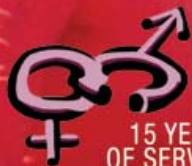




GENDER LINKS
FOR EQUALITY AND JUSTICE

2016

Annual Report



15 YEARS
OF SERVICE

GENDER LINKS
FOR EQUALITY AND JUSTICE

WHO WE ARE

Formed in **March 2001**, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa, that promotes gender equality and justice across the fifteen countries of the Southern African Development Community (SADC) region. GL is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development. GL's Vision 2020 is of:

- An independent, strong, vibrant, principled self-sustaining organisation guiding

Southern Africa to a free, democratic region based on equity for all.

- A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.
- A leading African NGO and globally renowned centre of excellence on gender.
- An organisation with deeper roots.
- An organisation with two wings: one not for profit and the other generating income to help sustain the organisation.



CONTENTS

02	FOREWORD
03	WHY WE EXIST
04	HOW WE WORK
05	WHO WE WORK WITH
06	WHAT WE DO
08	WHO WE REACHED DIRECTLY
10	WHO WE REACHED THROUGH THE MEDIA AND SOCIAL MEDIA
12	HOW WE MEASURE RESULTS
13	WHAT WE HAVE ACHIEVED
14	ALLIANCE
16	GENDER AND MEDIA
18	GOVERNANCE
20	GENDER JUSTICE
22	WHERE WE WORK
23	BOTSWANA
24	LESOTHO
25	MAURITIUS
26	GENDER LINKS ORGANISATION CHART
28	MADAGASCAR
29	MOZAMBIQUE
30	NAMIBIA
31	SWAZILAND
32	ZAMBIA
33	ZIMBABWE
34	HOW WE ARE RUN
35	WHO FUNDS US
36	MIND THE GAP
37	SUSTAINABILITY STRATEGY
38	INSTITUTIONAL EFFECTIVENESS
39	BIRD WITH TWO WINGS
40	GL COTTAGES & SERVICES OVERVIEW
41	GL SERVICES
43	FINANCIAL REPORT



FOREWORD



Emily Brown

“

“GL should take time to reflect on the knowledge it has generated to begin a new cycle or to regenerate itself with this knowledge base - the Barometer, media publications, Roadmap to Equality.” - *Organisational Evaluation, 2016*

2016 will be remembered at Gender Links as the first year of the Post 2015 Agenda, and also a year of major realignment for us. The closure of the first phase of the Netherlands Fund for Leadership Opportunities for Women (FLOW) Fund heralded a downward spiral in bilateral donor funding that will hit us even harder in 2017 as our UKAID and Sida funds also come to a close.

Drought and resilience is both a reality in our region and a metaphor for what we are experiencing. When drought hits, the hardy plants do not just wilt and die. Their roots dig deeper, just as we are called on to go back to our core values.

While we have had to scale back we have sought to retain GL's core programmes, our flagship work on the SADC Gender Protocol; gender and local government as well as gender and the media. We are working smarter on many fronts. For example, instead of trying to run major GBV indicators research, these projects are now run on demand. The advantages are two-fold: governments raise the funds, and they own the results.

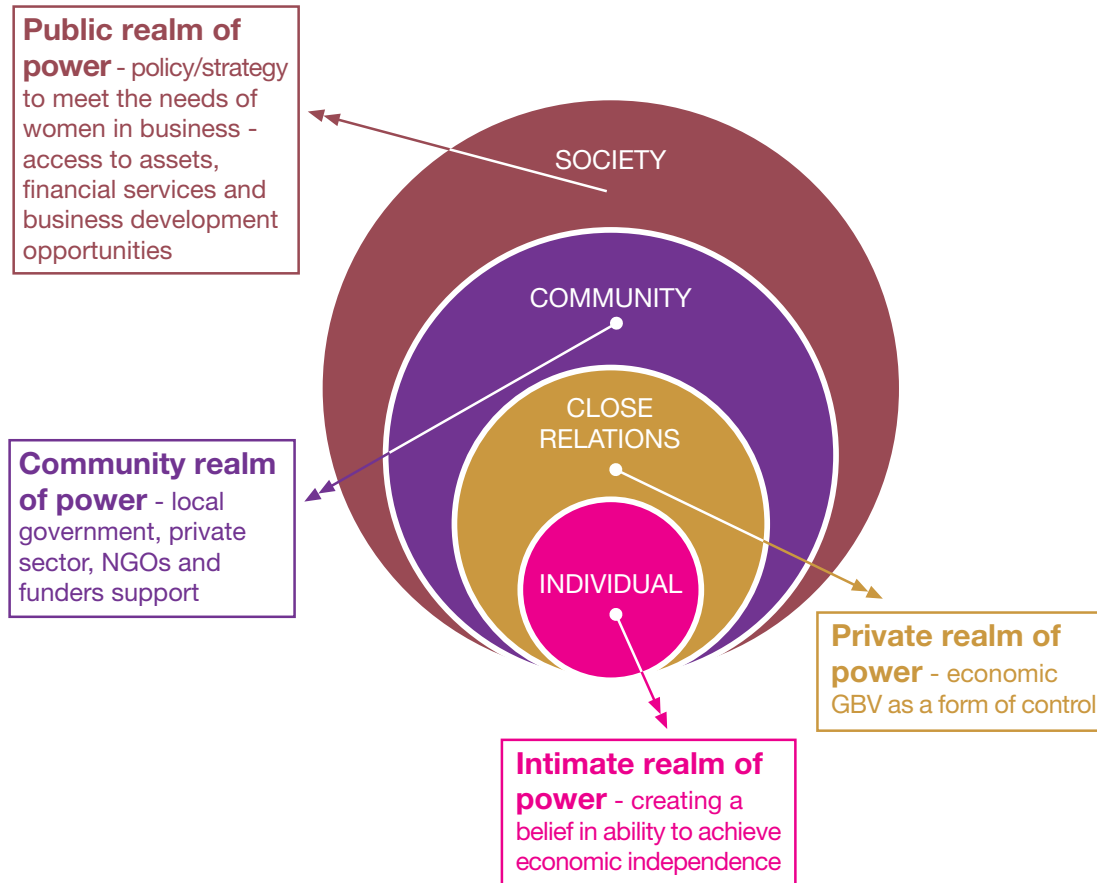
Now more than ever before we are grateful that the founders of GL had the vision from the outset of a “bird with two wings.” GL Cottages, GL Services and GL Resources accounted for 15% of our income in 2016. This proportion is likely to be even higher in 2017. The funds may be less, but the balance will be better.

The key lesson is that none but ourselves can determine our future. We must continue to lobby for funding for Women's Rights Organisations in the global south. But we must also diversify our funding base, cut our costs, and be much more innovative about the way we work.

I take this opportunity to thank the Board, Staff, CEO of Gender Links for their incredible hard work, loyalty and resilience. To our partners and funders, we would like to assure you that our resolve is as strong as ever. As our GL anthem goes, *we shall continue with a sense of pride!*

A handwritten signature in dark ink, appearing to read 'Emily Brown'.

Emily Brown
Chairperson

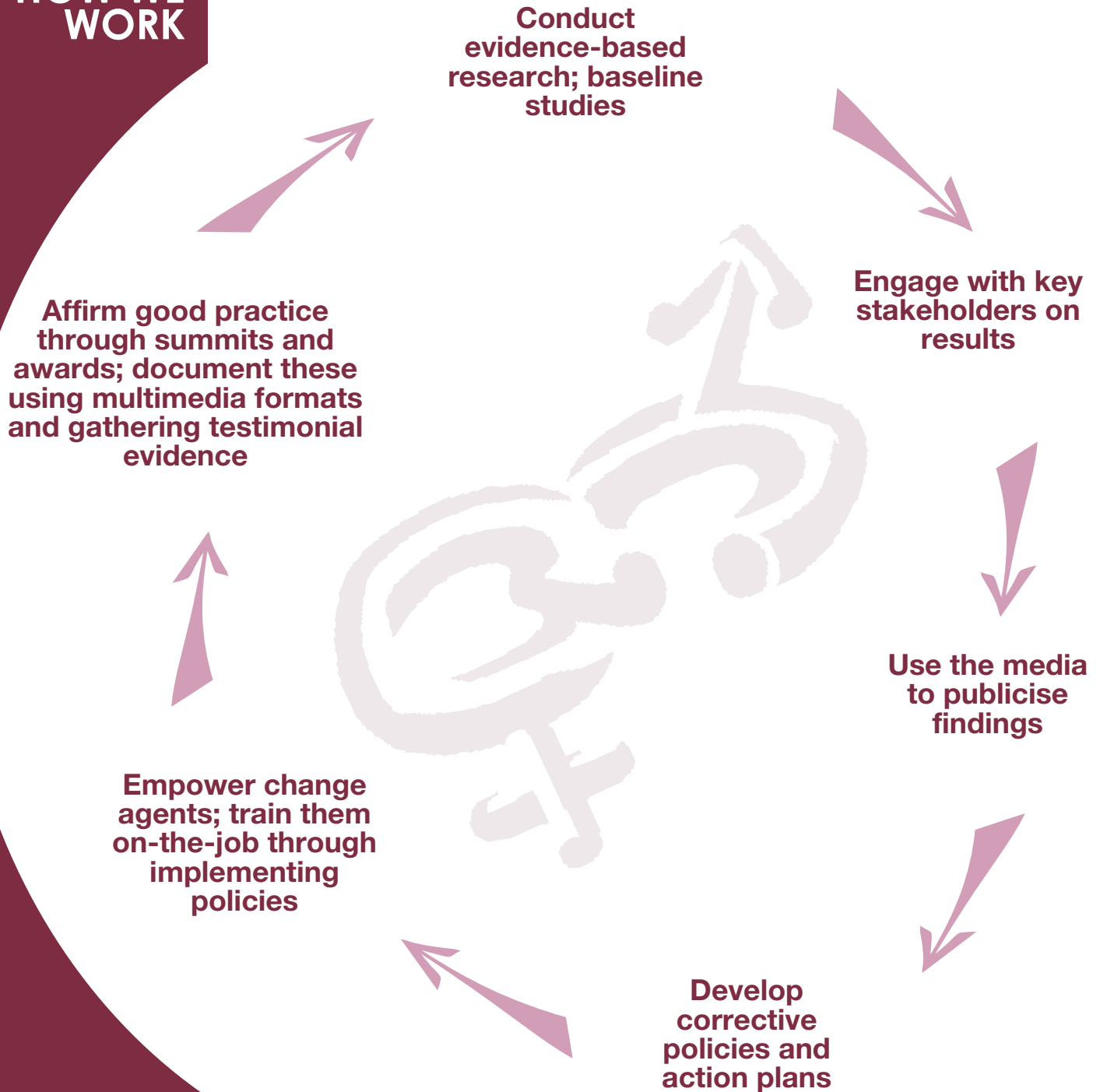


“GL's Theory of Change targets the individual, household, community and policy level

Of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting of all. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality is a *global phenomenon*. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives – under their fathers, husbands, even sons, and as widows subject to male relatives.

GL's Theory of Change recognises that gender is the most cross-cutting of all forms of inequality and exclusion. GL works from individual, to household, to community, to policy level to bring about change.

HOW WE WORK

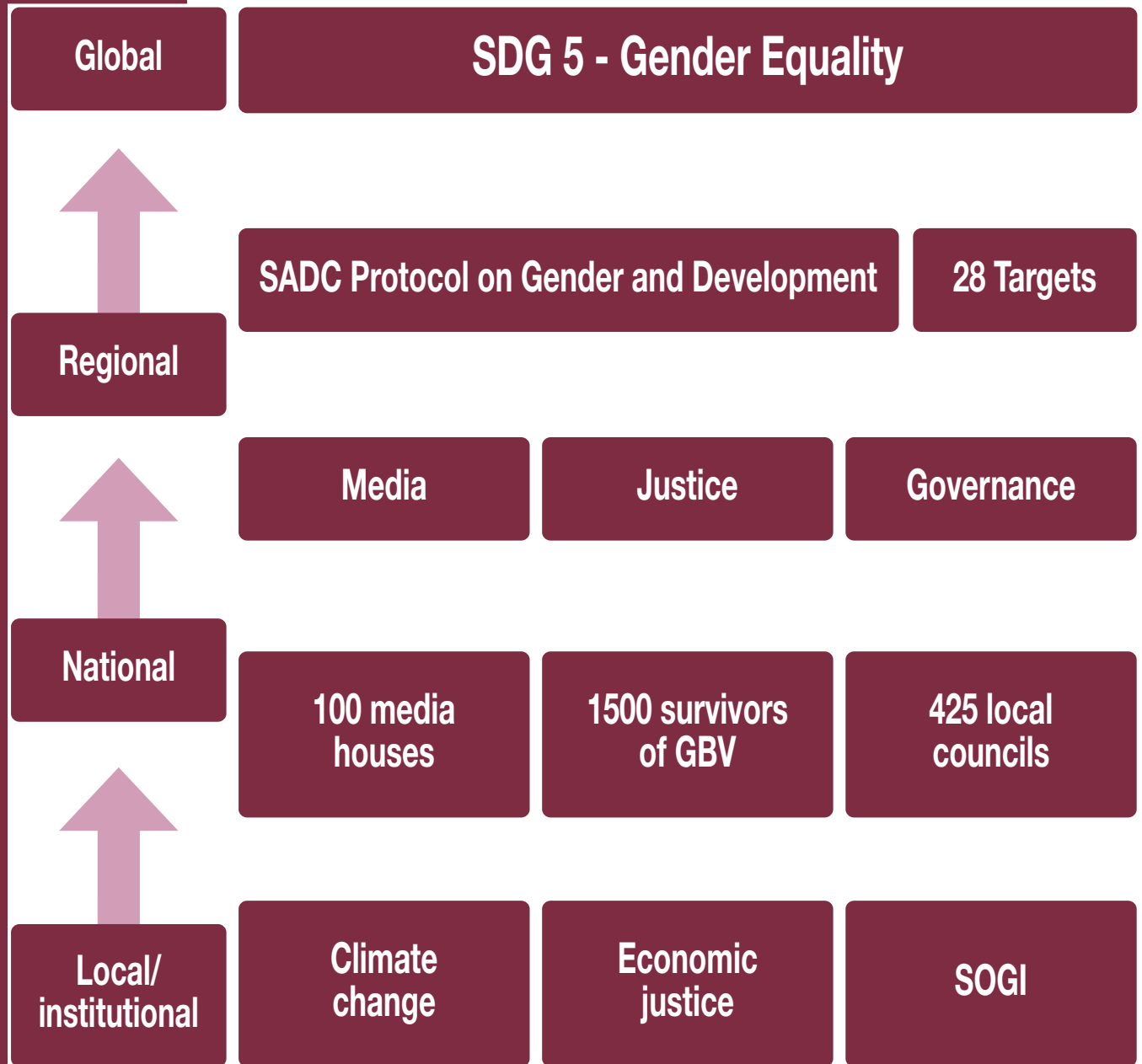


Described in an evaluation as a “small organisation with a large footprint,” GL has a web of close to 600 partners, with 150 formal MOUs. Through its media and local government COE work, GL has over 500 institutional partners. There are 25 civil society partners in the Alliance, and these connect with hundreds more NGOs, CBOs and Faith Based Organisations (FBOs) on the ground. GL also partners with ministries of gender and local government. GL is

partnering with the Southern African Broadcasting Association (SABA) in a Gender and Media Summit. GL chaired the Global Alliance on Media and Gender (GAMAG), is a member of FEMNET and of the Women's Major Group. GL shares learning with partners at annual SADC Protocol@Work Summits. In 2016, GL held consultative meetings with Alliance and local government partners in all SADC countries on the Post-2015 agenda.

Partner category		Collaboration and sharing
International		
UN Women, Women's Major Group	Work on the Post 2015 indicators and mapping for CSW 59, 60 activities.	
African		
FEMNET	Preparations for CSW, participation in the Common Africa Position processes, preparation for the Beijing+20 review.	
Regional		
Regional blocks	In 2016 GL provided technical support to the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) to launch the first East African Community Barometer.	
SADC Gender Protocol Alliance	Mobilise Southern African civil society for the SADC Gender Summit and Post 2015 position. Strengthen the women's movement in Southern Africa through country level meetings and partnerships with gender machineries. Research on the progress made in implementation of the protocol through the barometer.	
SADC Gender Unit	While continuing to hold governments accountable through the annual SADC Gender Barometer, GL has moved into high gear mobilising for strong targets and provisions in the SADC region on gender equality Post -2015. GL collaborated with the Gender Unit during the review of the SADC Gender Protocol in October 2015.	
SADC CNGO	Strengthening the SADC We Want position through gender responsiveness, collaboration at the SADC civil society forum and Heads of State summit.	
Gender CC	Research on gender and climate change, leadership in the Alliance climate change cluster.	
National		
National governments	Research through barometers, development and costing of gender action plans, SADC gender Protocol summits and gender based violence indicators research.	
Media houses	GL is currently working with 107 media houses which are building their capacity to ensure that they carry out gender sensitive reporting. GL is a member of a global Alliance on media (GAMAG) which is strengthening efforts to amplify gender and media targets in the post 2015 agenda.	
Local		
Local government	Local actions in 425 council to mainstream gender in service delivery. MOUs with local government associations and Ministries of local government.	
Faith based organisations	Partnerships through Norwegian Church Aid (NCA) during the SADC Gender Protocol Summits, sharing best practices on mobilising through the FBOs. Capacity building through workshop participation on Post -2015 and climate change. Coalition building through MOUs and special thematic cluster on FBOs in the Alliance structure represented by NCA.	

PROGRAMME OF ACTION



At the policy level, GL coordinates the **Southern African Gender Protocol Alliance** that campaigned for the adoption of this unique instrument in 2008. Originally aligned to the Millennium Development Goals, the Protocol brings together global and international commitments to gender equality. In 2016, the Protocol was aligned to the **Sustainable Development Goals**. GL and 25 partners produce an annual **Barometer** tracking progress towards attaining gender equality in SADC. GL integrates the targets of the Protocol into its cutting edge work on **gender and the media** that includes research, monitoring and on-the-job training of journalists. GL also uses the media to get information to

a wide variety of audiences. In its **gender and governance** work GL spearheads the 50/50 campaign in the region, with a special focus on local government where GL works with councils in ten countries on gender responsive budgeting and service delivery, with new areas like Sexual and Reproductive Health and Rights as well as Climate Change enriching this model. Pioneering work on the Sixteen Days of Activism campaign in the **gender justice programme** has expanded to include 365 day action plans to end gender violence; gender prevalence and attitude surveys in seven countries; and ground-breaking work on **ending violence and empowering women: community by community**.

**Ending
violence and
empowering
women:
community
by
community**



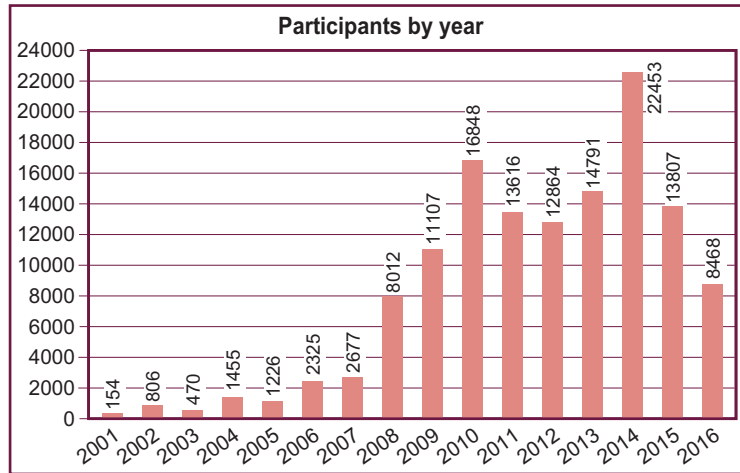
GL Board and CEO: Magdeline Madibela (Botswana); Pat Made (USA/Zimbabwe); Mbuyiselo Botha (South Africa); Loga Virahsawmy (Mauritius); Rethabile Pholo (Lesotho); Emma Kaliya (Malawi); Ntombi Setshwaelo (Botswana); Colleen Lowe Morna (CEO- Zimbabwe/South Africa); Emily Brown (Chairperson - South Africa/Namibia); Martha Cumbi (Mozambique).

WHO WE REACHED DIRECTLY

“

"In my community I have become a source of inspiration among other women through the entrepreneurship project. I always make an effort to share the information that I gain from the workshops that I attend with the women who come to my farm. These workshops have benefited me and I want that information to benefit other women as well."

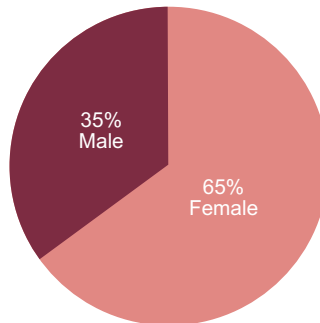
Ellie Nowases from Arandis Town council in Namibia



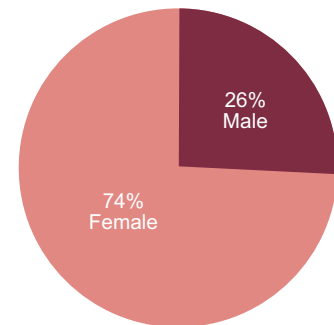
In 2016 GL managed 392 events (compared to 483 events in 2015, a 19 percentage point decrease due to lower funding). GL reached a total of 8468 participants directly, compared to 13807 participants in 2015.

In 2016 GL reached a total of 8468 participants with Botswana recording the highest number of workshop participants. The decrease in number of participants reached since 2014 has a direct correlation to reduced number of events done. Since 2001, GL has reached 131,079 beneficiaries directly through its programmes work. Since 2001, GL has reached 131,079 beneficiaries directly through its programme work.

Proportion of male and female participants between 2001 and 2016



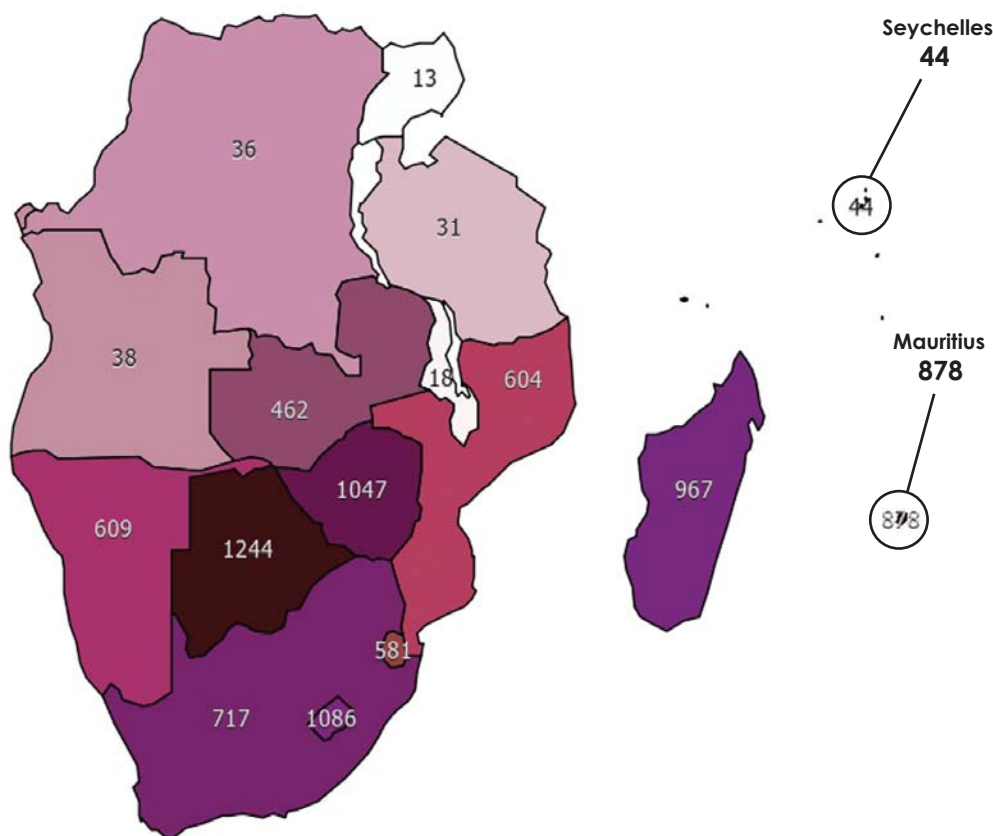
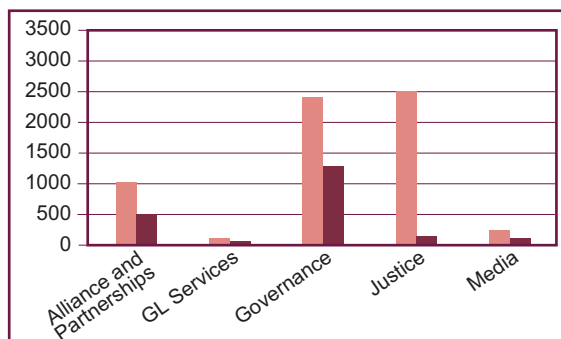
Male and female participants 2016



Overall men comprise 35% of participants reached. In 2016, however, men comprised 26% of all beneficiaries. This proportion is lower in 2016 because of GL's programme on training women survivors of gender violence on entrepreneurship (the programme focuses specifically on women).

2016 Participants by programme area

The Governance and Justice programme, which focuses on local government and entrepreneurship work respectively, reached the highest number of beneficiaries. The Alliance programme reached 1574 people, while the Media programme reached 317 participants.



2016 Participants by country

At 1244, Botswana reached the highest number of people, with 85% being women. This was followed by Zimbabwe (1047) and South Africa (717).

**Governance
and
Justice
programmes
reached the
highest
number of
beneficiaries**

**Botswana
reached
1244
people
(85%
women)**



WHO WE REACHED THROUGH THE MEDIA AND SOCIAL MEDIA

4115
Facebook
page
likes



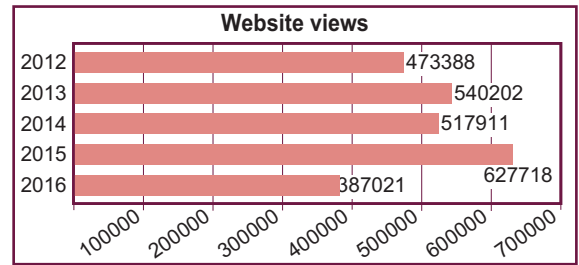
675

Our communication strategy ensures that a high number of people are reached through various online platforms. Over the last few years, including the one under review, there has been an emphasis on using the website, Facebook and Twitter to profile the organisation and its work.

Country	Sessions
South Africa	48,868
Kenya	19,236
United States	12,224
Zimbabwe	8,289
(not set)	7,720
Zambia	7,357
Mauritius	5,821
United Kingdom	5,272
Netherlands	4,908
Mozambique	4,660

Social Media

Twitter followers increased steadily by 343 followers from 3455 in 2015 to 3798 by December 2016. The account gained an average of 29 followers per month over the year. By December 2016 GL had accumulated 4115 Facebook page likes on its main page. This is an increase of 675 from the 3440 recorded in December 2015. This shows the page grew by an average of 60 followers per month. Adding the 10 country pages to the following, GL had a total of 10 797 likes on facebook by the end of 2016.

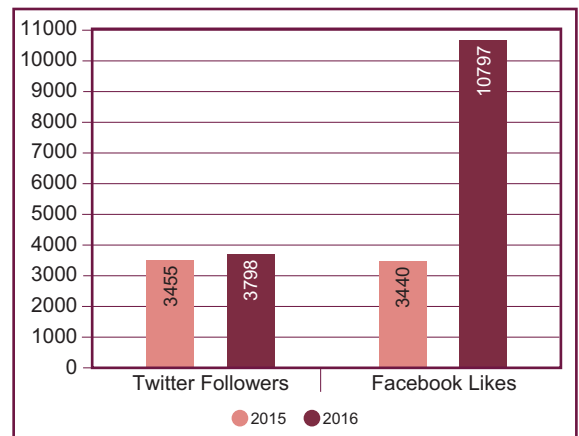


GL Website Page views 2012-2016

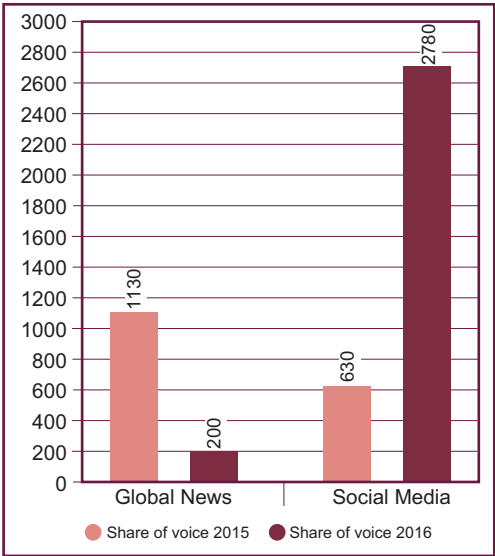
During 2016, GL had a total of 387,021 page views for its website. This is 38% lower than 2015, partly due to the migration to a new more modern platform in the year under review. 79% of visitors were new users compared to 21% being returning users.

Origins of page views by country

48,868 views come from people based in South Africa, accounting for 27% of the total page views for the website. Seven (7) African countries have made it onto the top ten countries to access the GL website.

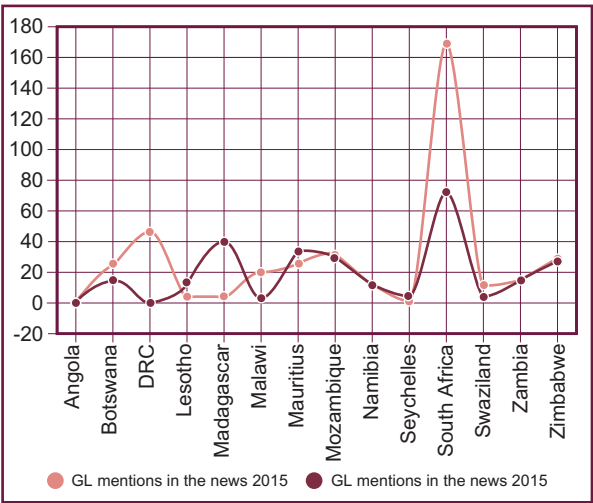


The Twitter and Facebook accounts both have high levels of engagement and interaction with many of its followers. Here is an example of one of the top posts on the GL Facebook.



GL continued to maintain its online presence through mentions in online content. These mentions are divided into online editorial and social media mentions. In 2016 GL experienced a complete turnaround in the share of voice between social media and online news. With the discontinuation of GL's Opinion and Commentary Service that targeted mainstream media, mentions in the news in 2016 dropped to one fifth the 2015 level. However, mentions on social media quadrupled in the same year, showing that GL made up for its absence in the mainstream media through significant growth in its social media footprint. This is consistent with media trends.

Overall GL mentions in the news in all countries declined in 2016 compared to 2015. This is partly accounted for by the decrease in the number of events; the fact that in 2016 GL did not have a regional SADC Protocol@Work summit due to funding cuts, and the suspension of the GL Opinion and Commentary Service. South Africa, where GL is headquartered, had the highest GL media mentions in 2016. Through its blogs, GL had its largest footprint online, followed by print, TV and radio.



2016

Online 159

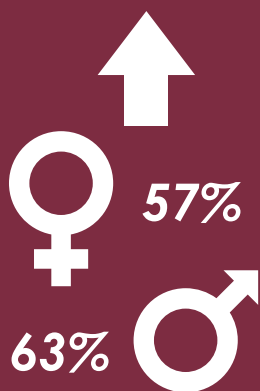
Print 43

TV 23

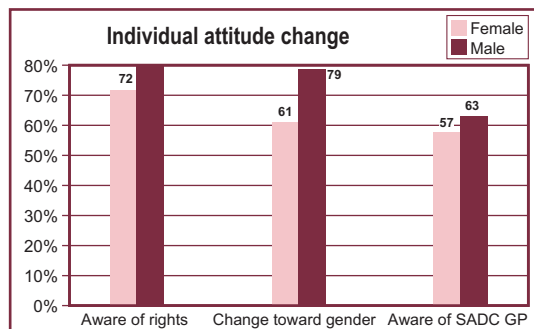
Radio 12

HOW WE MEASURE RESULTS

SADC Gender Protocol awareness

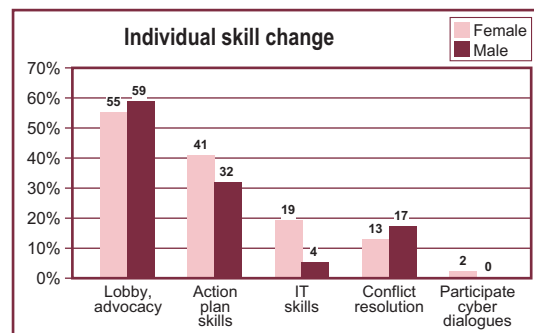


GL has shifted from a simple focus on Monitoring & Evaluation to Results for Change including learning, knowledge, innovation and Value for Money. GL tracks all its activities on Epi Info and has developed a range of online score cards, media monitoring tools, a Gender Progress Score and a Gender Empowerment Index for assessing its work. GL gathers "I" stories or first-hand accounts, Drivers of Change and Emerging Entrepreneur profiles housed in data bases and multi-media formats on the website.



In 2016, GL analysed 610 Drivers of Change profiles to find out what had changed in the lives of these individuals. 80% of the women said they had become more

aware of their rights compared to 72% men. On the other hand 79% of the men said they had changed their attitude towards gender, compared to 61% women. This is consistent with GL's Theory of Change, that seeks to empower women to claim their rights, and men to change their attitudes. Both women (57%) and men (63%) said they were now more aware of the SADC Gender Protocol.



Women and men acquired kinds of skill through the training offered by Gender Links, with some important differences. While men ranked lobbying and advocacy and conflict resolution most highly, women rated action planning and IT skills more highly.

"After attending the Gender Links training I developed a passion for this business so much so that I decided to take my business seriously. I saved all the income generated and I kept business records. Now my business has grown and I have gained high self-esteem and that makes me believe in everything I do.

" Olebile Moesi from Serowe in Botswana

"In my village I am a role model, especially amongst the women whose partners' attitudes I have managed to change. Some people say I have become like a woman, but that does not really bother me because I want to see the village change for the better. I am looking forward to changing more people's attitudes."

Majalle Majalle, Councillor, Lesotho

A group of five women are standing in front of a banner for the Mail & Guardian. The woman in the center is holding a framed copy of the 'Green Paper on Gender Equity'. The banner behind them features the Mail & Guardian logo and the text 'MAIL & GUARDIAN' and 'GREEN PAPER ON GENDER EQUITY'. The women are dressed in a variety of styles, including a black dress, a colorful patterned top, a blue blazer, a black blazer, and an orange dress. The background is a dark banner with the Mail & Guardian logo and the title of the report.

Page 13

ALLIANCE



Sifiso Dube
Alliance and Partnership Manager



Lucia Makamure
Advocacy and Network
Building Coordinator



The SADC Gender Protocol Alliance (the Alliance) is a coalition of 15 national gender networks and five regional organisations that promote gender equality. Established in 2005 to campaign for a regional binding instrument on gender equality and later its review in line with the Sustainable Development Goals, the Alliance 'works in five clusters (Governance, Economic Justice, Sexual Reproductive Health Rights (SRHR), Media and ICTs Climate Change and Sustainable Development. These resonate with the feminist demands for voice choice and control in the new world order. Key achievements in 2016 include:

Adoption of the Post 2015 Protocol

The Alliance together with UN Women provided technical support to the review of the SADC Protocol on Gender and Development to bring it in line with the Sustainable Development Goals (SDGs), AU Agenda 2063, and Beijing Plus Twenty.

Development of the MER framework for the Protocol

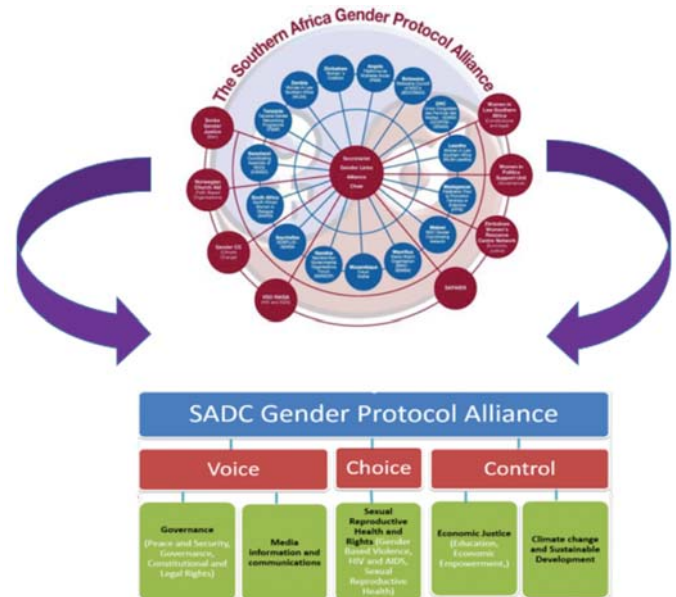
The Alliance developed draft indicators for the revised Protocol shared with the SADC Secretariat as it developed the Monitoring, Evaluation and Results Framework to go with the Protocol. The SADC Gender Protocol is the only SADC Protocol with such a framework.

Review M and E tools in line with the Post 2015 SADC Gender Protocol

The Alliance reviewed the Citizen Score Card and Knowledge Quiz in line with the updated SADC Gender Protocol. The CSC has been expanded to include the 40 key provisions of the Gender Protocol (for which there are now no specific timeframes), but covering all ten sectors. The SGDI will be reviewed in time for the 2017 SADC Gender Protocol Barometer.

“

“The reason we have come so far on gender in this region is because of the dynamic relationship between gender ministries and the Women's Rights Organisations,”
Botswana NGO Council Chair
Monica Kethusegile





Zimbabwe Minister of Women Affairs, Gender and Community Hon Nyasha Chikwinya launches the 2016 Barometer with SADC Gender Protocol Alliance chair, Emma Kaliya and Gender Links CEO, Colleen Lowe Morna during the Alliance cluster meetings held in Harare, November 2016.

The 2016 Barometer and Attitude Survey:

The 2016 Barometer featured the first ever regional gender attitudes survey report. The fifteen countries of the Southern African Development Community (SADC) scored 53% in the Gender Progress Score (GPS) administered by Alliance networks to over 46,000 respondents for the 2016 Barometer.

This ranges from 45% in Lesotho to 65% in Mauritius. While women (55%) scored a little higher than men (51%) the overwhelming message is that patriarchal attitudes remain the major stumbling block in achieving gender equality in the SADC region.

Coalition and capacity building

The Alliance held two annual regional meetings in 2016, and two cluster meetings on Economic Justice and SRHR, including and LGBTI sub-group and diversity training.

In 2016, the Alliance worked with East African partners under the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) on the first East African Barometer, inspired by Southern African efforts.

Building an active citizenry through campaigns

The Alliance has accelerated efforts to campaign for specific gender equality issues through social media, traditional media and the website platform. With a dedicated secretariat to oversee campaigns, the Alliance has grown a following of likeminded organisations and individuals through social media platforms.

Sharing best practices on gender mainstreaming during summits

The SADC Protocol@Work summits provide a platform for interaction amongst local government, civil society, faith-based and community based organisations. The 2016 summits held in eight countries showcased 172 project based case studies. The summits reached over 1200 SADC citizens across the eight countries that had summits. Survivors of gender violence trained by GL as entrepreneurs participated at these summits. Case studies gathered during summits include sexual reproductive health and rights, peace and security, education, media, LGBTI rights, climate justice and gender based violence.

“

I wish to extend my sincere gratitude to you and your team especially Sifiso and Lucia for facilitating my learning, exposure and networking visit to Gender Links. It was such an enriching experience and I believe I am more knowledgeable and thus better prepared to contribute meaningfully to making the EAC Gender Barometer a reality.”

*Elizabeth Ampairwe
Women and Girls'
Empowerment
Project Coordinator,
EASSI*

GENDER AND MEDIA



Tarisai Nyamweda
Media Coordinator



As Gender Links turned fifteen in 2016, so did the GL media programme, which has been a core pillar of its work since inception in 2001. Its focus is the transformation of gender relations in and through the media through supporting media houses, journalists, journalism and media studies departments and students to mainstream gender and diversity in institutional practices, content, curricula and training.

The programme conducts research-based advocacy on gender and the media,

which informs training initiatives, gender policies and partnerships with media development organisations across SADC and beyond. Key achievements include:

The Gender and Media Progress Study

By April 2016 the GL media programme had monitored over 27000 news items from across Southern Africa for the follow up Gender and Media Progress study (GMPS), a sequel to the study conducted in 2010. The study, which included news items from print, radio and television, reveals that in SADC women make up just 20% of news sources; one percentage point increase from 19% in 2010. Although women make up 40% of those working in the industry the proportion of women in decision-making (34%) is lower. However, women in management positions have increased from 27% in 2009 to 34% in 2015.

“GL has succeeded in linking the dots from global to local levels. Known for its innovative gender and media research, extensive capacity building and advocacy efforts, working with credible academic partners, GL has garnered a lot of experience in the gender and media environment.” -

Elleen Nanuses
Secretary General,
SABA



Launch of the GMPS during 5th GEM Summit in Namibia.



Emily Brown, Senior Lecturer in the Department of Communication at Namibia University of Science and Technology leads a group discussion at a media education research symposium.

GL launched the GMPS at the fifth Gender and Media Summit in Windhoek in partnership with the Southern African Broadcasting Association (SABA). Country specific reports were launched during the Sixteen Days of Activism from 25 November to 10 December in five countries.

Fifth Gender and Media Summit

Dr. Saara Kuugongelwa-Amadhila, Prime Minister of the Republic of Namibia officially opened the summit under the banner "Empowering Women in and through the Media - Providing a Voice for Gender Equality" from 18 to 19 August 2016 in Windhoek, Namibia. The summit challenged SABA, media regulators and

trainers to commit to achieve gender equality in and through the media by 2030.

Research Symposium

GL and the Gender and Media Diversity Centre (GMDC) hosted their first ever Gender in Media Education (GIME) research symposium in May 2016. It provided a platform for academics and researchers to identify areas for gender and media research; to share stories of success, challenges and lessons learnt through conducting research; and to mapped out strategies and action points for using gender and media research and other initiatives to revive and create a Community of Practice (COP). Institutions of higher learning form part of the steering committee of the GMDC.

RIP Saeanna Chingamuka

Saeanna Chingamuka, the first manager of the GMDC, passed away on 26 December 2016. GL has launched a scholarship programme in memory of Saeanna, described by GL CEO Colleen Lowe Morna at a memorial service as a "tsvarakadenga", Shona for a bright star that lights up the sky.





Mariatu Fonnah
Governance Manager



Susan Mogari
Governance Programme Officer

“

“I ensure the inclusion of gender on Council's agenda. I advocated for the provision of specific gender activities in the Council budget. I influenced the appointment of ward GFPs. As a result of my influence, gender issues are now being discussed at all ward meetings.”

Mary Mukonyora
Gender Focal Person
Chitungwiza
Municipality



The Gender and Governance programme works to promote gender responsive local governance. GL's flagship Centres of Excellence (COE) for Gender in Local Government programme localises the Sustainable Development Goals (SDGs), Agenda 2030 SADC Gender Protocol and other key international and regional instruments. These are given effect through 425 councils in Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, South Africa, Zambia and Zimbabwe. The councils cover a population of 42 million people or 31% of the population in the ten countries. Key achievements in 2016 include:

Gender and Election Monitoring

In 2016, GL monitored and reported on elections in South Africa (local government) and Zambia (tripartite). Both countries made modest gains in women's representation (South Africa from 38% to 41% and Zambia from below 10% at local and national to 9% and 18% respectively). The monitoring reports made a strong case

for electoral reform and legislated quotas for women in politics based on the outcomes in the two countries.

“As the Mayor I improved my planning and increased my understanding on gender and local government. I will continue working with my community and through my party to push the agenda forward especially the adoption of quotas at party level.”

Maria Helena Langa
Mandlakazi Mayor, Mozambique



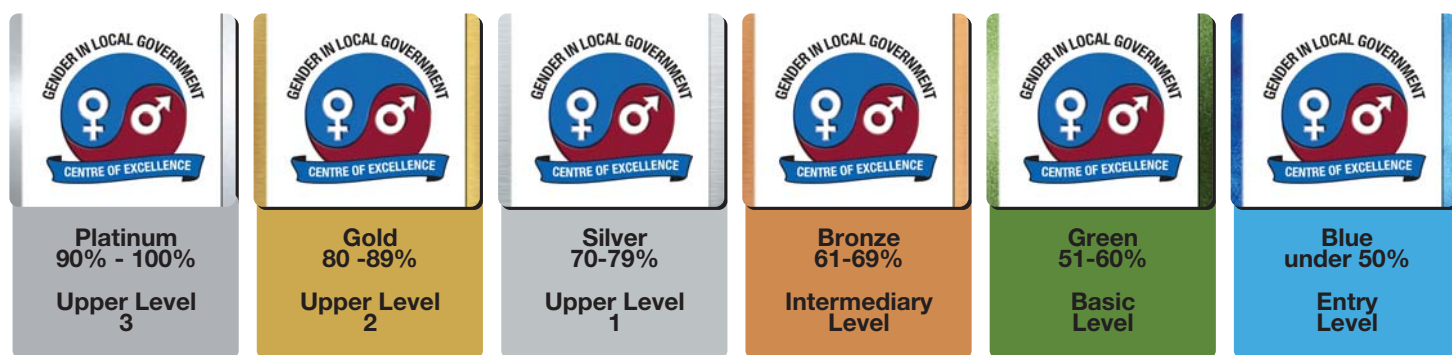
Capacity building linked to the 2030 Agenda

GL trained 882 Gender Focal Persons (GFPs), Gender Champions (GCs) and council officials on the SDGs and Post 2030 Agenda with a view to updating, costing and accelerating implementation of gender and GBV action plans. The training included additional skills on Gender and Climate Change, Sexual Reproductive Health Rights (SRHR), Diversity and Disability. The “Leave No One Behind” approach resulted in a stronger focus on the inclusion

of men and boys; youth; people with disability; Lesbian, Gay, Bi-Sexual, Transsexual and Intersex (LGBTI) and other marginalised groups.

GL revised the **Gender & Local Government (GLG) Score Card** to align it with the planning tools. The updated LGSC includes

a greater emphasis on Gender Responsive Budgeting. Councils set new baseline scores at the summits. In partnership with UN Women, GL developed a colour-coded scoring system to monitor progress up to 2030; and used to benchmark council's performance in gender mainstreaming.



Gender Responsive Budgeting

In 2016, COEs contributed R 268 704 894 towards the COE process, gender specific programming, employment equity, and ensuring that mainstream budgets are gender responsive. This is 96% of the overall programme costs.

GL set up the **Gender and Local Government Community of Practice** involving all GFPs and gender practitioners using online and social media platforms to enhance networking, learning and sharing as a key sustainability strategy. Strategic partnerships proved critical in leveraging skills, networks and resources.

- 425 councils in 10 countries.
- Serving 42 million people (31%) of the population.
- 882 Gender Drivers of Change.
- Local A-gender 2030 SADC Gender Protocol Action Plans.
- R269million Gender Responsive programming at the local level.

GENDER JUSTICE



Kevin Chiramba
Gender Justice Coordinator



Linda Musariri
Gender Justice manager



Anne Hilton
Economic Justice manager



The Gender Justice Programme has grown organically with a constant interplay between research and action. From pioneering work on stretching the Sixteen Days of Activism to 365 Days of Action to End GBV, GL has piloted a comprehensive set of indicators to measure violence against women. GL's innovative Sunrise Campaign on *Empowering Women and Ending Violence* is breaking new ground on the link between economic empowerment and sustainable solutions to GBV. Key achievements in 2016 include:

GL has completed **GBV Baseline Study** in seven countries, and household data collection for the Botswana follow up study.

Participants in the GBV Indicator	Females	Males	Total
Botswana	639	590	1 229
Lesotho	1 777	1 590	3 367
Mauritius	679	678	1 357
Zambia pilot study	578	719	1 297
Zambia national study	3 963	3 639	7 602
Four provinces of South Africa	2 800	2 821	5 621
Zimbabwe	4 507	3 847	8 354
Seychelles	750	750	1500
Botswana follow up study	5 238	4 117	9 355
Total	20 931	18 751	39 682
Percentages	53%	47%	100%

The table shows that a total of 39,682 people have participated in the GBV indicators research: 53% women and 47% men. With 9,355 respondents out of a targeted 10,253, Botswana had the highest sample, enabling the country to draw data for each of its 16 districts.

The Seychelles GBV Indicators study is the seventh in a series of baseline studies that GL has undertaken in South Africa, Mauritius, Botswana, Zimbabwe, Zambia and Lesotho. GL completed writing the Seychelles report in late 2016. The report was successfully validated and prepa-

rations for the launch are currently underway. The study broke new ground by including violence against men.

Following a commitment by the Botswana government to cascade the baseline study to district level so as to broaden the sample and be able to draw indicators at district level, GL trained 34 field supervisors and 153 field assistants between May and June 2017. The research used latest tablet based survey technology to collect household data around the country's 16 districts. Data analysis processes are already underway and GL is set to launch the preliminary findings by the end of 2017. For the first time, the research collected personal accounts of men's experiences of violence. This resonates with GL's commitment to gender justice and equality through creating opportunities and providing spaces for survivors of all forms of gender violence to speak out, participate in various conversations and document their experiences through I-Stories - "healing through writing".

Informed by the assessment of the pilot **Empower Women, End Violence** programme, GL rebranded this the *Sunrise Campaign* in 2016 because of the promise of a new dawn that this programme brings

to women. GL reviewed and aligned the Entrepreneurship manuals with accreditation requirements so that participants will be able to receive credits towards a recognised qualification in South Africa. Ongoing mentorship anchored within municipal councils continued. GL conducted a sample progress evaluation of the Sunrise Campaign to track progress participants were making. In December 2016, the programme won the Mail and Guardian "Investing in the Future Awards" in the Enterprise and Skills development category.

Of the 200 women who took part in the 2016 progress evaluation:

- 97% experienced less or much less violence from 85% in 2015.
- The average monthly income improved from R 270 at baseline to R 796 in 2015 and now R 5 726.
- There is a ten percentage point increase in women who grew their businesses from 79% in 2015 to 89% in the progress study.
- 74% invested in equipment and new products.
- There is an eleven percentage point increase in women opening bank accounts from 58% to 69%.
- Women's access to social media and online communication platforms such as e-mails, twitter and websites surged - 51% now have a FaceBook accounts, 55% surf the net (up from 40%), 67% have e-mail addresses (up from 53%) and 9% have websites (from 3%).



Driver of Change

"I benefited a lot from the training as I learnt how to manage my little business, save and always be self-confident, I put the teachings into practice by extending my business. I invested my savings in brickworks, increased my capital and I did not need to borrow money for starting funds but to use my own. Thanks to GL's training on personal development, I set up an association called "TSINJOAINA RAMBA" which helps orphans and women survivors of violence to have regular papers such as identification cards. I allocate 10% of my earnings to that association."

RAVAOARIMANANA
Marie Augustine, Winner
Entrepreneurship
Category, 2016 Gender
Justice and Local
Government
Madagascar Summit.

WHERE WE WORK

“The SADC Council of NGOs (SADC CNGO) recognises the Alliance as a key and strategic partner. SADC CNGO also considers GL as an expert or reference organisation on gender. They are the “architect” on gender.” – Abie Ditleke, SADC CNGO

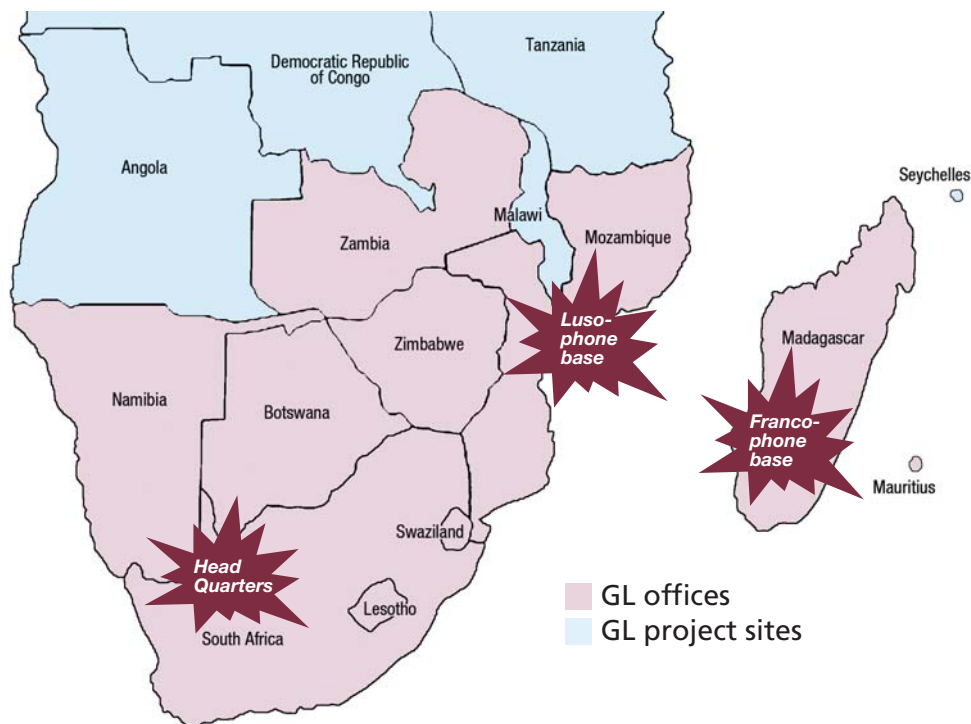
Gender Links has registered offices in ten SADC countries, including a Lusophone base in Mozambique and Francophone base in Madagascar. GL's Botswana office also serves as a liaison office with the Southern African Development Community (SADC).

What makes GL a SADC organisation

- **Our vision:** Unlike some NGOs that have developed a regional identity as they have grown or to better position themselves for funding, GL has been a regional organisation from the outset. Our vision is: “Gender Links (GL) is committed to a region in which women and men are able to participate equally

in all aspects of public and private life in accordance with the provisions of the *Southern African Development Community (SADC) Protocol on Gender and Development*.”

- **Our Programme of Action:** The Southern African Gender Protocol Alliance that co-ordinates civil society activism around the Protocol provides the umbrella for GL's Programme of Action. GL's three core programmes – media, governance and justice – all seek to contribute to the attainment of key SGP targets.
- **Our partnerships:** Described in one evaluation as a “small organisation with large footprints”, GL's work is built on a web of partnerships from local to regional to global level – 144 MOU's spanning all 15 SADC countries.





Gender Links Botswana opened in 2008 as a liaison office with the Southern Africa Development Community (SADC) and country office. In 2016 the Botswana office:

- Worked with 26 of the 32 Centres of Excellence for Gender in Local Government on their Agenda 2030 Gender and GBV action plans. Councils contributed towards the COE by providing their participants with transport and accommodation.
- Collaborated with UNFPA in strengthening Gender Violence lobbying and advocacy. 11 councils conducted their own Sixteen Days of Activism against GBV on women and children.
- Trained 92 survivors of gender violence in entrepreneurship.
- Conducted a SADC Protocol@Work summit that brought together 145 participants, 37 men and 108 women from local government institutions, media, government and civil society organi-

sations. 54 women and 4 men made entries in 10 different categories.

- As part of GL Services, GL Botswana signed a National GBV study consultancy contract with The Ministry of Nationality, Immigration and Gender Affairs to undertake the second National GBV study, including Violence Against Men. The office and carried out a programme evaluation on training women entrepreneurs for Business Botswana.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed R53 million to work on gender mainstreaming in 2016.
- Women now constitute 53% of those employed by councils.
- Women chair 20% of council committees.
- 7% of those employed through council projects are disabled.
- 109 survivors of gender based violence (GBV) in 10 councils in Botswana have been trained as entrepreneurs. 18 elected for the follow up mentorship.
- 100% completed a business plan and 56% followed through on the plan.
- 37% grew their businesses, 33% started a new business and 29% found new markets.
- 78% perceived a positive change in their financial circumstances, 27% added new products and 24% opened bank accounts.
- 96% of participants said they now experience less or much less GBV. The average Botswana score of 82% for relationship control is the highest in the region.



Ntombi Setshwaelo
Gender Links Board Member



Magdeline Madibela
Gender Links Board Member



Gomolemo Rasesiga
Botswana Manager



Keletso Metsing
Finance Officer

LESOTHO



Rethabile Pholo
Gender Links Board Member



Mabetha Manteboheleng
Lesotho Manager



Ntolo Mary Lekau
Programme Officer

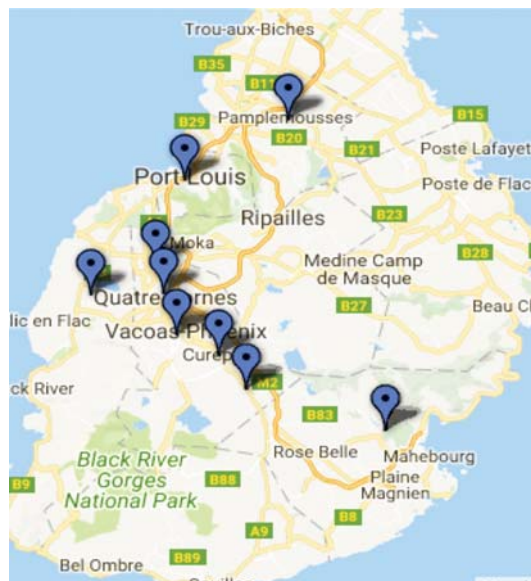
Gender Links Lesotho office was legally registered as a local NGO on 1 February 2011 though GL's work in Lesotho started in 2007 with seminal research in women's representation in political leadership in local government titled "At the Coalface, Gender and Local Government in Southern Africa." In 2016 the office:

- Worked with 50 COE councils to review their Gender Action plans to incorporate the Post 2015 SADC Gender Protocol, African Union Agenda 2063, Beijing plus 20 Review and SDGs targets.
- Strengthened partnership with the Ministry of Gender and Youth, Sports and Recreation and Principal District Gender Officers and the gender focal points within the municipalities. This approach promotes sustainability and stronger ownership of GL programmes while saving financial costs of programme delivery.
- Conducted a national summit attended by all the COE councils. Councils contributed 68 entries in 13 categories with 13 winners and runner ups.
- Successfully conducted a Training of Trainers (ToT) workshop for Entrepreneurship mentors from all the 10 pilot councils and mentorship with 14 women who were in the pilot and follow-up phases of the Entrepreneurship and Life Skills programme.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed R2.2 million to work on gender mainstreaming in 2016.
- Women comprise 52% of those employed by the COEs.
- Women chair 39% of COE committees.
- 10% of those employed through COE projects are disabled.
- 175 survivors of GBV in 10 councils trained as entrepreneurs.
- 99% completed a business plan and 92% followed through on the plan. 44% indicated starting a new business, 15% increased the size of their business and 32% opened a bank account.
- 93% indicated that the project gave them choices to reduce GBV and helped build their confidence.





Gender Links Mauritius began operations in 2008 and has played a strategic role in bridging GL's Anglophone and Franco-phone operations. In 2016 the Mauritius office:

- Worked with the European Union Funded Decentralised Corporate Programme contributed to a more in-depth *Empower Women, End Violence* programme in Mauritius that involved working with families and poverty alleviation involving an effective mentoring system.
- Embarked on a corporate fundraising initiative that included a five star charity dinner in one of the LUX hotels at Tamassa.
- Successfully implemented a Canada Fund for Local Initiatives (CFLI) Fund programme to update gender action plans in three COE councils in line with the Post 2015 Agenda including a national summit. The national summit attracted 58 entries in six categories.
- Undertook a GL Services consultancy study on gender in Mauritius for the EU. GL Mauritius also conducted training for SUN international Hotel, LUX, Youth in Politics, Diakonia and the African Development Bank

GL's Monitoring and Evaluation through the Gender and Local Government Score



Card, and the Gender Empowerment Index shows that as a result of this work:

- Women comprise 35% of employees; 40% managers; 34% of the chairs of committees in the COEs.
- 195 survivors of GBV in 10 councils trained as entrepreneurs.
- 81% completed a business plan and 64% followed through on the plan. 29% added new products and 28% found new markets; 26% indicated starting a new business and 28% increased the size of their business; 4% opened a bank account and 28% grew their business.
- 92% of participants said they now experience less or much less GBV.

"I have known so many problems in my life. But I am now an independent woman doing my own business. I urge women to follow your dreams, to fight for your rights and STOP abusive relationships. I did it, you can do it."

Noelette Simirone



Loga Virahsawmy
Gender Links Board Member



Anushka Virahsawmy
Mauritius Manager



Sheistah Bundhoo
Programme Officer

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Chair

Keabonye Ntsabane
Botswana



Athalia Molokomme
Botswana

Pinky B

Emily Brown
Chairperson

Sarah Longwe
Zambia

Rethabile Pholo
Lesotho

Marta Cumbi
Mozambique

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Mauritius

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South Africa

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Botswana

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Lucia Makamure
Advocacy and
Networking
Coordinator



Tarisai Nyamweda
Media Coordinator



Kevin Chiramba
Gender Justice
Coordinator



Fanuel Hadzizi
M&E
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Mariatu Fonnah
Governance
Manager



Susan Mogari
Governance
Programme
Officer

Colleen
Chief Executive

Country Offices



Sarry Xoagus-Eises
Namibia
Country
Facilitator



Ncane Maziya
Swaziland
Country
Facilitator



Gomolemo Rasesigo
Botswana
Manager



Mabetha Mantebheleng
Lesotho
Manager



Iailfine Papisy
Francophone
Director &
Madagascar
Country Manager



Anushka Virahsawmy
Mauritius
Manager



Alice Banze
Mozambique
& Lusophone
Director



Sangulukani Isaac Zulu
Zambia
Country
Manager



Priscilla M
Zimbabwe
Manager



Keletso Metsing
Finance Officer



Ntolo Mary Lekau
Programme
Officer



Zotonantenaina Razanandrateta
Finance Officer



Sheistah Bundhoo
Programme
Officer

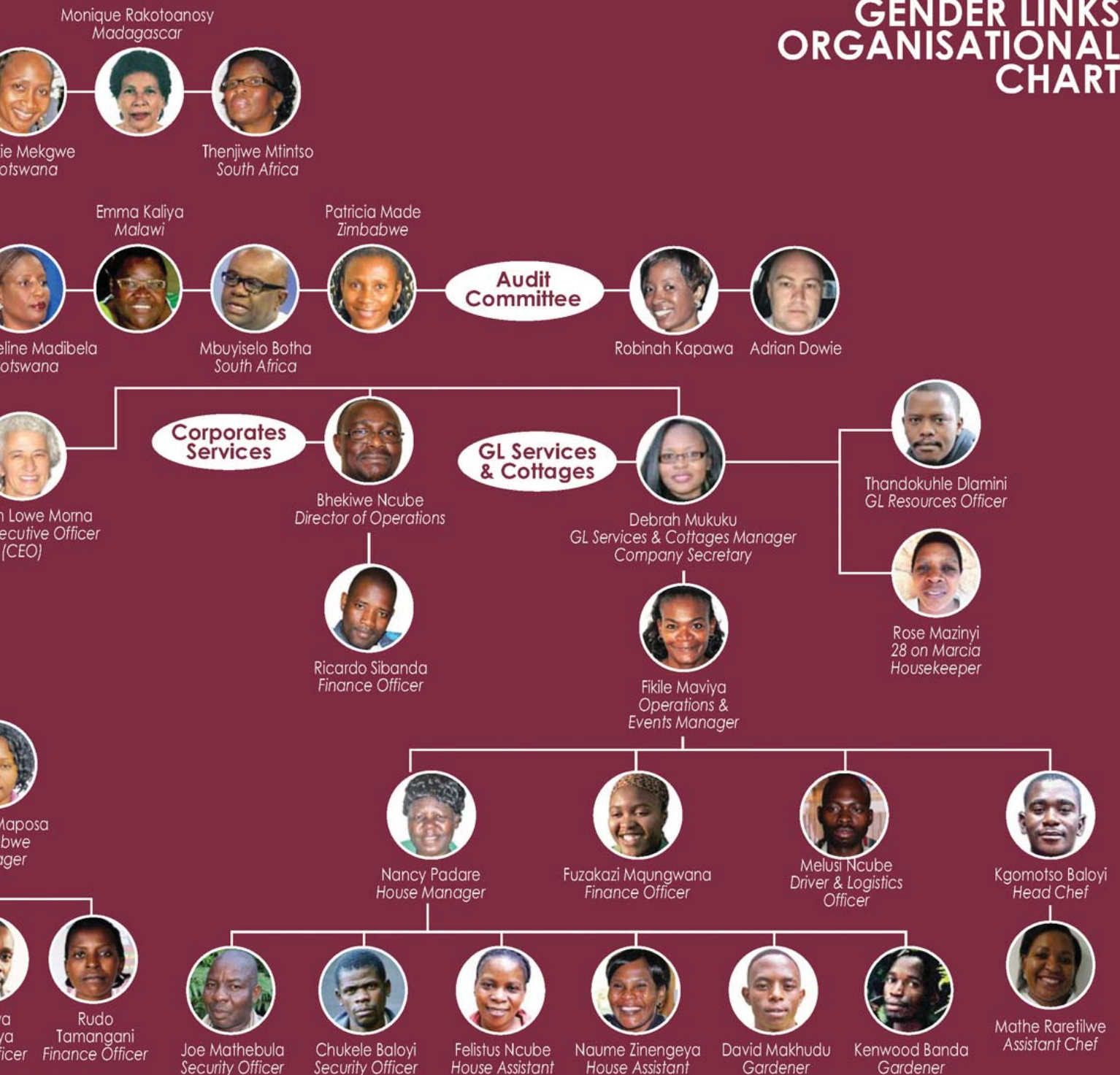


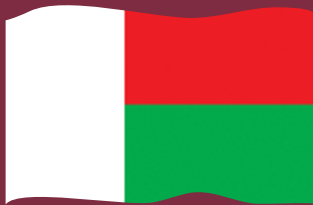
Raul Manhishe
Programme
Officer



Tapiwa Zvaray
M&E Officer

GENDER LINKS ORGANISATIONAL CHART





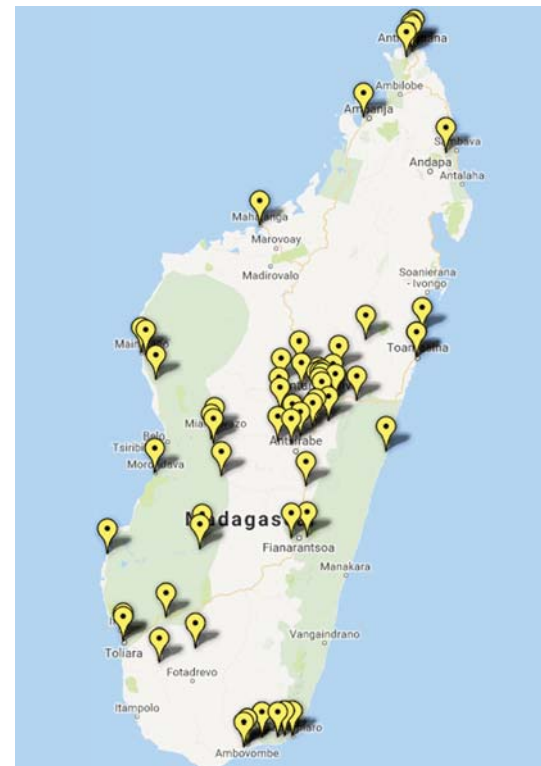
Ialilne Papisy
Francophone Director &
Madagascar Country Manager



Zotonantenaina Razanandrateta
Finance Officer

GL Madagascar began operations in 2011 and is the Francophone head office of Gender Links. In 2016, the Madagascar office:

- Worked with 67 Centres of Excellence for Gender in Local Government and six media houses.
- Successfully completed the European Union funded "Women and local elections" project including a financial audit.
- Organised a national consultation workshop with the Alliance in Madagascar on localising the SDGs and the Africa Agenda 2030. GL aligned tools and training resources including gender and GBV action plans.
- Assisted 16 councils to update their gender action plans in line with the 2030 SADC Gender Protocol.
- Facilitated additional mentorship for 40 of the 154 survivors of gender violence trained in entrepreneurship.
- Coordinated a national summit that attracted 160 entries from 36 councils, civil society organisations and government agencies. The office also launched



the 2016 Barometer and the Gender and Media Progress Study at the summit.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed R 2.5 million to work on gender mainstreaming in 2016.
- Women comprise 31% of COE council employees; 26% of COE chairs of committees.
- Of the 154 survivors of GBV who trained as entrepreneurs, 96% completed a business plan; average monthly income increased from R495 to R951.
- 94% of the women reported experiencing less or much less violence.



Beneficiary of the project "Women and entrepreneurship", urban commune of Manjakandriana.



Gender Links Mozambique began operations in 2011, serving both as country office and Lusophone base. The office implements all three of GL's core programmes in Mozambique, and liaises with partners in Mozambique and Angola on the SADC Gender Protocol. In 2016 the office:

- Worked with 19 Centres of Excellence for Gender in Local Government.
- Reviewed Gender and Gender Based Violence Action Plans for all 19 Municipalities. Components of Sexual Reproductive Health and Rights and early child marriage have been integrated into these.
- Mentored 202 survivors of Gender Based Violence by and provided support in life skills and their entrepreneurship projects.
- Held a SADC Protocol@Work summit which attracted 79 participants; 47 women and 32 men from local government, media and civil society. 45 entries were presented in 4 categories.
- Successfully completed an external audit and programme evaluation of the Sexual Reproductive project, funded through Diakonia paving the way for addition financial and technical support leading to a fully self-sustaining office in 2017.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils committed R85 million towards gender mainstreaming.
- An increase of women mayors in the COE's from 7% in 2008 to 9% in 2016, and female managers from 13% in 2012 to 38% in 2016. Women comprise 39% of COE committee chairs.
- 7% of council tenders were awarded to women in the COE councils.
- 68% of the entrepreneurs said they now experience less or much less violence.



Marta Cumbi
Gender Links Board Member



Alice Banze
Mozambique & Lusophone Director



Raul Manhisse
Programme Officer

NAMIBIA



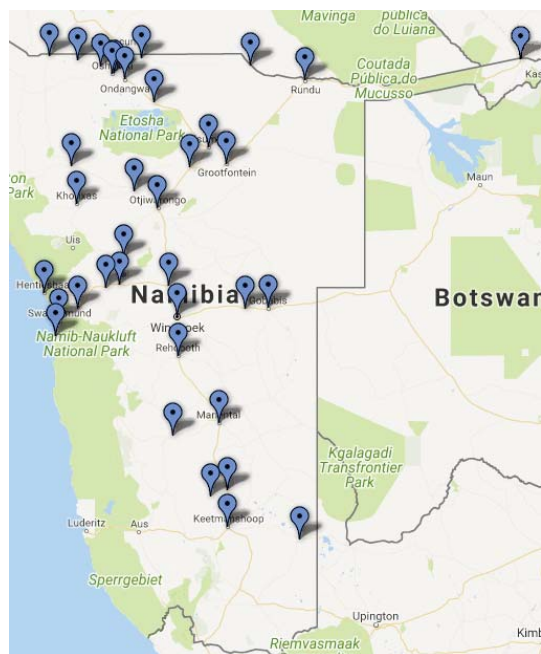
Emily Brown
Chairperson and
Namibia Board Member



Sarry Xoagus-Eises
Namibia Country Facilitator

Established in 2012, the Namibia office works across all three GL programmes and liaises with the Namibia NGO Forum on Alliance work. Although the office scaled back to a project site in 2016 due to shrinking funds, the office made great strides in increasing ownership and promoting the sustainability of the COE and Entrepreneurship programmes within the councils and their communities. In 2016 the Namibia office:

- Coordinated a consultative meeting collaboratively with the Association of Local Authorities in Namibia (ALAN), AMICAALL and 27 of the 36 the Centres of Excellence (COE) councils to update the COE gender action plans to the 2030 SADC Protocol on Gender and Development.
- Provided additional mentorship to 48 of the 156 survivors of gender violence trained in entrepreneurship.



Sarry Xoagus-Eises receiving an award
from GL CEO Colleen Lowe Morna

- The Ministry of Gender Equality and Child Welfare (MGECW) continued to promote gender mainstreaming and responsive budgeting through its coordinating clusters and structures providing synergy to the local government work.
- The office provided technical support and advisory services to key partners on gender mainstreaming, responsive budgeting, gender and the media.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed R 7.7 million to work on gender mainstreaming in 2016.
- Women constitute 43% of COE employees and 55% of committee chairs.
- 97% reported less experience of GBV.
- The average monthly income for the GBV survivors increased by R506, from R611 in 2015 to R1 919 in 2016.
- 95% of the women reported experiencing less of much less violence in 2016, from 81% post training.
- Women's agency improved by four percentage points from 69% in 2015 to 73% after mentorship in 2016.

Registered in 2012, Gender Links Swaziland has scaled back to a project site due to funding challenges but maintains an active presence through strategic partnerships. In 2016 the Swaziland office:

- Developed strong buy-in and collaboration with local chiefs in influencing change in cultural beliefs, practices and behaviour. GL Swaziland worked with 250 chiefs from three regions through the Centres of Excellence programme for gender mainstreaming. GL also worked with three new councils and implemented the COE programme.
- Conducted Gender Action Planning reviews with 12 COE councils, aligning the gender and GBV action plans to the SDGs, Agenda 2030 SADC Gender Protocol and council budgets and key priorities.
- Held two Agenda 2030 SADC Gender Protocol consultative meetings with the

Swaziland Council of NGOs (CANGO) and the COE councils to review the progress and strategise means to localise global, continental and regional instruments in Swaziland.

- Held a joint SADC Protocol@Work Summit with Capricorn District Municipality in South Africa that brought together 16 councils from Swaziland and South Africa; 148 participants, 107 females, 41 male in 13 categories; and 13 winners and runner ups who shared their best practices in gender mainstreaming.
- Provided additional mentorship to 60 of the 140 survivors of GBV who received entrepreneurship training.
- Participated in the Sixteen Days of Activism campaign on ending GBV collaboratively with faith based organisations through the media.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed R22 million towards work in gender mainstreaming.
- In the COE councils women constitute 23% of committee chairpersons and 25% of the chairs of water committees.
- 81% of the entrepreneurs completed a business plan; 72% followed through on the plan. 67% grew their businesses and 65% added new products; 50% found new markets. 49% started a business and 27% opened a bank account.
- The average monthly income for the Swazi participants increased from R206 to R350.
- 86% indicated experiencing less or much less gender based violence.



SWAZILAND



Ncane Maziya
Swaziland Country Facilitator

“

"I was selling chickens before, but my business failed because I misused the profits and did not know how to manage my business properly. Now I have started selling fat cakes and the training has equipped me with new ideas and strategies to run my business".

*Florah N Siyaya
from Lavumisa*

ZAMBIA



Sara Longwe
Gender Links Board Member



Sangulukani Isaac Zulu
Zambia Country Manager



GL operations in Zambia commenced in October 2009. The office was fully registered in 2011. GL worked from the offices Local Government Association of Zambia (LGAZ) until the end of 2016 when the Zambia office went into project site status. In 2016, GL Zambia:

- Worked with a total of 43 Centres of Excellence (COE) for Gender in Local Government.
- Launched the Community of Practice (CoP) for Local Government Gender Focal Persons (GFPs). The CoP had a membership of 50 GFPs who participated via WhatsApp.
- Conducted Gender Action Plan review workshops with 30 COE councils, aligning them to the SDGs and Agenda 2030 SADC Gender Protocol.
- Conducted additional mentorship for 43 out of the 133 survivors of gender violence trained in entrepreneurship and life skills.

- Held a SADC Protocol@Work Summit that brought together 97 participants, 70 women and 27 men. 50 entries were presented in 7 different categories and all participants shared best practices for gender mainstreaming.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed over R24 million to work on gender mainstreaming.
- 10% of female councillors are chairpersons of committees in councils.
- 83% added new products and 79% found new markets; 72% indicated starting a new business and 84% increased the size of their business; 52% opened a bank account and 35% increased email usage.
- 97% of survivors of Gender Based Violence (GBV) now experience less or much less GBV.
- The average monthly income of survivors of GBV rose from R763 in 2015 to R8342 in 2016.

"I did not know my rights as a woman. I would always live in fear. I feared that I would be divorced and would have nowhere to go to. I now openly tell my husband that if he feels I am not worth his love, he can simply leave me other than subjecting me to any abuse because I now feel I can stand on my own as I am economically empowered."

*Beatrice Chomba**
Chililabombwe, Zambia

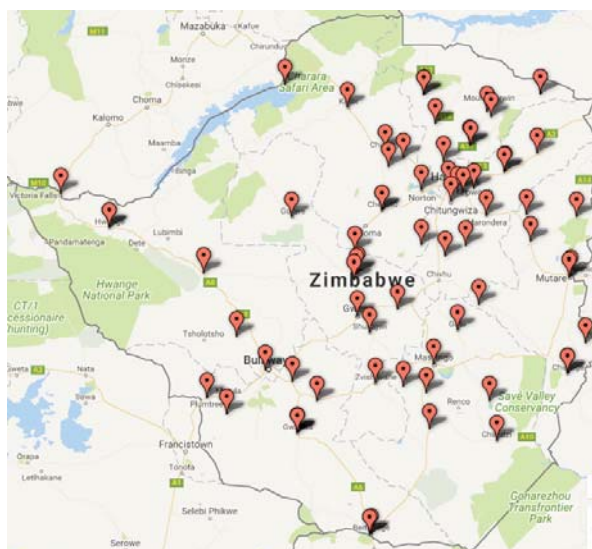


The Zimbabwe Office became fully operational in 2009 to roll out GL's three core programmes and liaise with the Alliance. In 2016 the Zimbabwe office:

- Worked with 15 new councils in the Centres of Excellence (COE) for Gender in Local Government programme, bringing the total to 68 councils.
- Reviewed and updated 30 local authorities' Gender and GBV action plans.
- Conducted a SADC Protocol@Work summit that brought together 179 participants, 133 women and 46 men from local government institutions, media, government and civil society organisations to share their best practices in gender mainstreaming. 155 entries were submitted in 10 categories.
- Provided additional mentorship to 63 of the 145 GBV survivors trained in entrepreneurship and business skills as follow up to the first phase of the project.
- Successfully completed an end-of-project evaluation and audit.
- Used programmatic data to produce a video and book detailing the work being done by COE councils in mainstreaming gender since inception.
- As part of GL services, GL Zimbabwe commenced a partnership with the International Centre for Local Democracy (ICLD) to offer technical training and support services to women in local government through mentoring and assessing their progress in leadership.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card, and the Gender Empowerment Index shows that as a result of this work:

- Councils contributed \$71 million towards gender mainstreaming.
- The proportion of women managers in the COE councils increased from 18.6% to 23.7%; women mayors increased from 4% to 15%, women deputy mayors increased from 4% to 29% and women chairs of committees rose from 19.5% to 23%.
- Women's constitute 45% of the chairs of COE water committees.
- Gender has been written into job descriptions of key functionaries in 55% of COE councils.
- 65% of COE councils established gender committees.
- 91% of entrepreneurs said they now experience less or much less violence. The average monthly income of entrepreneurs rose from \$51 in 2015 to \$313 in 2016.



Patricia Made
Gender Links Board Member



Priscilla Maposa
Zimbabwe Manager

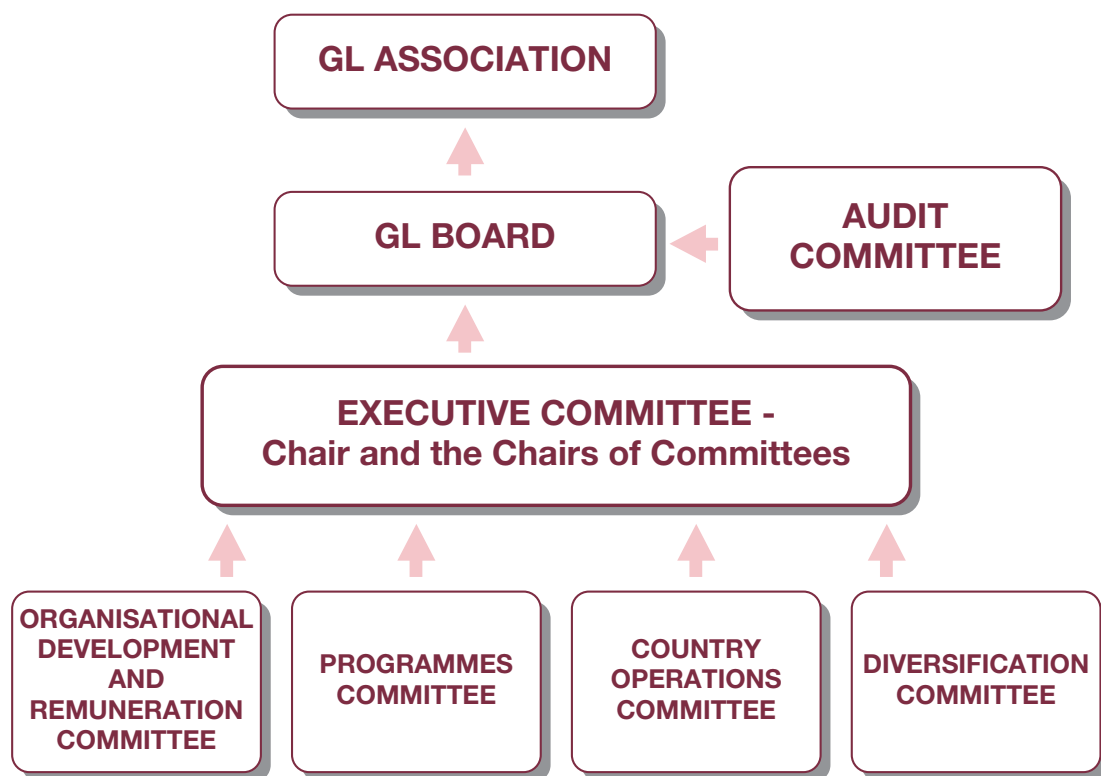


Tapiwa Zvaraya
M&E Officer



Rudo Tamangani
Finance Officer

“GL is governed by a 12 member board from eight SADC countries

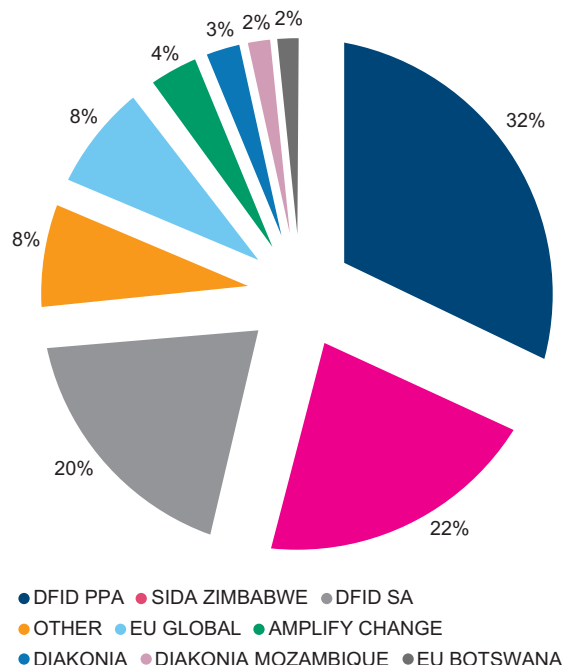


GL's apex structure is an **Association** chaired by founder member and communications expert **Kubeshni Govender Jones**. Members include former City Press Editor **Ferial Haffajee** (South Africa); head of International Affairs at the University of Johannesburg **Pinkie Megkwe** (Botswana); **Ambassador Thenjiwe Mtintso** (South Africa), Botswana Attorney General **Dr Athalia Molokomme**; **Monique Rakotoanosy** (Madagascar) and **Keabonye Ntsabane** (Botswana). GL is governed by a 12 member board from eight SADC countries. The **Board** is chaired by **Emily Brown** (media studies expert, South Africa/Namibia). Members include **Pat Made** (former Director General, Inter Press Service); **Loga Virahsawmy** (G.O.S.K, Mauritius); renowned

gender activist **Sara Longwe**; former deputy chair of the Lesotho Independent Electoral Commission **Rethabile Pholo**; former head of the SADC Gender Unit **Magdeline Madibela** (Botswana); founder member of Emang Basadi in Botswana **Ntombi Setshwaelo**, Chair of FEMNET and the NGO Coordinating Council of Malawi **Emma Kaliya**; men-for-change activist **Mbuyiselo Botha** and Deputy Chair of the South African Commission for Gender Equality **Thoko Mpumlwana**. **Adrian Dowie** (CA, South Africa) chairs the audit committee, with **Robinah Kapawa** and Magdeline Madibela as members. CEO **Colleen Lowe Morna** (Zimbabwe/South Africa) is an ex-officio member of the Board.

Type of funder	Examples
Bilateral	UKAID, DANIDA, Sida, Government of the Netherlands (MDG 3 grant and Funding Leadership Opportunities for Women (FLOW)), Irish Aid, CIDA (Canada)
Multilateral	EU, UNFPA, UNWOMEN through the UN Fund for Gender Equality, UNESCO
Foundations	Ford, Open Society Initiative of Southern Africa, Foundation for Human Rights, Commonwealth Foundation, Southern African Trust
International NGOs	Hivos, Diakonia, Global Fund for Women, World Association for Christian Communications, Norwegian Church Aid
Joint Funds	Amplify Change
Corporate sponsors & partners	Lux Hotels (Mauritius); SAGE Pastel Foundation; Google Africa; Microsoft

GL Funding in 2016



Gender Links received R41 786 677 worth of funding in 2016. 52% of this funding came from the DFID Programme Partnership arrangement and DFID Southern Africa. 22% came from the Swedish Embassy in Zimbabwe. Altogether, these two bilateral donors accounted for 74% of GL's funding. The EU (global and Botswana) accounted for 10% of funding. The EU was GL's only multilateral funder. Amplify Change, a joint fund of various bilateral donors accounted for 4% of funding. Two Diakonia funds (a Swedish International NGO) accounted for 5% of funding. Altogether GL had 20 donors. A variety of small funds accounted for 8% of funding.

“

“The FLOW team has the highest regard for Gender Links as a reliable and dedicated organisation, implementing impressive work that has a major impact on women's rights.”

- Friso Weigman,
Funding
Leadership
Opportunities
(FLOW One)
team leader

MIND THE GAP

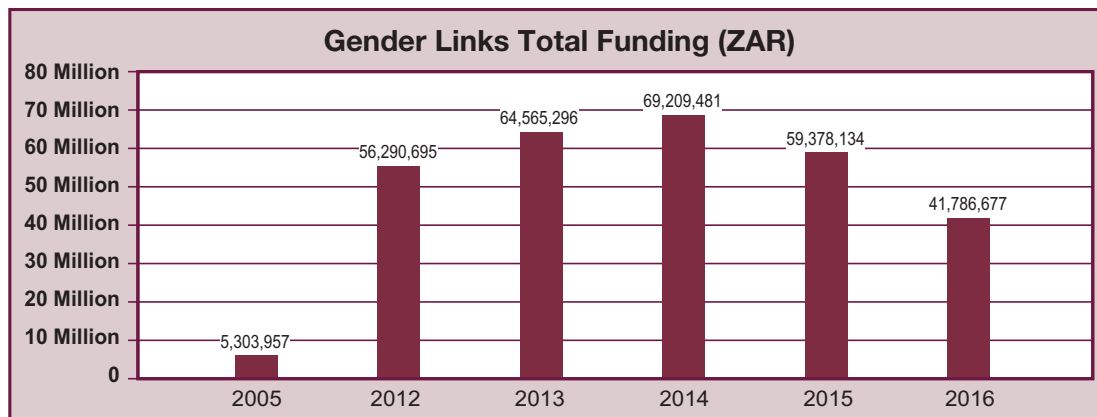
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Could it be that middle size Women's Rights Organisations are falling between the cracks – too small for the big funds and too big for the small funds?

Colleen Lowe Morna, GL CEO

Like other civil society organisations that do advocacy work, especially on Women's Rights, GL is feeling the funding pinch. From a rapid and steady growth from 2003 to 2013, GL's funding has fallen by 40% from

2013 to 2016. At the very moment that we need to be making a final push to achieve gender equality by 2030, funding for WRO is dwindling.

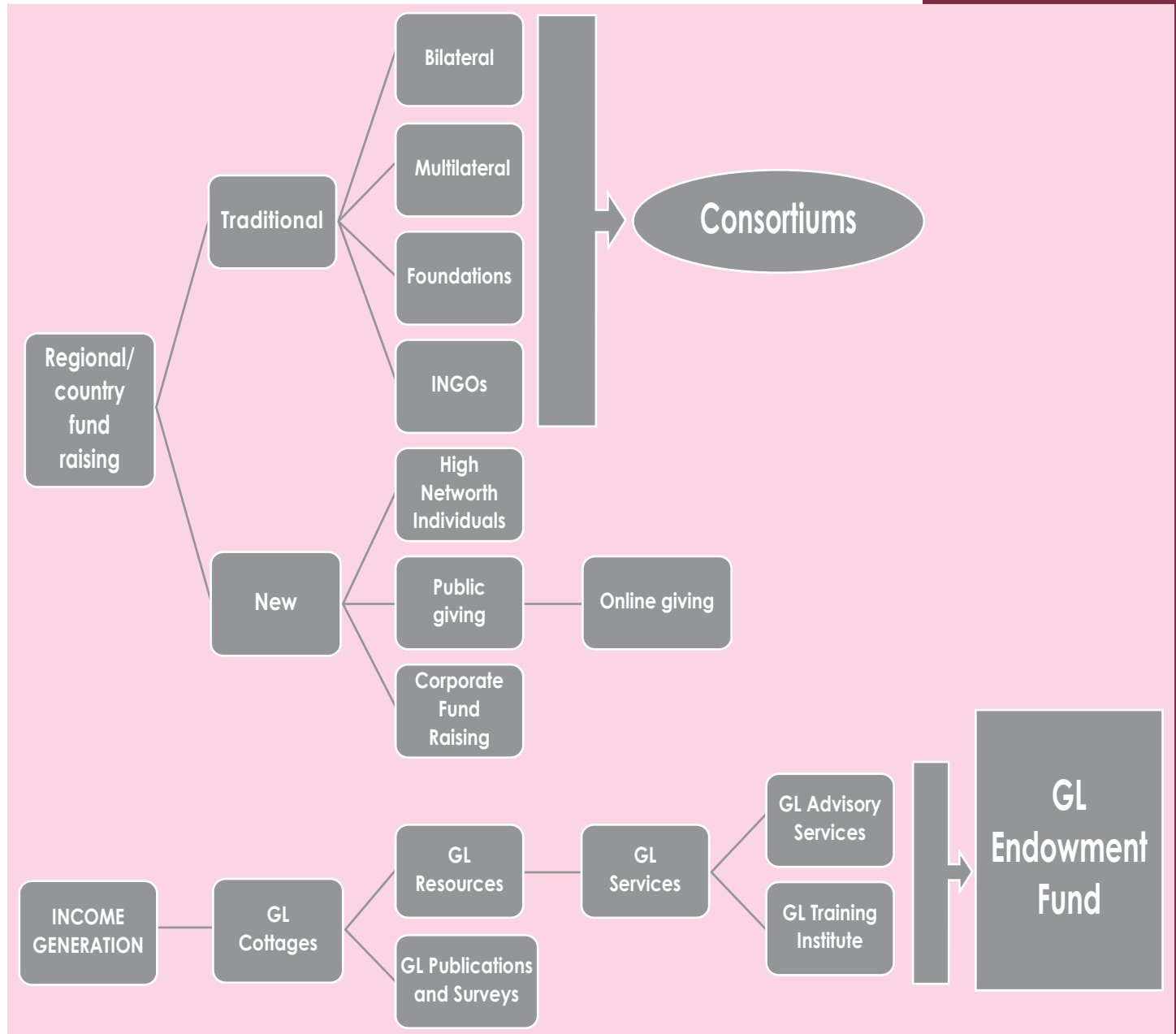


“For decades, the women's rights movement and women's rights organisations have been severely underfunded.” - AWID, *20 Years of Shamefully Scarce Funding for Feminists and Women's Rights Movements*

“The battle for gender and sexual rights is now partly one of denying the notion that there can be two different worlds for rights: one in the global north and another in the global south. Activists in the global south need to be supported to show that demands for gender and sexual rights emanate from and are legitimate in their countries.” - CIVICUS 2015 report

“The work done by Gender Links and the Alliance and the related Gender Protocol Barometer which provides data to measure progress and identify gaps demonstrate the positive way in which civil society can work with governments to achieve gender-responsive governance through evidence gathering.” - Phumzile Mlambo-Ngcuka, Executive Director, UNWOMEN

GL Sustainability strategy



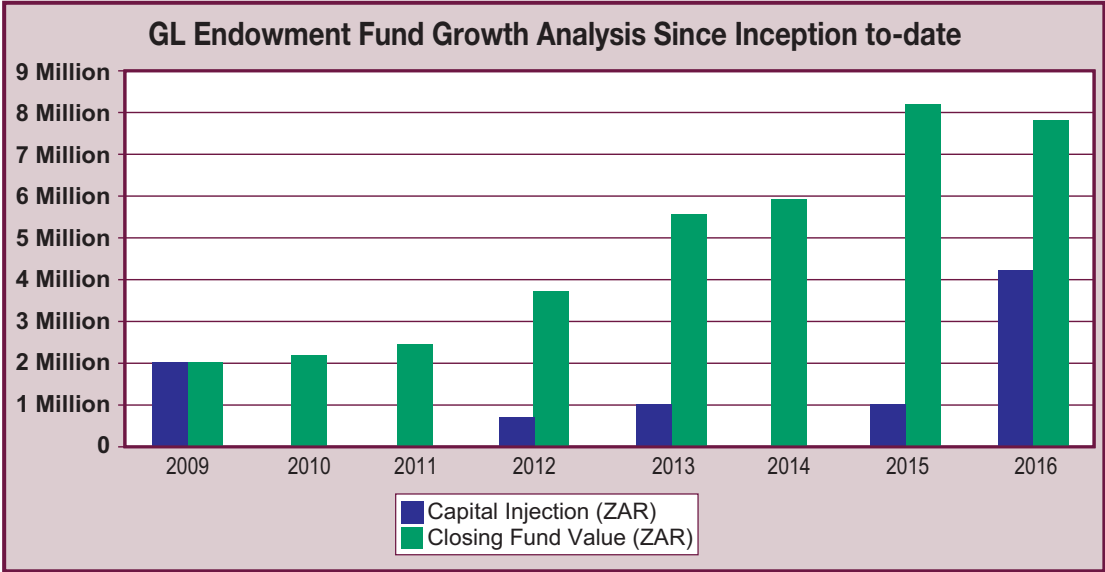
“I will start by saying the one I really think about Gender Links is its critical anticipation of change and its positioning. What we are talking about now is not survival for the next six months, even twelve, we are putting a plan in place and now creating a more sustainable future. That’s a big difference between the way Gender Links and other organisations go about their business.”

2016 Organisational Feedback Report

With support from the DFID Programme Partnership Arrangement, GL has improved its **Institutional Effectiveness** by moving its finances, IT, Monitoring and Evaluation systems to new, cloud based platforms; and creating a new, digital friendly website. GL has a proud record of **15 years of clean audits**. GL owns two houses used as offices in Cyridene Johannesburg, as well as the GL Cottages. The market value of these properties has more than doubled since they were purchased making property one of GL's wisest sustainability decisions. Retained income generated through GL Services is invested in the **GL Endowment Fund** that has more than doubled since inception to a current value of just less than R 8 million.



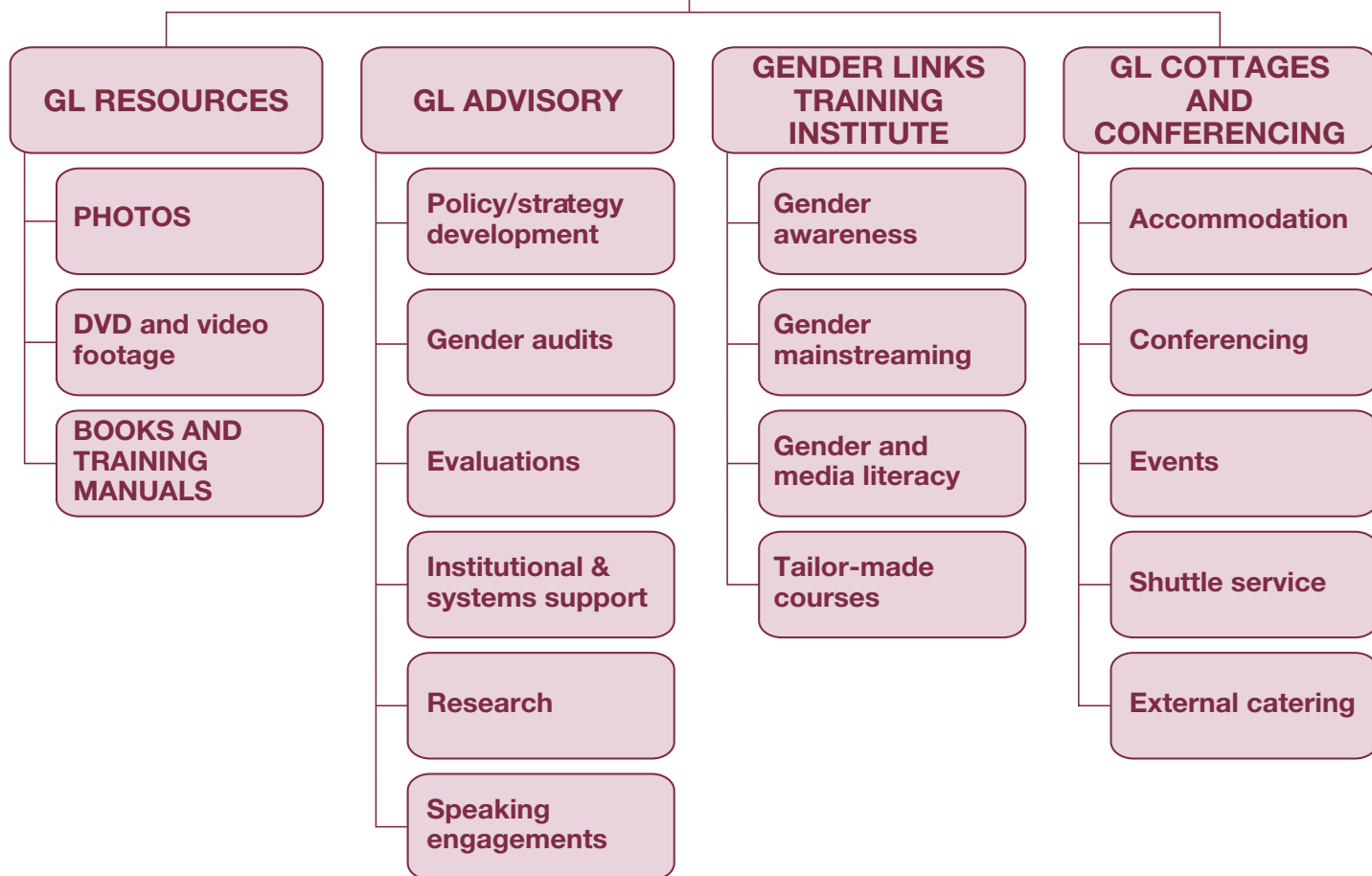
Ntolo Leakau takes pride in keeping accurate records in the Lesotho office.





GL is working towards the vision of a **bird with two wings**: one not for profit and the other generating some revenue to help sustain the organisation. The GL Services units account for 5% to 10% of income each year.

GL SERVICES



GL COTTAGES & SERVICES OVERVIEW

"Legends never stop, legends do not give up, they always ask **what's next?**"

“

A special thank you to the GL Cottages team for accommodating us and doing everything within their power to create a pleasurable experience for the participants of the workshop.

It is greatly appreciated. We will surely be back again!"

*Nobhongo
Gxolo, Positive
Vibes - Cape
Town*

International
Women's
Conference at the
GL Cottages 2016



2016 was a good year for GL Services and Cottages - the income generating units of Gender Links. Generation of own income is critical for sustainability especially in a funding environment in which donor funds continue to dwindle.

In 2016, the GL Services and Cottages portfolio generated a consolidated income of R6.4 million before expenditure (nearly 15% of GL's income for the year). Of this R4.4 million came from GL Cottages and 28 Marcia, the newly renovated Bed and Breakfast converted from office space to help generate income. GL Services contributed R2 million to the portfolio.

Despite the challenging times in the hospitality industry, GL Cottages kept its head above water against fierce competition from the big players on the market. A significant 52% of the GL Cottages income came from accommodation, with conferencing contributing 19% of total revenue. Income from Gender

Links as a customer reduced from 30% of the total in 2015 to 20% in 2016 as a result of GL's reduced funding and more aggressive marketing by the Cottages.

Marketing efforts extended to various online platforms to attract overseas clientele. The ability to offer tailor made solutions to guests paid off. Personalised service amid the unmatched tranquil environment of the GL Cottages is a major selling point.

GL Cottages successfully moved with the cyber times in 2016, hosting a skype wedding, a farewell party for staff and memorial service for a colleague with participants from 14 countries around the world. In addition, the Cottages hosted several skype meetings - good publicity and profiling locally and overseas. GL Cottages also hosted several international conferences at the Africa House conference centre.

In 2016 GL Services performed well despite reduced staff. The African Development Bank (AfDB) contributed 50% of the total revenue as GL continued to provide training to its gender focal persons at the GL Cottages. GL also continued its collaboration with the Swedish INGO Diakonia, providing gender training to

county offices, and conducting a study in its offices across the globe on Women's Economic Empowerment. GL broke new ground in an assignment with the African Union and UN Women to train African journalists on Women, Peace and Security, and develop a handbook currently in use by media practitioners.

GL Advisory Services Consultancies in 2016

African Development Bank (AFDB)
50%

Diakonia
20%

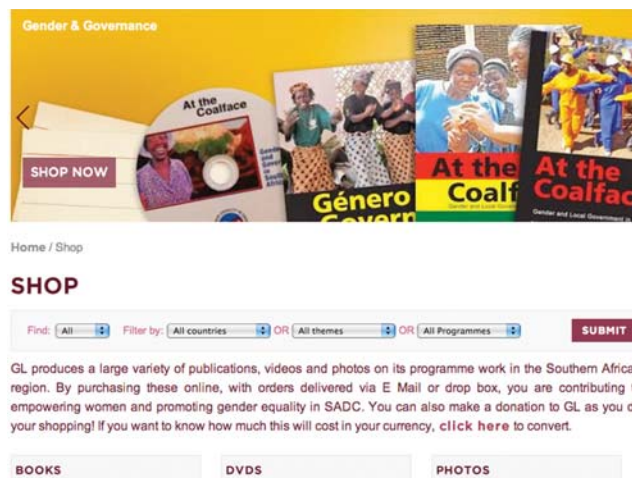
Others
30%

Training and research continue to be the main revenue drivers. Training contributed 47%, and research 23% of GLS income. GL Services is in the process of applying for SETA Accreditation to facilitate growth of the GL Training Institute.

For the first time in 2016, country offices took up GL Services contracts to enhance sustainability. The Botswana office conducted an evaluation of a Business Botswana project on women entrepreneurs. The EU contracted GL Mauritius to compile a country profile. GL Madagascar successfully bid for a contract with the Indian Ocean Commission to develop a Gender Equality Act. The Swedish International Centre for Local Democracy (ICLD) contracted GL Zimbabwe to train women councillors.

“Training and research continue to be the main revenue drivers

In 2016 GL launched its new website and online book shop. Although this is a small percentage of GLS revenue, the photo and book shop compliments is great for profiling and publicity.



“

“I have known this award-winning organisation from its humble beginnings in 2001, to the major regional force that it is in Southern Africa today”

Geraldine Fraser Moleketi, Special Envoy on Gender to the African Development Bank



“I write to express my support for the work by Gender Links to enhance the status of women in the SADC region generally, and in particular their pioneering

work on the economic empowerment of survivors of gender violence. I was privileged last year to be a key note speaker at a breakfast meeting to share initial results of the *Empower women, End Violence* project in South Africa. I heard at first hand survivors talk about how violence had eroded their sense of self-worth, and conversely how this project had helped them to regain their confidence.

I should add that over the last year the AfDB has made use of GL Training through its GL Services arm. During 2015/

2016, GL provided gender training for my team, operational and non-operational staff in French and English, in South Africa and Abidjan. GL provided a professional service with an inspirational quality that has given us the jump start we needed at the AfDB for our gender mainstreaming efforts. Much of this is due to the hands on examples and experience from the field that GL staff bring to their work. GL hosted the Johannesburg training at the GL Cottages, part of GL's sustainability efforts reflecting the deliberate efforts not to be totally reliant on donor funds. We were very pleased with the customer service, spirit of enterprise and purpose that characterise GL and all its units.”

*Geraldine Fraser Moleketi,
Special Envoy on Gender
to the African Development Bank*



AfDB training at GL Cottages

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2016

Directors' Responsibilities and Approval

The directors are required in terms of the Companies Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards and the requirements of the Companies Act of South Africa. The external auditors are engaged to express an independent opinion on the financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

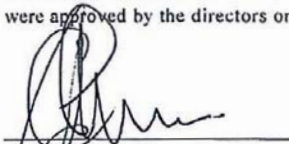
The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year from the date of this report and, in the light of this review and the current financial position, they are satisfied that the company has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's financial statements.

The financial statements have been examined by the company's external auditors and their report is presented on pages 7 to 8.

The annual financial statements set out on pages 9 to 43 which have been prepared on the going concern basis, were approved by the directors on 29 September 2017 and were signed on its behalf by:


 C. Mofa (Chief Executive Officer)


 T. Mpumwana (Director)

Independent Auditor's Report

To the Board of Directors of Gender Links NPC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Gender Links NPC set out on pages 9 to 41 which comprise the statement of financial position as at 31 December 2016, and the statement of surplus or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Gender Links NPC as at 31 December 2016, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters - Prior Period Error

We draw attention to Note 26 to the financial statements which indicates that the entity's financial statements for one or more prior periods has been restated as a result of a prior period error adjustment arising from the incorrect application of IAS 16, Property, plant and Equipment; IAS 40, Investment Property and IAS 1, Presentation of Financial Statements. As explained in Note 26, this is to reflect the effects of the correction of the accounting treatment of property, plant and equipment, investment properties, donor funds received in advance, donor income and value added tax and the resulting effect on other financial statement areas. Our opinion is not modified in respect of this matter.

Other Information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act of South Africa and the supplementary information set out on pages 42 to 43. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO South Africa Inc.

BDO South Africa Inc.
Bonita de Wet
Director
Registered Auditor
02 October 2017

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2016

Statement of Changes in Equity

Figures in R	Revaluation reserve	Operational reserve	Retained earnings	Total
Balance at 1 January 2015 as previously reported	6,279,583	-	22,723,453	29,003,036
Adjustment due to restatement - note 25	(4,910,674)		5,347,938	437,264
Balance at 1 January 2015	1,368,909	-	28,071,391	29,440,300
Total comprehensive income for the year				
Surplus for the year			1,546,612	1,546,612
Total other comprehensive income	(320,000)	-	-	(320,000)
Total comprehensive income for the year	(320,000)	-	1,546,612	1,226,612
Balance at 31 December 2015	1,048,909	-	29,618,003	30,666,912
Balance at 1 January 2016	1,048,909	-	29,618,003	30,666,912
Total comprehensive income for the year				
Surplus for the year			1,211,411	1,211,411
Total other comprehensive income	(320,000)	-	-	(320,000)
Total comprehensive income for the year	(320,000)	-	1,211,411	891,411
Transfer from funds received in advance		3,178,490		3,178,490
Utilisation of reserve		(669,637)		(669,637)
Balance at 31 December 2016	728,909	2,508,853	30,829,414	34,067,176
Notes	11	11		

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2016

Notes to the Annual Financial Statements

Figures in R

2016

2015

29. Donor funds received

	<u>Funds Received in Advance 2015</u>	<u>Actually Received in 2016</u>	<u>Total Funds Available in 2016</u>	<u>Total Funds Available in 2015</u>
Amplifychange	-	1,696,502	1,696,502	-
Business Botswana	-	125,257	125,257	-
Canada Fund For Local Initiative - Namibia	-	-	-	153,969
Canada Fund For Local Initiative - Mauritius	-	249,038	249,038	-
Civicus	-	-	-	11,339
Commonwealth Foundation	353,735	-	353,735	610,434
Corporate Social Responsibility Donors Mauritius & Gender Links Services	-	375,912	375,912	-
Department of International Development (DFID) PPA	4,388,309	8,981,117	13,369,426	8,394,033
Department of International Development (DFID) SA	-	8,204,892	8,204,892	-
Diakonia	-	1,115,713	1,115,713	797,933
Diakonia Mozambique	-	751,861	751,861	-
European Union - Barometer	-	188,977	188,977	-
European Union - Botswana	266,003	431,596	697,599	431,596
European Union - Global	1,437,504	2,105,660	3,543,164	8,011,720
European Union - Lesotho	26,769	213,377	240,146	665,458
European Union - Madagascar	24,384	337,875	362,259	1,791,717
European Union - South Africa	-	-	-	716,906
Fund For Leadership of Women (FLOW 1)	-	-	-	14,822,782
Ford Foundation	-	-	-	584,350
International Centre for Local Democracy (ICLD) Zimbabwe	-	55,181	55,181	-
Norwegian Church Aid (NCA)	-	90,000	90,000	2,030,777
Swedish Embassy in Zimbabwe	544,993	8,612,303	9,157,296	9,598,183
The Norwegian Council for Africa	-	-	-	8,208
The Other Foundation	-	180,000	180,000	-
United Nations Educational, Scientific and Cultural Organisation (UNESCO)	152,570	104,175	256,745	166,916
UNFPA Botswana	-	499,116	499,116	812,032
UNICEF Zambia	-	101,077	101,077	-
UN Women FGE	-	-	-	2,940,015
US Embassy - Mozambique	-	172,782	172,782	-
US Embassy - Swaziland	-	-	-	51,588
World Association for Christian Communication (WACC)	-	-	-	180,070
	7,194,267	34,592,411	41,786,678	52,780,026

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2016

Detailed Income Statement

Figures in R	2016	2015
Depreciation - Land and buildings	604,164	671,388
Direct Programme Costs - Monitoring and Evaluation	1,177,184	1,284,207
Direct Programme Costs - Publications and productions	212,340	1,439,152
Direct Programme Costs - Research cost	4,293,777	4,306,253
Direct Programme Costs - Training and Centres of Excellence (Workshops)	10,493,022	24,522,103
Electricity and water	171,707	36,449
Entertainment	-	1,864
Equipment maintenance	-	224
Finance costs	1,064	859
Financial advisor fees	17,297	2,820
Governance expenses	80,064	115,190
Revaluation - Tangible assets	300,000	370,000
Insurance	103,896	64,604
Interns	35,130	460,607
Irregular expenditure	-	83,078
IT and financial systems upgrade	547,052	114,367
Legal expense	-	3,964
Licences and permits	23,027	8,767
Linen and curtaining	23,780	5,737
Loss on foreign exchange	1,747,026	359,496
Motor vehicle expense	97,618	31,123
Printing and stationery	114,509	267,184
Rent	135,035	252,718
Repairs and maintenance	201,903	301,385
Salaries	16,760,356	20,430,657
Security	45,166	38,941
Staff development	463,032	818,144
Staff recruitment	6,000	109,485
Staff wellness and welfare	31,051	179,301
Subscriptions	265	2,087
Telephone and fax	133,261	206,387
Travel International	-	3,140
Travel local	219,335	480,815
Website costs	950,053	545,894
	42,768,634	63,470,673
Surplus for the year	1,211,411	1,546,612

HOW YOU CAN HELP

Fund a project



Contribute to our Endowment Fund



Support an emerging entrepreneur



Volunteer your time and expertise



genderlinks.org.za/shop/
BUY BOOKS/PHOTOS



Stay at the GL Cottages



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www.genderlinks.org.za



DONATE

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