for the development of skills and expertise for Getnet gender training and education consultants. It is assumed that this approach will make Getnet less dependent on the changing commitments of individual panelists by "growing" a group of gender consultants with a defined organisational relationship to Getnet, well-versed in Getnet gender frameworks and methodology and getting an opportunity to "learn and earn".

The course content has been standardised. It now covers gender awareness and gender education; organisational development and organisational transformation; mainstreaming gender equality in institutions, organisations and projects; gender analysis of policy; and networking and partnership building. Getnet is in discussions with the African Gender Institute at the University of Cape Town to obtain accreditation for the course.

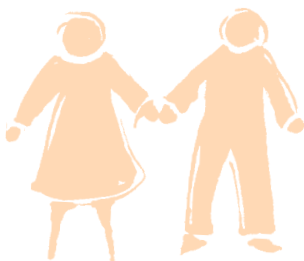
Since the new programme started, the panel members have participated as trainers, report writers and researchers in 29 workshops, thus increasing Getnet's capacity to deliver services. The Gender Co-ordinators' programme, which was previously facilitated by the Director, is now facilitated completely by members of the panel.

Activities

- The first two blocks of the Panel Training Programme took place in 2000. This involved two six-day training sessions. In 2001 the 16 trainees will move to the next stage of the programme, when they will "Earn and Learn" as trainee Getnet consultants. Each participant will be required to undertake at least three Getnet gender training assignments by October 2001.
- Panel members represented Getnet at networking activities.

2. TRAINING OF TRAINERS PROGRAMME

The aims of the TOT are to provide gender educators and trainers in organisations and institutions with knowledge, skills and resources to design, co-ordinate and facilitate effective gender education and training





The consultancy service is to be built up into a coherent wing with its own manager.

programmes in diverse settings. Through this training programme Getnet aims to increase the pool of gender trainers in the different provinces of South Africa. The TOT is open to those who have attended the men's workshop and the gender co-ordinators' programme.

In 1998-9 Getnet ran a three-part TOT course for some 20 trainees from different provinces. However, it was unable to garner enough support to run a programme in 2000. The new fee structure and a weak marketing strategy could have contributed to this poor response, but an assessment and the external evaluation both revealed other weaknesses, with the result that a decision was made to postpone the programme. A partnership has been confirmed with the African Gender Institute to run the course in the second semester of 2001. It will be accredited by UCT in accordance with its point system.

CONSULTANCIES

Since inception Getnet has received requests for a variety of consultancy services. These requests may be for one of the organisation's regular training modules (outlined in the Overview of Programmes on Page 8) or for specifically tailored services. Getnet also tenders for gender service contracts.

The services that are generally requested on a consultancy basis are gender awareness training, gender analysis of policy, implementation of national and international instruments, workshops



Getnet's networking activities nationally and in the region are vital for ensuring that the impact of interventions is lasting.

on gender and organisational change and designing strategies for gender equality. Costs and contracts are negotiated with individual clients.

During 2000 eight consultancy gender training contracts were undertaken – which proved Getnet's ability to acquire paid training and consultancy assignments from sectors other than the government. Most of the contracts were with new clients and were for gender awareness raising workshops. The trainings involved a total of some 200 participants.

The clients were:

- The GTZ/CEFE small enterprise network.
- The Irish volunteer organisation Apso which has an office in Johannesburg and operates in SADC countries. Apso was developing a gender policy for the organisation and the training was in support of that process.
- Popcru, the police and prison services union. The workshop focused on the union's gender policy and possible improvements to it.
- The OSW in the Eastern Cape provincial government. The workshop participants were Gender Focal Persons in the provincial government departments.
- Women on Farms. An awareness raising programme for farm worker and farm-based development committees.

- Lawyers for Human Rights. The participants were middle level managers in the organisation.
- Nipilar, a legal NGO. The participants were teachers and the workshop focused on building awareness on the implementation of Cedaw.
- Grassroots Educare. The workshop focused on integrating gender issues into an educare training curriculum. The participants were trainers/curriculum developers.

In line with the recommendation of the external evaluation, the consultancy service is to be built up into a coherent wing, with its own manager.

NETWORKING

Getnet maintains intensive networking activities in South Africa and the region and seeks out partnerships and co-operative initiatives with NGOs and government structures. These activities enrich the critical dialogue that is vital for the development of indigenous theoretical frameworks and methodologies, for developing effective strategies for the implementation of gender equality and for ensuring that the impact of interventions is lasting.

The partnership with the African Gender Institute was consolidated during the year with plans to co-host the Training of Trainers course in the second half of 2001. A partnership with





Unifem was re-established in a project to develop Women's Budget Training materials for the Sadc region. This project has been used to consolidate relationships with NGOs and participants from the Universities of Botswana and Zimbabwe. Through its masculinities programme and research, Getnet was able to work with AGI in its Sadc partnerships with universities in Lesotho and Zimbabwe. The AGI also allocated research space and associateship to the Director during her sabbatical.

Apart from the collaborative initiatives involving training programmes and materials development projects, a lot of other networking took place during 2000. Getnet also continued to network with individuals and organisations in the Sadc region.

Activities:

- The training manager was invited to give a lecture to graduate students at the University of Cape Town.
- The training manager was invited to a regional seminar on the results of sexual harassment research, organised for Sadc universities in Harare, Zimbabwe.
- Getnet was one of the organisations invited to attend a consultative meeting with the Oxfams and Novib.
- Building on the profile document of 1999, Getnet produced a visual presentation on the organisation and its work. It was introduced to a cross-section of its clients, partners and service providers at two successful functions in Johannesburg and Cape Town.
- Staff members attended the NGO Week organised by the South African NGO



A major addition to Getnet's training materials is a flexible package for the gender analysis of government budgets.





Coalition in September 2000. This was one of the main networking events of the year as the forum brought together different sectors of Getnet's target group. We put together an exhibition stall to market Getnet's activities for 2000 and 2001 and to promote and distribute the newsletter.

- Getnet staff participated in the Women's Day activities on Robben Island and at the Women on Farms Project.
- A gender awareness presentation was given to the University of Cape Town Health Sciences Faculty.
- Participation in the Adult Learners' Week activities.
- A Getnet staffer participated in a panel discussion on the role of men in ending violence against women. This event was organised by the Department of Social Development in Cape Town during the 25 days of activism.
- Participation in the evaluation and review of the SA National Machinery for Gender Equality and the Commission on Gender Equality.
- Getnet was selected to be among the NGOs to give research support to parliament's Joint Monitoring Committee on the Improvement of the Quality of Life and Status of Women in SA.

RESEARCH, MATERIALS DEVELOPMENT AND PUBLICATIONS

Getnet's research is mainly focused on programme development and staff capacity building. The external evaluator noted that this approach was entirely consistent with an organisation wishing to remain at the cutting edge of development. It also commended the organisation for its ability to identify research needs, but cautioned that effectively translating research findings into suitable materials development may be problematic because of the time constraints of Getnet's small core of staff.

During 2000 one materials development package was finalised and work started on

supporting materials for three programmes. Two issues of Getnet's newsletter, Network News, were also published.

Activities

- After a six-month pilot stage Money Matters: Gender and Government Budgets by the Women's Budget Initiative (WBI) and Getnet was finalised. It is a flexible package that can be used in a workshop that looks only at gender analysis of budgets or a workshop that looks at specific sectors (e.g. health, education or housing), at lobbying or at how government works more broadly. A further guide is to be developed for local government. A similar materials development project will be pursued in Sadc countries in 2001.
- A resource manual for gender training in local government was commissioned and will be available in 2001. This will help trainers to design workshops on various aspects of integrating gender into local government services, planning and organisational culture and practice.
- A guidebook on masculinities was commissioned. This resource will support Getnet's revised men's programme and will reflect some of the learnings from its past programme. The book will provide trainers and learners with conceptual footholds to develop a deeper understanding of masculinities in their lives, their workplaces and in wider society. Case studies will provide an opportunity for the learner to apply theoretical tools and think critically about masculinities in contemporary South Africa. It will encourage thinking on possible ways forward, towards remaking gender systems, masculinities and femininities more harmonious and free of violence to self and others.
- The elaboration of Getnet's gender analytical framework, The Framework on the Social Construction of Gender, which has been used and tested in the training of gender co-ordinators since 1995, is in progress. The Director started this work during her sabbatical in the second half of the year. It will become a training resource.
- Two issues of Getnet's newsletter, Network News, were distributed, in August 2000 and February 2001. The newsletter's mailing list consists of more than 600 individuals and organisations. The quality of the newsletter has improved with a decision to "theme" each issue. One of the issues, for example, focused on men and masculinities and the next issue will focus on the intersection of gender and race. The newsletter continues to be a useful tool in communicating with the network.
- Getnet's website was mounted in December 2000. It will play a vital role in the dissemination of information and linking up with other established local and international websites to access relevant information. This site is a work in progress; its design and standardised content needs further attention.

A guidebook on masculinities was commissioned. This resource will support Getnet's revised men's programme and will reflect some of the learnings from its past programme.



Upgrading systems and resources for delivery

Good progress was made with upgrading organisational policies and procedures and staffing arrangements.

During 2000 good progress was made with upgrading Getnet's organisational policies and procedures, staffing arrangements, administrative and financial systems and institutional resources and assets. The strategic planning of 1999 identified needs in all these areas that impact on the organisation's capacity to deliver a quality service.

An external evaluation of the organisation took place during the year. The report was adopted and released to funding partners and stakeholders in November 2000.

A consultant was contracted to develop a comprehensive funding proposal for 2001-2. The proposal was distributed in November 2000.

In March we started a phased programme of alterations to maximise available space at our new office premises. The June Board meeting took place in the newly refurbished seminar room.

FINANCES AND ADMINISTRATION

A financial consultant was contracted to assess the financial viability of the organisation. The recommendations made it possible for the Board to take important decisions with regard to long-term sustainability.

Financial management systems were strengthened through regular consultations with auditors and financial consultants. The administrative staff attended courses in financial management and administration which enhanced their skills in these areas. The rest of the staff underwent training in costing which has helped them to cost services more accurately.

The new office space and additional equipment and furniture have also played a role in improving efficiency in financial management and in the development of systems for information and resource management.

ORGANISATIONAL POLICIES AND PROCEDURES

The Board attended a workshop on good governance in non-profitmaking organisations. It was also decided to work towards creating a Board Development Plan, which will maximise Board members' contribution to the development of the organisation.

A new manual covering internal policies and procedures was drawn up during the year. The manual will guide office activities. It was adopted at the first Board meeting in 2001.



Adjustments were made to job descriptions, which were aligned with qualification levels and salary scales. Salaries were upgraded in line with South African and Western Cape levels. These changes have contributed to professionalisation and fairness in accordance with labour legislation. Job descriptions were also drawn up for positions that will be filled in future, e.g. for a communications and networking officer.

Work started on an appraisal system. It will be linked to staff development and objective determination of salary scale levels and increments. The final phases of the job description and appraisal system processes were postponed in order to include new staff appointments.

In 2000 Getnet started the staff development process with sending the Office Manager and Finance Administrator on a course in financial management for NGOs. The Office Administrator was trained in effective internet searching, which has helped the office with more effective service delivery.

STAFFING

New staff were appointed to increase Getnet's capacity. New posts that will be filled in future were also identified. There were staff promotions.

- One additional trainer was appointed, but she resigned soon afterwards.
- Elizabeth Schutter was appointed as programme administrator in May 2000. This position is crucial to the functioning of our programmes.
- A recruitment process started for a Communications and Networking Officer
- The Director went on a three-month sabbatical in July. This has been provided for in the conditions of service. During her sabbatical she started compiling Getnet's gender analysis framework used in the Gender Co-ordinators' training programme.



A Board Development Plan will maximise Board members' contribution to the development of the organisation.

A year of learning in the finance department

Although Getnet raised 18% of its income for the year, the aim is to strengthen the consultancy wing and to increase income to an acceptable level by 2001.

The year 2000 has been a year of reflection, repositioning and learning for Getnet, especially in the finance department.

We have invested in the upgrading of the financial systems which has boosted our financial reporting procedures in that it made reporting to funders far quicker and easier. Much thanks is owed to the financial consultants who supported us throughout this process and also contributed to enhancing the skills of the Financial Administrator.

It also was a strategic year for the organisation. Getnet underwent an evaluation which clarified the need for self-sustainability. Although we raised 18% of our income for the year, our aim is to strengthen the consultancy wing (an area that has not been fully tapped into) and to increase the income percentage to an acceptable level by the year 2001. We also succeeded in maintaining our reserves, which turned out to be a valuable resource in the upgrading of salary scales during the salary review of 2000.

Donor funding still is a crucial element of income in Getnet. Our funding income remained at the same level for the year.

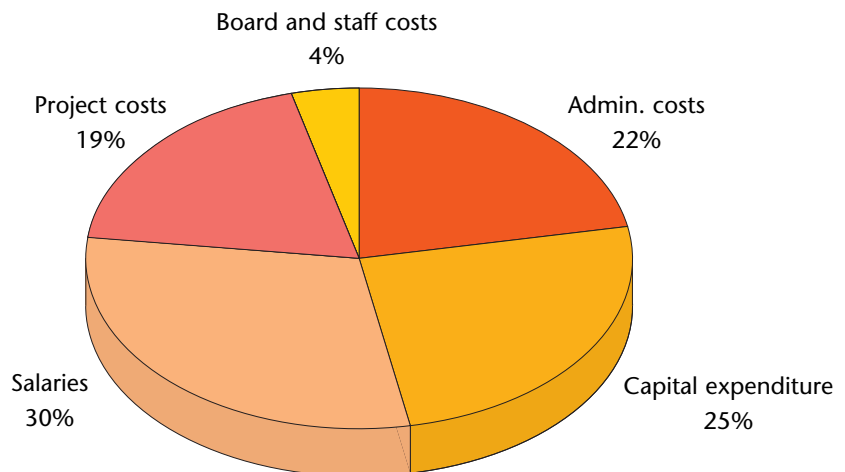
Although 50% of funding contracts ended in December, we received a commitment to enter into new contracts from existing funders.

Our activities for 2000 show a consistency in the monetary sense compared to 1999. All unspent funds are deferred to the following year.

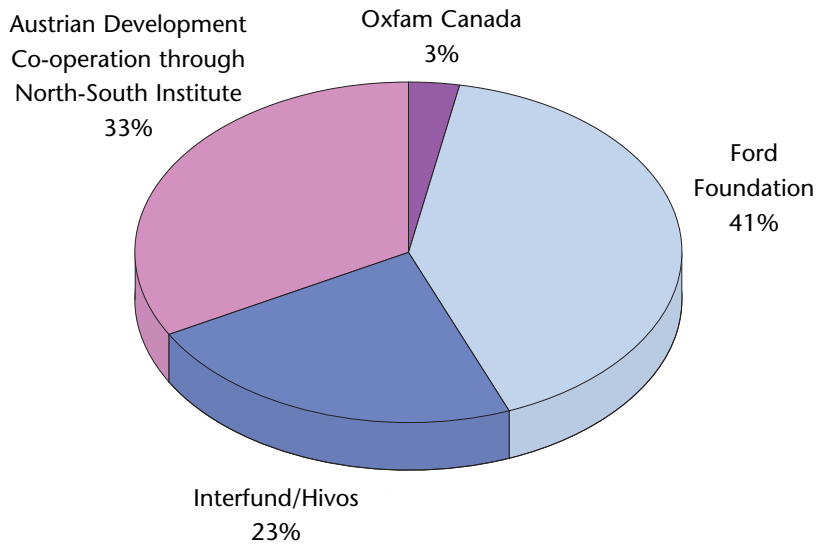
Getnet was privileged to receive funding for the purchase of its own office property. This was a dream that finally became a reality and we deeply appreciate the contribution made in this regard. The premises will serve as a future investment for the organisation and also be an invaluable source of security for staff. We still hope to convert part of the property into a training venue. This space is already being used for the meetings of the Board. We also want to give priority to making the premises accessible to disabled people.

Getnet is registered as Non-profit Organisation with the Department of Welfare. Attending the conferences and campaigns of the Non-Profit Partnership has strengthened our resolve in regard to a more enabling tax dispensation.

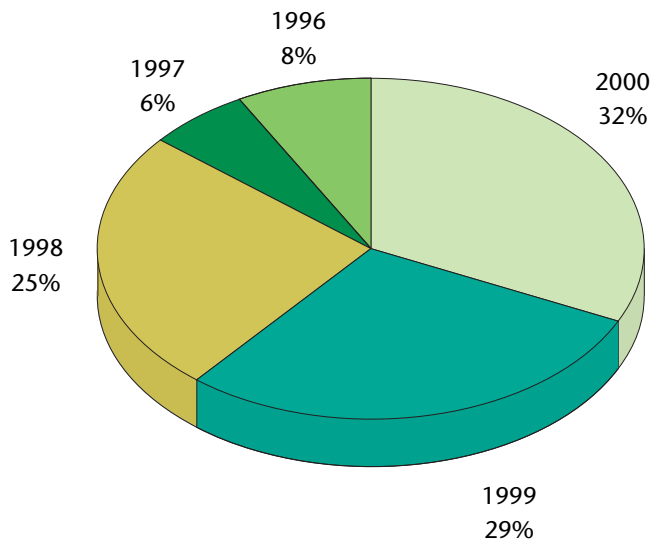
ANALYSIS OF EXPENDITURE 2000



ANALYSIS OF DONOR INCOME 2000



TOTAL INCOME GROWTH 1996– 2000



Getnet must exercise some important options soon if it wants to be more effective in its mission and secure its sustainability.

Sharpening focus and becoming more effective

“It’s quite glaring that we are focussing on gender issues and we are focussing on women. We replicate the shadow of women – taking on and taking on and we end up reproducing what we are fighting.”

– Getnet partner

The external evaluation of Getnet conducted during the year was comprehensive: covering vision and mission, values, strategies and programmes, and all aspects of organisational functioning. It affirmed the organisation as a respected, valued and “essential contributor” to the gender scenario in Southern Africa.

In her report the evaluator, Jan Webster, highlighted the fact that Getnet would need to exercise some important options soon if it wanted to be more effective in its mission and secure its sustainability. The organisation has credibility and is recognised for its professionalism, but it has also recently been described as “spread too thinly”.

Getnet was categorised as “an organisation edging its way out of the pioneer state and entering the bureaucratic stage”. This status is fully reflected in the challenges the organisation faces at management level, the report says.

It was suggested that if the “pioneer” (the Director) were to shift to head up the consultancy wing of Getnet and more core capacity was built on the training arm of the organisation through recruitment and internships, there would be more of an external orientation to the organisation. Such an orientation would be in line with the fundraising and marketing needs of the organisation. Getnet was also strongly urged to fully exploit its consultancy potential and to develop a sustainability and fundraising strategy, which would be one of the Director’s ongoing challenges.

The recommendations for 2001 are given under item 3 of this report. Other noteworthy observations by the evaluator include:

- If Getnet’s sees its key role as strengthening gender-sensitised civil society institutions to lobby business and government to shift their priorities, this would entail the necessity of actively building a strong women’s movement. Alternatively, if Getnet’s key role is to support the gender-sensitised growth and development of all three sectors of society to minimise their resistance to one another in relation to gender transformation, it must explore how this can be done in a more strategic way rather than responding to ad hoc requests from all three sectors.
- Getnet works mainly in the urban areas, despite its keen understanding of the needs of rural areas. Although the organisation explains this as being due to capacity constraints, the situation is linked to a lack of strategy for working in the rural areas. Getnet could be involved in training those with community presences such a community law officers, traditional leaders, etc.
- Having gained experience in various sectors, Getnet might need to focus more on one sector rather than on all three sectors, and deepen the experience. Alternatively, it might work in a holistic way with all stakeholders in a particular geographical area.
- Getnet at present does not understand the needs or the culture of the corporate sector. Before considering this sector as a “cash cow”, it has to have a concentrated market research project into needs in the corporate sector, and this could be linked to the Employment Equity Act. Again there is an opportunity to work in partnership with other service deliverers.
- If it wishes to deliver on the need for transformation rather than reform and if it positions itself as educators and trainers, then the organisation must establish more

structured links with those who can provide awareness raising, campaigning, lobbying and advocacy.

With regard to training, the report noted that Getnet was well aware of the fact that the thrust increasingly must shift from events to programme. Furthermore, it was becoming apparent that at many levels training had to take place separately for men and women, or for people occupying different power positions. This could, however, be seen as the first step towards integrated training, which should then lead to gender mainstreaming support.

Generally, the feedback on all Getnet's training programmes was that they were well organised; the training material was sufficient and useful; the delivery could accommodate people at different levels of ability; and trainers were experienced and understood the realities

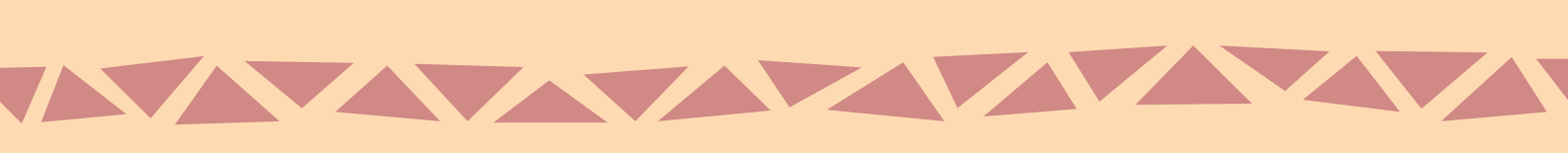
on the ground. The report recommends several ways in which the training could be sharpened.

Serious reservations are expressed about Getnet's developmental training programme, which the report describes as "a high cost with uncertain return". Among other things, it submits that the five-day Training of Trainers' course is not adequate to create gender trainers for organisations and that Getnet's staff capacity problem is not solved with the Panel Training process. It suggests that ultimately there is no substitute for increasing the core staffing of the organisation.

With regard to sustainability, the report says Getnet is well aware that its marketing and finance needs demand fairly urgent attention and that it also needs to develop a sustainability and fundraising strategy.

The feedback on training programmes was good but recommendations were made for improvements to most programmes.





There isn't much we can do to help with this situationthere isn't much we can do to help with this situation. There isn't much we can do to help with this situation.