

Alexandra GBVF Stakeholder Mapping Report- Expansion Sites



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Abbreviations

CCI	Centre for Communication Impact
CDP	Community Development Practitioner
CEM	Community Education and Mobilisation
CSO	Civil Society Organisation
DOH	Department of Health
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
FAMSA	Families South Africa
FCS	Family Violence, Child Protection and Sexual Offences Investigations Unit
GBF	Governing Body Foundation
GBV	Gender-Based Violence
GHJRU	Gender, Health and Justice Research Unit
HIV	Human Immunodeficiency Virus
IR	Intermediate Results
LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex and Asexual
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation and Reporting
MSM	Men who have sex with men
NPA	National Prosecuting Authority
OMC	One- Man- Can
OVC	Orphans And Vulnerable Children
RM&E	Research, Monitoring and Evaluation
SAG	South African Government
SAPS	South African Police Service
TCC	Thuthuzela Care Centres
TIP	Trafficking In Persons
TVET	Technical and Vocational Education and Training
UN	United Nations
USAID	United States Agency for International Development
VEP	Victim Empowerment Programme

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1. Introduction and Background

Evidence has shown that no single sector or organisation can adequately address all elements of Gender Based Violence and Femicide prevention and response. The Centre for Communication Impact (CCI) leads implementation of the 5-year USAID-funded 'Strengthening Local Governance to Improve Gender Based Violence Response' Project, also known as the Masiphephe Network. It is a Multi-Stakeholder Model for ending Gender Based Violence and Femicide (GBVF) which represents a holistic and coordinated approach aimed at working at different levels of society, and with multiple actors to prevent and respond to GBV. CCI works with the University of Cape Town's Gender, Health and Justice Research Unit (GHJRU) which is a research technical partner, together with six community partner organisations viz:

- Agisanang Domestic Abuse Prevention and Training (ADAPT) in the City of Johannesburg (Gauteng Province),
- Sonke Gender Justice (Sonke) in the City of Johannesburg (Gauteng Province),
- Ethembeni Crisis Care Centre (ECCC) in eThekweni Metro (KZN Province),
- Gugu Dlamini Foundation (GDF) in eThekweni Metro (KZN Province),
- Project Association Southern Africa (PSASA) in the City of Mbombela and Emalahleni local municipality (Mpumalanga Province).

The methodology of the project is based on the ecological framework that considers individual level risk factors, community and society level factors and, proposes a technical approach that examines and addresses the combination of risk factors that increase the likelihood of GBV in a particular setting. The ecological framework has gained broad acceptance and international recognition for conceptualizing violence, allowing for exploration of how individual and community level risk factors relate to each other and ultimately influence vulnerability to GBV. Project partners are supporting the implementation of the White Paper on Safety and Security (White Paper) and the National Strategic Plan on GBV and Femicide (2020-2030) (NSP). Approved and adopted by

Cabinet in April 2016, the White Paper seeks to (i) promote an integrated approach to community safety, crime prevention and violence; (ii) facilitate the objective of building safer communities in South Africa as set out in the National Development Plan (NDP); and (iii) facilitate an enabling environment for active community and civil society participation. The purpose of the NSP on GBV and Femicide is to provide a multi-sectoral, coherent strategic policy and programming framework to ensure a coordinated national response to the crisis of GBV and femicide by the government of South Africa and the country as a whole. The project is directly aligned with five out of six pillars of the NSP, viz: and (i) Accountability, Coordination and Leadership; (ii) Prevention Rebuilding Social Cohesion; (iii) Justice, Safety and Protection; (iv) Response, Care, Support and Healing; and (v) Research and Information Management.

Consistent with the Implementation Framework of the White Paper as well as the pillars of the NSP, the project also implements a package of technical and organisational development interventions to improve effectiveness and sustainability of the existing GBV coordination forums. Through the GBV forums, multisectoral action is being cultivated and sustained. The multisectoral coordination forums are using the guiding principles and core values of the Implementation Framework of the White Paper which are: (i) Equality in access, protection and services; (ii) Commitment of high-quality service; (iii) Integrated planning and implementation; and (iv) Evidence-based planning and implementation. The principles of the NSP on GBVF also guide implementation of the project and these include (among others) – (i) a multi-sectoral approach; (ii) active and meaningful community participation; (iii) visionary, gender-responsive and transformative approach; (iv) a human rights-based, victim-centred and survivor-focused approach; (v) intergenerational youth friendly approach; (vi) mutual accountability for changes; and (vii) inclusiveness, embracing diversity and intersectionality.

The overall goal of the project is “To reduce vulnerability to GBV through improved local governance and service delivery”. This goal will be achieved through the project’s

strategic objective which is to strengthen the capacity of local structures to lead, coordinate and manage a community response to GBVF prevention and mitigation.

CCI has noted that the selection of expansion sites for implementation of the programme cannot be uniformed across the four municipalities, because the opportunities of geographic expansion are different and are influenced by the prevailing networks, however the ecological model approach has the potential to harness the existing networks and appropriately inform and guide the selection of sites either by ward, Police Station Coverage, or Magisterial district coverage areas.

This report details the stakeholder analysis for CCI’s Community partner, Agisanang Domestic Abuse Prevention and Training (ADAPT) in Alexandra, City of Johannesburg (Gauteng Province)

The key document guiding this work is the CCI Stakeholder Mapping Strategy for Gender Based Violence and Local Governance Response Project. This document defines Stakeholder Mapping as “a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum. This process may also include visual representation of a stakeholder analysis, organizing the stakeholders according to the key criteria with which they will be managed during the project. Some of those criteria may include interest, influence, financial stake, emotional stake, and beneficiaries, those on the periphery who are still important enough to keep in the loop”.

Stakeholder analysis is a process of systematically gathering and analysing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or program

NOTE: In the previous stakeholder mapping process ADAPT mapped all stakeholders working in the Greater Alexandra Area. However during this second round of mapping only stakeholders that were excluded (Private Sector) will be mapped.

2. Project Expansion

CCI and partners identified the first ward where project implementation has been taking place from Year 1 of the 5-year project. Agisanang Domestic Abuse Prevention and Training (ADAPT) in the City of Johannesburg (Gauteng Province), like other community-based partners, is expected on an annual basis, to increase the number of project implementation sites by expanding to new municipality wards. However in the case of ADAPT, this presents a different expansion process. The previous mapping exercise done by CCI and ADAPT has but mapped all the organisations working in the GBV sector except the Private Sector Organisations. The main target group for this assessment are the Private sector organisations working on redressing GBVF in their respective wards/region (within Alexandra) where ADAPT is facilitating the implementation of project activities.

3. Rationale for Stakeholder Mapping

The mapping exercise is aimed at mapping organizations/stakeholders as well as prospective beneficiaries that are engaged in the process of mitigation and redressing the prevalence of GBVF in Alexandra. The mapping exercise will target stakeholders only (Private Sector), where programme implementation will be conducted and intensified from July 2020 to June 2023. As a result, the collected data will provide valuable background information that will inform initiatives to strengthen the response to GBVF. The

stakeholder mapping will also enable CCI, GHJRU and ADAPT to engage all relevant stakeholders and sustain collaboration with them through the regional/local GBVF Coordination Forums and Technical Working Groups. Through the mapping process, ADAPT aims to:

- To determine which stakeholders are most useful to engage with in selected expansion sites,
- Determine if there are any glaring gaps in expansion sites in the delivery of services to survivors of GBV,
- Assess existing coordination mechanisms including collaboration structures to addresses GBV in the targeted expansion sites and assess the resources communities can leverage on,
- Identify the stakeholders that participate in local collaboration structures and create partnership and working relations with them,
- Contribute towards the identification of existing community resources that can be leveraged to scale up and sustain successful community-based GBV prevention and response interventions,
- Build successful relations between key GBV service providers,
- Identify and collaborate with prospective beneficiaries,
- Utilize the mapping to create succinct information of the services, locations of stakeholders and the coordinates to locate the local of the stakeholders and
- Utilize the stakeholder information to upload on the USAID database as well as Safetipin (where possible).

4. Stakeholder Mapping Process

The GBV Stakeholder Mapping Strategy document outlines the process of how the stakeholder mapping process must be done. Based on this strategy, a mapping tool was developed and used in the initial mapping activities in 2018-2019. The mapping tool has been revised to make it more concise and to be easily applied primarily through online

(telephone) mapping, due to the COVID-19 national lockdown restrictions. CCI has identified a core group of mapping teams within each community partner – and these include: Project Managers, Project Facilitators and Community Mobilisers.

A virtual stakeholder orientation (training) session on the mapping tool was conducted with all community partners on 27th of July 2020 in line with the COVID 19 protocols. A one on one session (CCI and ADAPT Stakeholder mapping team) was held to afford the team an opportunity to ask clarity seeking questions and discuss practical implementation challenges and solutions.

ADAPT conducted a desktop research of private sector organizations/stakeholders which are engaged in the process of mitigating and redressing of the prevalence of GBVF in Alexandra.

Through a process of prioritisation based primarily on programme relevance and location of the organisation, a list of organisations and individuals to be mapped was finalized. A schedule of interviews (telephonic and face to face) was developed. Using the Masiphephe Network Stakeholder Mapping Tool, the ADAPT team conducted telephone mapping interviews. The data collection (interviews) were complemented with desktop research to gather additional information.

5. Stakeholder Data Analysis Plan

The stakeholder mapping strategy document asserts that key outcome of the mapping process must yield an understand of each potential stakeholder’s relevance and the perspective they offer, as well to understand their relationship to GBVF. This analysis plan will help clarify for a hierarchy of the critical or relevant stakeholders to work with and key insights about each. The following five criteria will help in this ranking as well as exclusion of stakeholders: -

- I. **Contribution (value):** Does the stakeholder have information, counsel, or expertise on GBV that could be helpful to CCI and its partners?
- II. **Legitimacy:** How legitimate is the stakeholder’s claim for engagement?
- III. **Willingness to engage:** How willing is the stakeholder to engage?
- IV. **Influence:** The team will determine how much influence the stakeholder has. CCI will clarify “Who” they influence, and “How” do they influence others).
- V. **Necessity of involvement:** The CCI team will conduct an analysis on whether the stakeholder could derail or delegitimize the process if they were not included and engaged in the Community Collaboration Network.

The analysis of the above five criteria will be used to create and populate a chart with short descriptions of how stakeholders fulfil them. A values will be assigned to each criteria (from low, me CCI embarked on a process of stakeholder identification through the community partners, then conducted rigorous individual stakeholder interviews using a standard mapping tool.

Stakeholder	Contribution Legitimacy	Willingness to Engage	Influence	Necessity of Involvement	Final outcome
Stakeholder 1	High: Knowledge in GBV is of value to CCI	High: Directly affected by CCI's GBV project activities	High: Proactive group that is already engaging	Low: Relatively unknown group	
Stakeholder 2	Medium	Medium	High	Medium	
Stakeholder 3	Low	Low	Medium	Low	
Stakeholder 4	Low	Medium	Low	Medium	
Stakeholder 5	High	Medium	Low	High	

Table 1 Stakeholder Analysis Criteria

A semi-structured questionnaire (Masiphephe Network Stakeholder Mapping Capturing Tool 2020) was used to probe and assess the GBVF work undertaken by various Private Sector stakeholders in Alexandra.

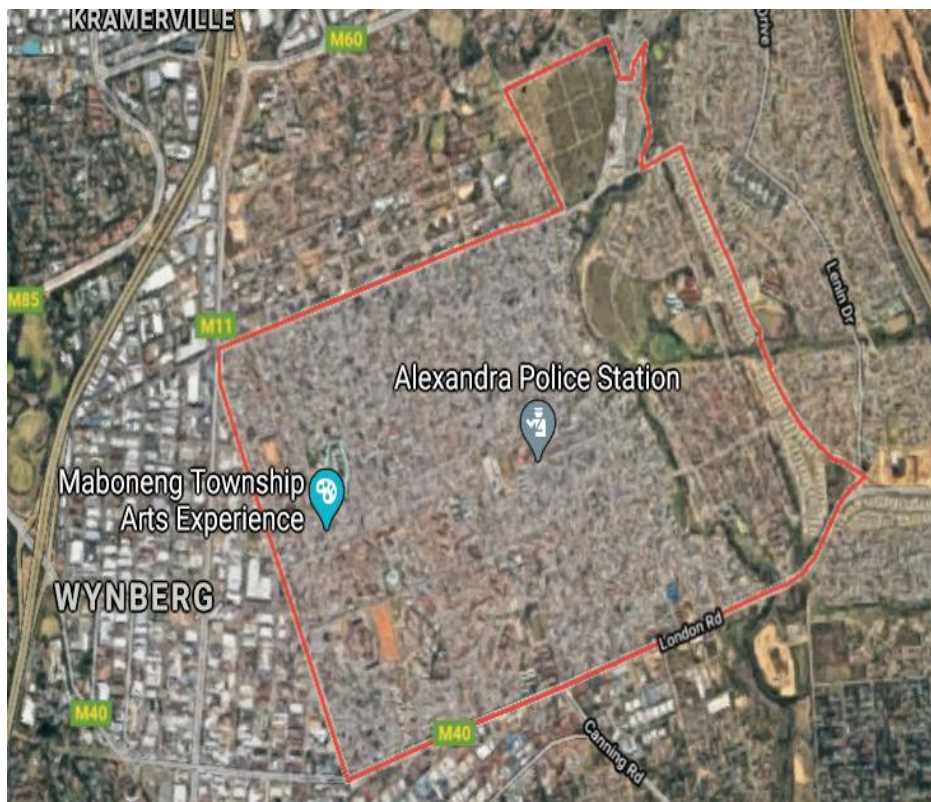
The stakeholder mapping commenced on 27th of July 2020 and was completed on the 19th of August 2020. The data was captured in Masiphephe Network Stakeholder Mapping Capturing Tool 2020 (excel spreadsheet). The Mapping tool was used to explore and understand stakeholders' roles, capacity, needs and willingness to participate in a collaborative structure. The following thematic areas were explored:

- Stakeholder Administrative Information
- Overview of the organisation
- Population served
- Resources needed to enhance their services
- Reporting of GBV cases
- Referrals and partnerships in service delivery and support,
- Current participation in GBV response and willingness to participate in a collaborative structure such as Masiphephe Network,
- Current challenges to coordination and collaboration,
- Recommendations.

6. Findings

6.1 Understanding the Population Served- Expansion Sites

Region E is home to many of Johannesburg's older established suburbs that lie along Louis Botha Avenue, It is also home to Alexandra, an old township with a significant place in South Africa's history. Its long-standing poverty was exacerbated by the violence of the political struggle that led to a democratic South Africa, and by a continuing influx of



informal settlers. Based on the 2011 Statistics South Africa, Alexandra's population was estimated at 179 624. The median age is 26 years and 33% of the households are women headed.

Figure 1 Map of Alexandra

The unemployment rate in Alexandra is estimated to be 47,6% of working age group. Alexandra has 2,4% of children under 14 years who have no living biological parents, this situation is compounded by the fact that a large percentage of them live in informal housing. These conditions increase the vulnerability of these children to violence, sexual assault and rape. Alexandra exhibits typical impoverished areas traits where the drivers of GBVF thrive, including informality, low levels of income, lower educational attainment especially of women as well as high number of female headed household. Though the

levels of child headed household is low across all the expansion sites, they are key in making these children especially girls to be vulnerable to GBVF and boys are driven to criminality and consequently women abusers.

6.2 Crime Statistics in the Expansion Sites

Table two below shows crime data reported to the Alexandra Police Station for the period 2010 through to 2020. There has been consistently high rape and murder rate reported. Alexandra is also experiencing high levels of Assault with intention to cause grievous bodily harm. It is safe to assume that in these numbers both the murder and Assault GBH contain GBVF.

ALEXANDRA POLICE STATION										
CRIME CATEGORY	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
CONTACT CRIMES (CRIMES AGAINST THE PERSON)										
Murder	73	58	76	78	68	65	71	90	87	95
Sexual Offences	243	214	276	258	219	179	164	191	144	180
Attempted murder	105	70	93	142	126	84	80	84	71	91
Assault GBH	847	860	810	928	792	756	509	587	518	633
Common assault	785	875	833	807	723	809	818	999	1 096	958
Common robbery	212	190	181	228	215	249	188	175	229	226
Robbery with aggravating circumstances	402	430	583	643	715	649	600	702	812	850
Total Contact Crimes (Crimes Against The Person)	2 667	2 697	2 852	3 084	2 858	2 791	2 430	2 828	2 957	3 033
Total Sexual Offences										
Rape	198	183	226	211	184	142	142	162	116	151
Sexual Assault	21	18	24	25	21	29	16	18	17	21
Attempted Sexual Offences	7	6	19	12	12	4	4	7	8	5
Contact Sexual Offences	17	7	7	10	2	4	2	4	3	3
Total Sexual Offences	243	214	276	258	219	179	164	191	144	180

Table 2 Crime Stats reported in Alexandra Police Station-Source SAPS Annual Crime report

6.3 Geo Location of Mapped Organisations

Table 3 below shows contact information as well as locality of the two mapped organizations.

Area	Name of organisation	Physical Address	Geo-Location	Contact Person	Type of Organisation
Alexandra Township	Greater Alexandra Tourism and Heritage Association	12th Ave, Alexandra, Sandton, 2090	Data Missing	Paul Maluleke	non-profit company
	Greater Alexandra Chamber of Commerce & Industry (GALXCOC)	17 Arkwright Ave, Wynberg, Sandton, 2090	Data Missing	Mapitsi Motsiri	Private Company

Table 3 Geo Location of Mapped Organisations

6.4 Description of Organisations Mapped

ADAPT has identified the following two organisations to be mapped and recruited to join the Masiphephe Network. The first organisation mapped was the Greater Alexandra Tourism and Heritage Association (GATHA). The association was established in 2015 as a non-profit company representing tour operators, tourist guides, hospitality establishments, travel agencies, events organizers, skills development facilitators, arts, culture and heritage. GATHA is a tourism association ensuring product packaging and marketing of tourism products, services and activities to stimulate local economic development within the greater Alexandra area. The Tourists meet the people of Alex and learn about its culture. They are provided with chauffeur-driven, bicycle or walking tours which are led from Gautrain stations or hotels around Sandton City, Rosebank and Midrand.

The second organisation mapped is the Greater Alexandra Chamber of Commerce and Industry (GALXCOC). GALXCOC is a member-based organisation and its mandate is to

advance the industrial, commercial and other economic interests of the business residents of the Greater Alexandra area. The Forum is made up of local Small, Medium and Micro Enterprises (SMMEs), within and around region E of the City of Johannesburg. It functions as an advisory body, where SMMEs are guided as and when needed regarding existing business opportunities in the different sectors. GALXCOC also prides itself for having strong Corporate Social Investment programmes. These projects aim to assist, benefit and empower marginalised individuals and communities. A case in point was the partnership they have developed with big business to supply food parcels and Vouchers to mitigate the impact of the Covid-19 on families in Alexandra. Their focus is building women's businesses.

6.5 Services provided by the organisation

Table 3 below shows the type of services the two organisations mapped are providing to their respective members as well as the broader community of Alexandra.

Greater Alexandra Tourism and Heritage Association (GATHA)	the Greater Alexandra Chamber of Commerce and Industry (GALXCOC)
❖ Assist with business development, and Compliance	❖ Company Registrations with CIPC
❖ Safety and security	❖ Point of service with SARS
❖ Establishment of women's tourism businesses	❖ Business Linkages (Create linkages with Corporate South Africa and other Organisations)
❖ Business trainings and Events	❖ Online Tender Access
❖ Assist with sponsorship, networking and funding for community projects.	❖ Skills Development

	❖ Broad Based Economic Empowerment Opportunities
	❖ Promoting SMME's to access funds from funding Institutions i.e. NEF, SEFA, GEP and NYDA.

Table 4 Services offered by the Organisations

6.6 Social /economic/ educational challenges

Both GATHA and GALXCOC pointed out poverty, unemployment, substance abuse and lawlessness as the typical social issues that the associations are faced with when interacting with the community. Alexandra township experiences sporadic acts of violence and these emanate from historical issues that were never fully resolved like heritage sites which were built where people reside. When the museum was built, people had to be relocated which caused many disputes to this present moment. There are crimes directed towards tourists. COVID-19 exacerbated GBV as men (breadwinners) are unable to provide for their families and drives them to be violent towards women and their children.

Women within these associations felt they are not afforded the space and respect they deserve as business people in their own right. Gender norms limit women when it comes to some tasks and job opportunities. Workplaces also present a big challenge as men do not respect women and expect romantic relations in the workplace.

6.7 Contribution to Addressing Social problems

Both organisations have programmes and projects that are geared to help address the social ills in Alexandra. The programmes include environmental issues, where working with Ward Councillors they organise clean up campaigns to improve aesthetic and wellbeing of the area. These organisations also work with other donors to fund their community outreach programmes such as Food Parcel distributions for destitute families. The GATHA also supports Early Childhood Development (ECD) centres with materials and resources to help them achieve their objectives. GALXCOC is working on

implementing an afterschool programme in the community to assist young people with entrepreneurial skills at a young age.

6.8 Population served by the Organisations

Name of Organisation	Organisational Focus	Young Women (18 –34 years)	Young men (18 – 34years)	Men (35 – 60+ years)	Children (below 18 years)	Families	Elderly	Immigrants	Sex Workers	LGBTQIA+	Gender non-conforming
Greater Alexandra Tourism and Heritage Association	Alexandra Tourism Business Development	8	8	8	8	8	0	0	0	0	0
the Greater Alexandra Chamber of Commerce and Industry	SMME Development	8	8	8	0	5	3	0	0	4	4

Table 5 Population Served-Mapped Organisations

Table 3 above shows the population served by the two organisations. These are ranked in the order of importance with 0 being not served, 1 being the least served to 10 being the most served population. Greater Alexandra Tourism and Heritage Association does not serve the elderly, sex workers, LGBTQIA+ and Gender non-conforming individuals. As posed to the Greater Alexandra Chamber of Commerce and Industry which does serve albeit to a limited extent the elderly, sex workers, LGBTQIA+ and Gender non-conforming individuals.

6.9 Prevention of Harassment at the Workplace

Greater Alexandra Chamber of Commerce and Industry has a programme where during an induction process new recruits and employees are educated about workplace etiquette and sexual harassment. There is however, no evidence of policies and procedures to prevent and mitigate sexual harassment in the workplace. The Greater Alexandra

Tourism and Heritage Association does not have processes, guidelines nor policies on GBV related matters. They requested assistance in developing systems that will help curb and mitigate GBV at the workplace and for their member organisations.

6.10 Challenges to implementing harassment prevention and employment equity

The Greater Alexandra Chamber of Commerce and Industry expects members to develop their own policies. The harassment issue that are reported to the association is mostly against Tourists and these are reporters to the police.

GALXCOC lament the lack of support from government departments such as Department of Social Development when they refer various cases to them including GBV. There is also a need for government to set-up paralegal services (probono services) for legal and psychosocial support where local SMMEs can refer to. To this end GALXCOC uses its own funds to support staff members through these processes.

6.11 Resources required- GBV prevention and response

Both organisations expressed a need for meaningful partnerships. There is a lack of capacity to mount effective GBV programmes. Both organisations expressed a need for the Masiphephe network to organise e-trainings for their members. The organisations are also keen to organise and participate in campaigns together with GBV response and prevention organisations, which will create awareness within the associations. A need for a structured referral system for legal and psychosocial support services was also expressed.

6.12 Referrals and Partnerships

GATHA has not referred anyone for GBV related services while GALXCOC has referred to most of their cases to the private sector. A need for a structured referral system for

legal and psychosocial support services was also a need expressed. Thuthuzela Care Centre (TCC) serving Alexandra is in Thembisa (35 minutes-drive away) and sometimes uses the Hillbrow Thuthuzela Care Centre (20 minutes-drive away)

- Both organisations indicated that they are not part of an existing network or forum on GBV and related programmes.

6.13 Willingness to Join the Masiphephe Network

Both GALXCOC and GATHA indicated their willingness to be part of the Masiphephe Network. GATHA, is of the view that participating in the Masiphephe network will help to link the fight against GBV and to entrepreneurship programmes. GATHA asserts that empowerment of women and the community can help mitigate the impact of GBV. They also proposed tours for GBV survivors, as these tours can be both educational and therapeutic.

6.14 Potential stakeholders relevance

Stakeholder	Contribution Legitimacy	Willingness to Engage	Influence	Necessity of Involvement	Final outcome
Greater Alexandra Tourism and Heritage Association (GATHA)	High	Medium:	Medium	High:	
Greater Alexandra Chamber of Commerce & Industry (GALXCOC)	Medium	Medium	Low	High	

Table 6 Analysis of the Mapped Stakeholders

Greater Alexandra Tourism and Heritage Association (GATHA), has high legitimacy as, it is an association of organisations with a common purpose and is rooted in the history and development of Alexandra. The organisation has expressed unequivocal willingness to be part of the Masiphephe Network. With GATHA joining the network, the programmes of Masiphephe will be enriched and can have a bigger reach. GATHA has diverse

membership across different sectors, more importantly licenced liquor retailers such as Taverns and Sheeben.

Greater Alexandra Chamber of Commerce & Industry (GALXCOC) has diverse membership and also works with individual job seekers especially women. The organisation has a good working relation with the community through their ongoing support of families in distress, the organisation has existing network with big business, which they partner with in some of their community outreach programmes.

The participation of these organisations in the Masiphephe network will present an interesting challenge to ADAPT's new programmes that take into account that these organisations are primarily for profit making and GBV mitigation and response will be secondary.

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