



2017



Annual Report

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 sixteen 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 equality 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.



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FOREWORD



Emily Brown

As we predicted in 2016, 2017 will go down in GL's annals as our toughest year yet. With three major bilateral funds (DFID PPA, the Netherlands FLOW Fund, and the Swedish Embassy in Zimbabwe) as well as an EU Global Fund closing, GL struggled to keep running as a regional operation. We had more funders (18) and less money (one third our 2014 peak budget) than ever before. We had to say goodbye to staff who had served us loyally. Two of our country offices (Zambia and Namibia) went into hibernation.

To crown it all, we lost our Namibia country facilitator, the indomitable Sarry Xoagus-Eises after a sudden illness. She had just turned 60. I take this opportunity to extend again our heartfelt condolences to Sarry's family, as we did when she was laid to rest in November. Nothing will replace her irrepressible spirit. But we shall always be inspired by her, as we beaver away in the SXE Conference Room named after her at the GL Cottages that she so loved.



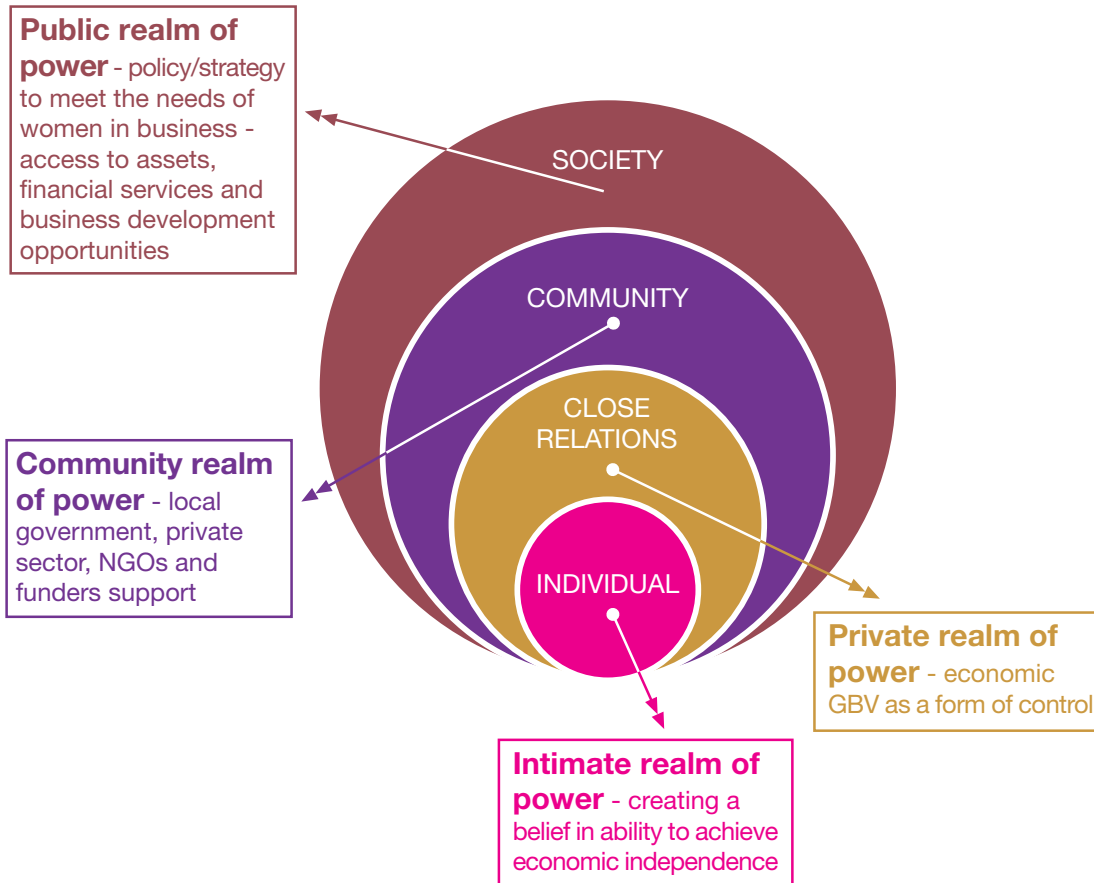
In times of hardship we go back to the core and discover that which matters most. At Sarry's commemoration ceremony in January 2018 we had a chance to hear about her lifetime of struggle for Namibia's liberation; for women and minority rights. The first speaker at her funeral in November 2017 was from the LGBTI community. Sarry's wish for GL would have been for us to soldier on. And that is what we are doing.

May I take this opportunity to thank the Board, CEO and staff for keeping the faith despite tremendous odds. One third of the budget did not mean one third of the work. While our physical presence diminished, our online presence increased. Our partnerships strengthened. Our country offices found new ways of fund raising. Our income generating units accounted for one third of our revenue, and provided crucial bridging finance. GL's resilience is underscored by the fact that as 2018 dawns there is hope on the horizon. As we know well in Namibia, desert plants blossom the minute the rains come. The seeds that GL has sown will never die. I feel the rainclouds gathering. Sarry, like you, with you, we shall continue with a sense of pride!

A handwritten signature in cursive script, reading "Emily Brown".

Emily Brown
Chairperson

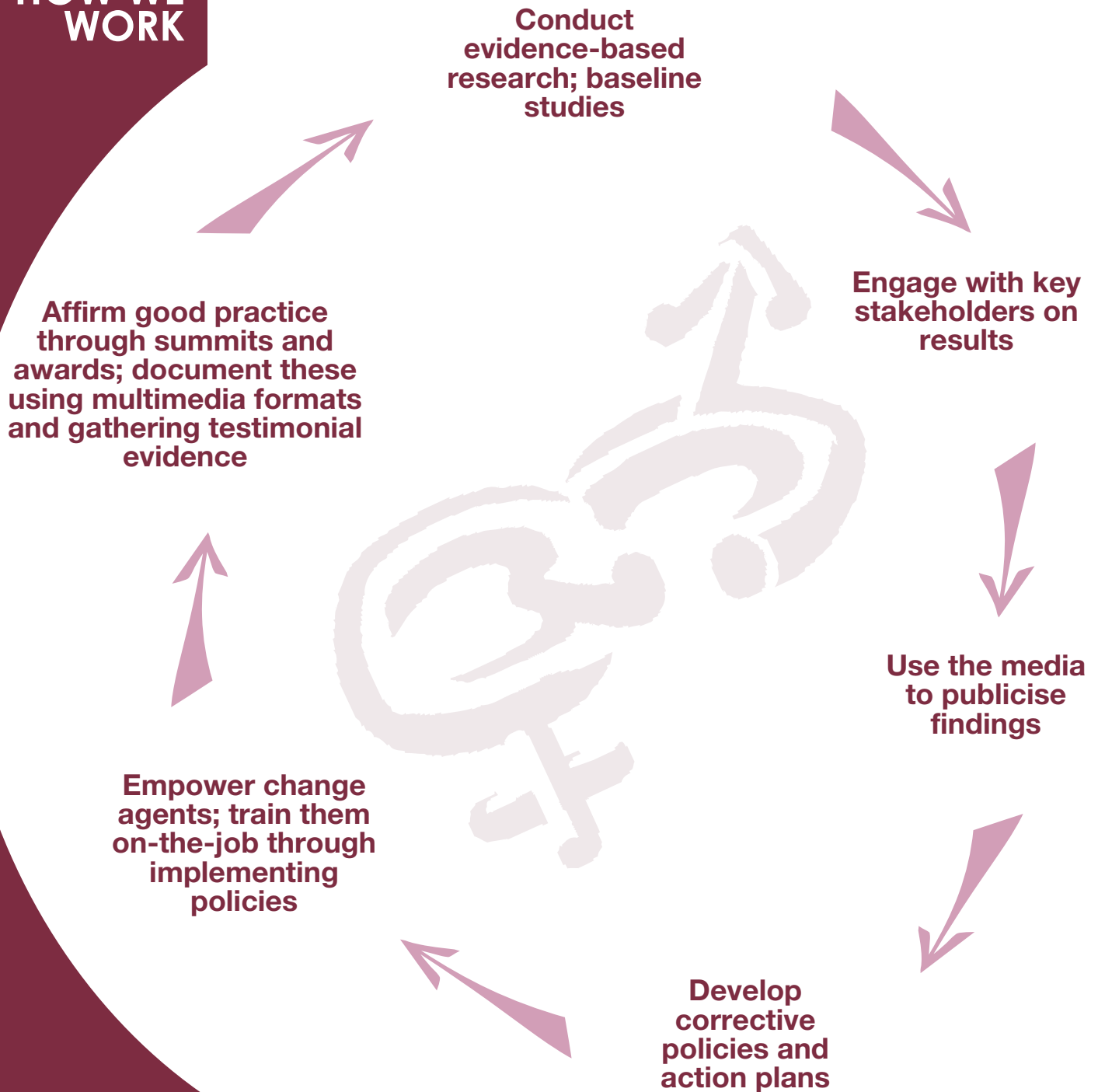
“Keep it up with the struggle for gender equality and the wonderful work you are doing in SADC”.
*TGNP founding member,
Gemma Akilimani*



“GL's Theory of Change recognises that gender is the most cross-cutting of all forms of inequality and exclusion

GL's **Theory of Change** recognises that gender is the most cross-cutting of all forms of inequality and exclusion. 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 state. While society readily identifies other forms of inequality, gender discrimination is so **normalised** that it often goes **unnoticed**, including by women who have been socialised to accept their inferior status. 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. Women and girls in Southern Africa remain the **majority of the poor; the dispossessed; the unemployed; the voiceless; those whose rights and dignity are daily violated and denied; those infected and affected by HIV and AIDS.**

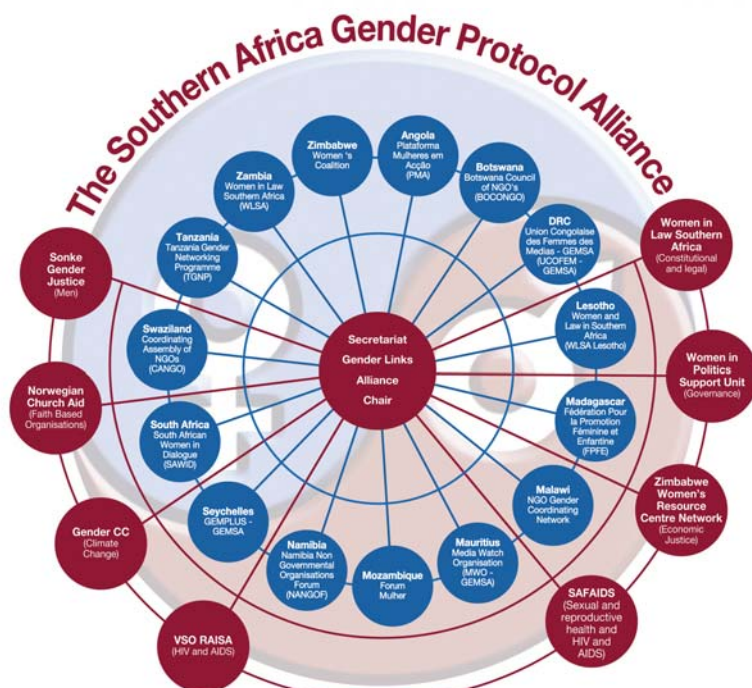
HOW WE WORK



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 UN Women in a Gender

and Media Summit in Tanzania. GL is the founding chair of 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 2017, GL held SADC Protocol@Work summits in six SADC countries - Botswana, Lesotho, Madagascar, Mauritius, eSwatini, South Africa and Zimbabwe.

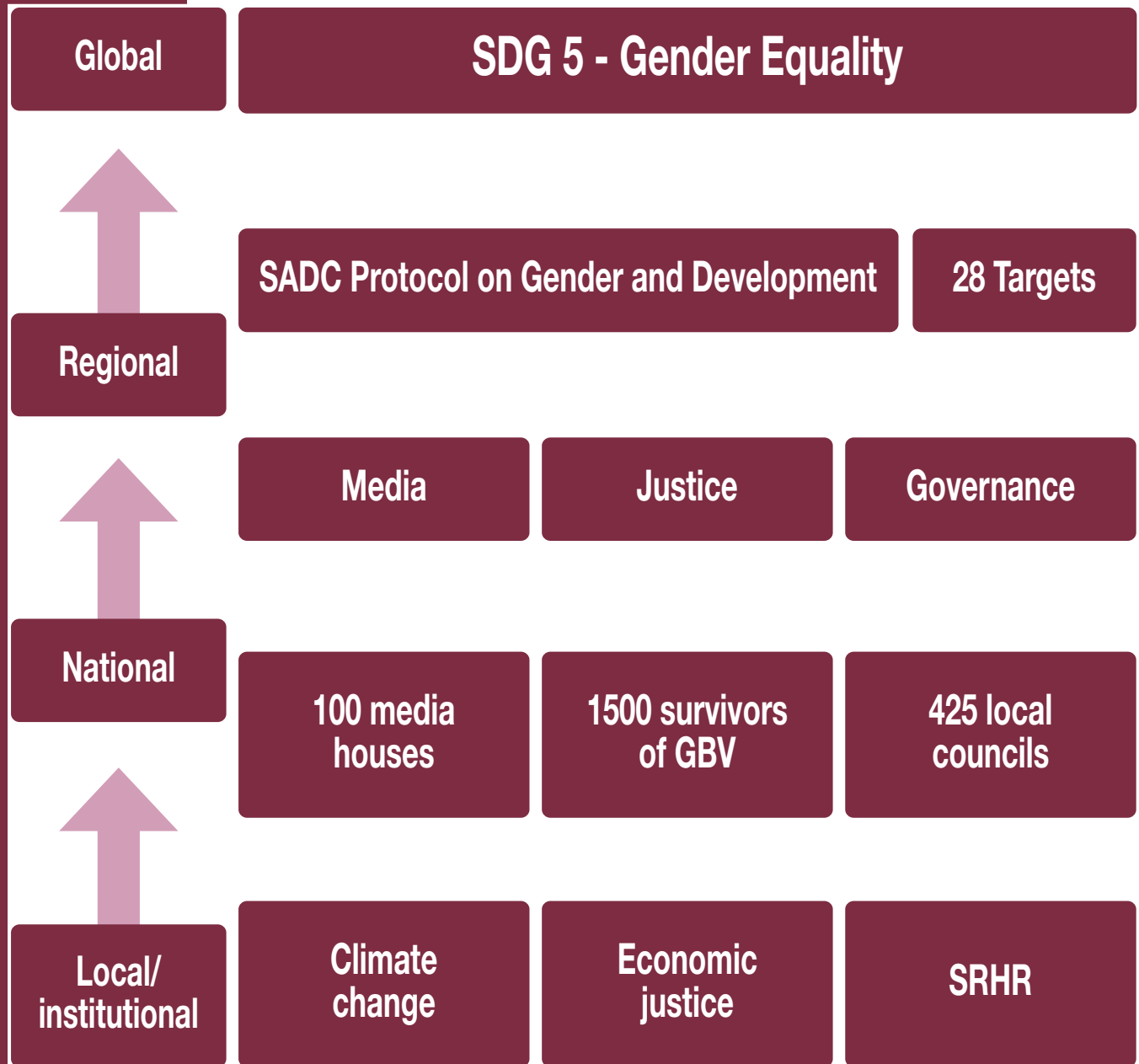
WHO WE WORK WITH



Global Alliance On Media And Gender



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, gender ministers aligned the Protocol 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 (SRHR) 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**



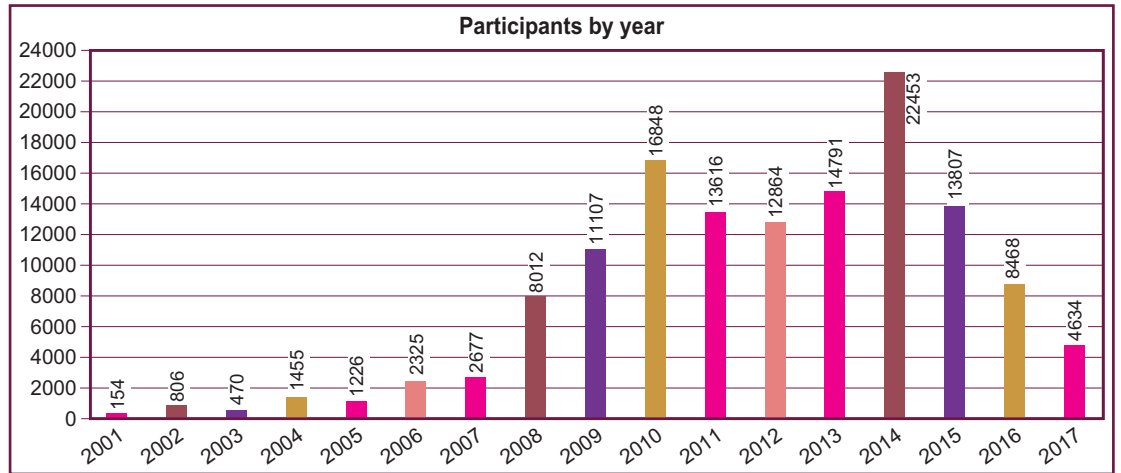
GL Board and CEO: Keabonye Ntsabane (Botswana); Emily Brown (Chairperson - South Africa/Namibia); Mbuyiselo Botha (South Africa); Martha Cumbi (Mozambique); Rethabile Pholo (Lesotho); Ntombi Setshwaelo (Botswana); Emma Kaliya (Malawi); Sarah Longwe (Zambia); Pat Made (USA/Zimbabwe); Colleen Lowe Morna (CEO-Zimbabwe/South Africa).

WHO WE REACHED DIRECTLY

“

“From self-pity to self-sufficient, Clara’s Boutique is my testament that a woman can rise from being a victim to a survivor of gender based violence (GBV). I credit Gender Links for exposing my work to the council, hence enabling me to obtain this work space without any major hassle.”

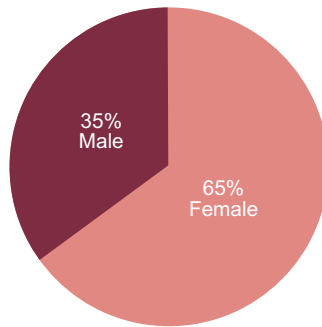
Clara Muleya from Solwezi Council in Zambia



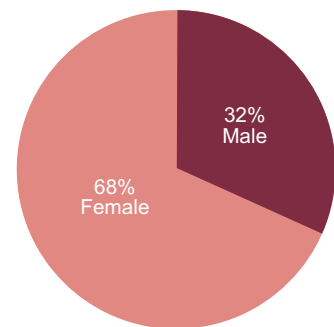
From 01 January to 31 December 2017, GL ran 101 events. This represents a decrease from the 392 events run in 2016 as a result of the reduction in funding during the 2017 financial year; only Lesotho hosted a National Summit in 2017.

GL reached a total of 4634 participants directly, compared to 8468 participants reached directly in 2016. Of the 4634 participants that GL reached directly; Botswana, South Africa and Lesotho recorded the highest number of workshop participants respectively. From GL's inception in 2001 to December 2017, GL has reached a total of 135,713 beneficiaries directly through its programme work.

Proportion of male and female participants between 2001 and 2017



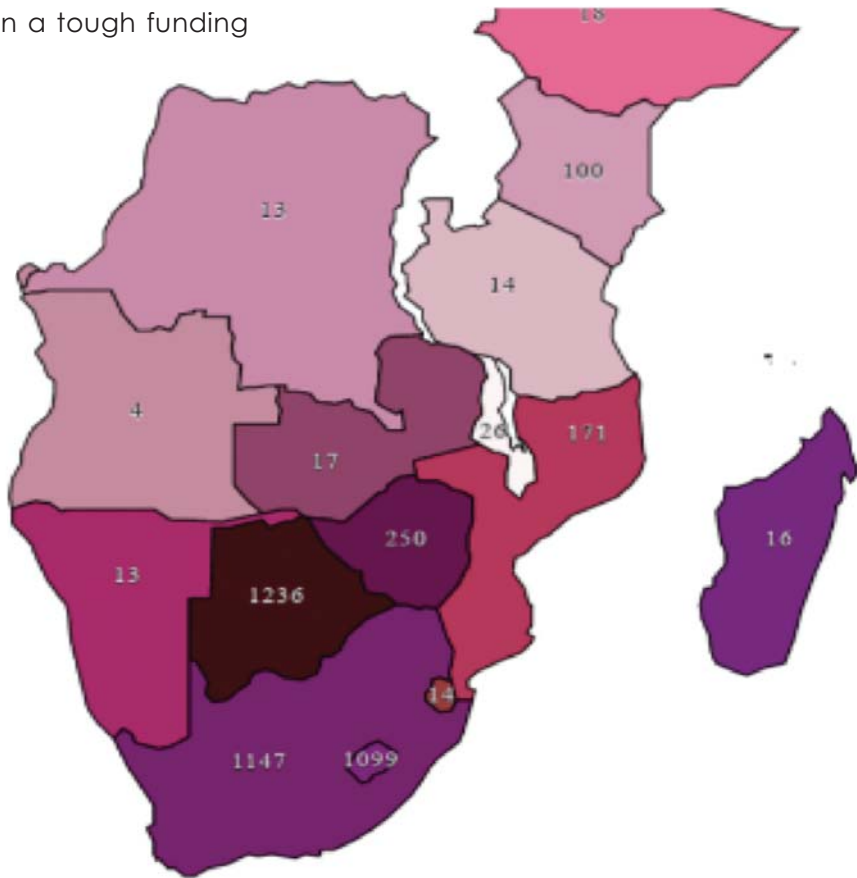
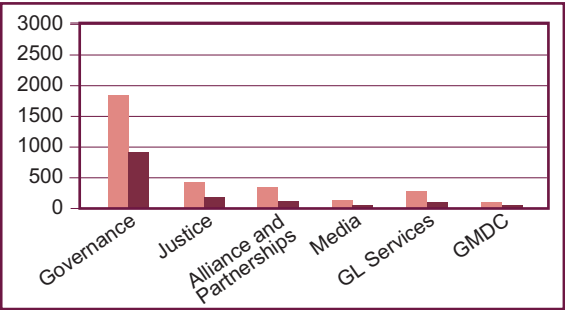
Male and female participants 2017



Overall, from 2001 to 2017, men comprise 35% of the participants reached. However, in 2017 men comprised 32% of all beneficiaries reached. The proportion of men is slightly lower than the average in 2017 due to the Entrepreneurship training that targets women survivors of gender based violence.

2017 Participants by programme area

The governance programme that focuses on local government, reached the largest number of participants (2793). The Justice programme reached 688 participants; the Alliance 536 participants, and GL Services programme reached 512 participants. This significant showing of GLS (GL's consultancy arm) in the beneficiary statistics is a tribute to GL's resilience in a tough funding year.



2017 Participants by country

At 1236, Botswana reached the highest number of people, (66% women, 34% men). South Africa (1147) and Lesotho (1099) featured second and third.

Governance
and
Justice
programmes
reached the
highest
number of
beneficiaries

Botswana
reached
1236
people
(66%
women)



WHO WE REACHED THROUGH THE MEDIA AND SOCIAL MEDIA

12515
Facebook
page
likes



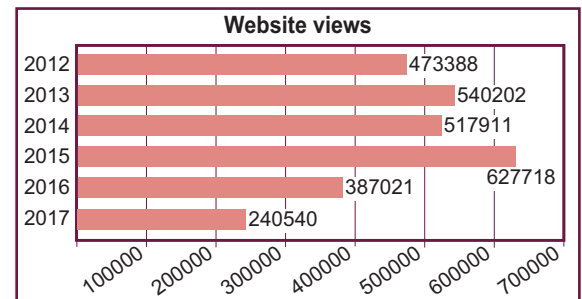
1718

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 as well as promote engagement. With country offices now active on their social media (FB) accounts, our reach is now more evenly distributed between the website and social media platforms.

1.	South Africa	30,266
2.	United States	8,632
3.	Zambia	6,234
4.	Mozambique	6,172
5.	Zimbabwe	5,649
6.	Mauritius	4,036
7.	United Kingdom	3,683
8.	France	3,019
9.	India	2,713
10.	Swaziland	2,461

Social Media

Twitter followers increased steadily by 812 followers from 3798 in 2016 to 4610 by December 2017. The account gained an average of 68 followers per month over the year. By December 2017 GL had 12,515 Facebook page likes on its main page: 1718 more than the 10,797 recorded in December 2016. This shows the page grew by an average of 143 followers per month.

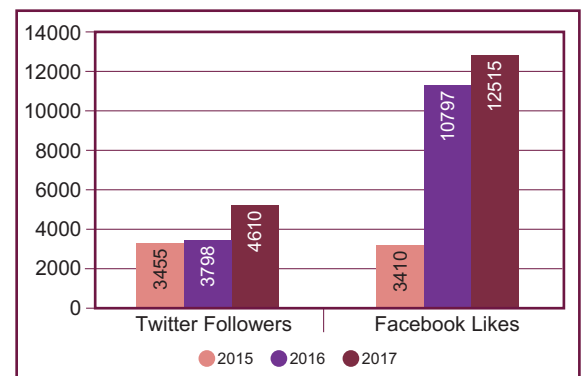


GL Website Page views 2012-2016

During 2017, GL had a total of 240540 page views for its website. This is 37% lower than 2016. But 90.5% of the 2017 visitors were new users compared to 5% return users.

Origins of page views by country

30266 views come from people based in South Africa, accounting for 13% of the total page views for the website. Six African countries have made it onto the top ten countries that access the GL website.





Through its blogs, GL had its largest footprint online, followed by print, TV and radio.



ONLINE

Country	GL mentions in the news 2015	GL mentions in the news 2016	GL mentions in the news 2017
Angola	0	0	0
Botswana	20	15	5
DRC	45	0	0
Lesotho	0	10	5
Madagascar	0	40	5
Malawi	20	5	20
Mauritius	30	35	20
Mozambique	30	30	20
Namibia	10	10	15
Seychelles	5	5	10
South Africa	170	75	15
Swaziland	10	5	10
Zambia	0	15	5
Zimbabwe	25	25	5

HOW WE MEASURE RESULTS

“

“The work done by Gender Links, 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 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. The GL website has had over 2 million website views. GL's list serve boasts 18,000 contacts: 65% women and 35% men.



Cyber dialogues in Seate Council, Lesotho.



Congrats GL on bringing home Africa's Most Influential Women awards!

GL's work has been recognised through several **awards**. In October 2010 GL won the **"Investing in the Future Award"** administered by the *Mail and Guardian* newspaper for its Gender Justice and Local Government Summit. In 2009 GL received the **"Top Gender Empowered Government Agency or Parastatal Award"** from the **Top Women Awards**. GL has been a finalist in the **Drivers of Change Award** - Civil Society Category administered by the *Mail and Guardian* newspaper and the Southern African Trust three times, including in October 2015. In 2013 the **African Union** recognised GL's outstanding contribution to women's rights during the tenth anniversary of the African Charter on Human and Peoples' Rights on the Rights of Women in Africa.

GL is an acknowledged **champion of the SADC Protocol on Gender and Development** that has been updated

to include the Post 2015 Sustainable Development Goals, with a stronger rights-based language plus a Monitoring, Evaluation and Results Framework (MER) framework. The Southern African Gender Protocol Alliance that tracks progress through an annual Barometer is a **backbone of the women's movement**.

GL is a global and regional **thought leader on gender and the media**, through chairing the Global Alliance on Gender and the Media (GAMAG) and supporting **108 Centres of Excellence for Gender in the Media**, including twelve public broadcasters. GL also works with 11 media training institutions that have opted to become **Centres of Excellence for Gender in Media Education** and form the steering committee of the **Gender and Media Diversity Centre (GMDC)**. GL's **Gender and Media Progress Study (GMPS)** conducted every three years is the most extensive such study undertaken in any region of the world providing a wealth of data for advocacy and action planning.



GL CEO Colleen Lowe Morna and actress Geena Davis address a forum at the UN Commission on the Status of Women on Gender and the Media.

WHAT WE HAVE ACHIEVED

GL's work has been recognised through several **awards**.

In October 2010 - **"Investing in the Future Award"**.

In 2009 - **"Top Gender Empowered Government Agency or Parastatal Award"** from the **Top Women Awards**.

A finalist in the **Drivers of Change Award** by the *Mail and Guardian* newspaper and the Southern African Trust three times, including in October 2015.

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SOUTHERN AFRICAN GENDER PROTOCOL ALLIANCE



Lucia Makamure
Alliance and
Partnerships Manager

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“We wish to thank our civil society partner in SADC, Gender Links for supporting and mentoring us throughout the process. The EAC Gender Barometer was inspired by the SADC Gender Protocol Barometer that is produced annually by Gender Links”
*Dr. Christine Mbonyingingo,
Chairperson Board of Directors of the East Africa Sub regional Support Initiative for the Advancement of women (EASSI)*

The Southern African Development Community (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, the Alliance campaigned for a regionally binding instrument 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). Key achievements in 2017 include:

CSW participation



GL attended the United Nations Commission on the Status of Women (CSW) 61 held under the theme, “Women's economic empowerment in the changing world of work” highlighting gaps in the share of household work and unpaid work between women and men, a key concern in Southern Africa.

Alliance spreads wings into East Africa:

The Alliance participated at the the Eastern African Community EAC Multi-Stakeholder Dialogue on Gender Equality to discuss the findings of the



East Africa Community (EAC) Gender Barometer. The Alliance worked with EASSI to produce the Barometer through providing the methodology and comments of the collated data.

EASSI is currently using the EAC barometer as a lobbying and advocacy tool on the EAC partner states for the implementation of the gender commitments in the EAC Treaty and the national, regional and international instruments on women's rights and gender equality.

The regional multi-stakeholder dialogue took stock of the achievements of women in the five partner states of East Africa (Uganda, Rwanda, Kenya, Tanzania and Burundi). The symposium was a platform to discuss the findings of the EAC Gender Barometer and draw joint recommendations aimed at strengthening the inclusion of women in development.

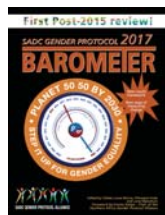
Revision of the SGDI: In July 2017, the Alliance expanded the SADC Gender Development Index (SGDI) from 23 indicators to 36 indicators. Nine indicators were dropped as they could not demonstrate gender progress in a meaningful way. The revised SGDI encompasses unique Alliance tools, including the newly introduced Gender and Rights Assessment (GRA) for Constitutional and Legal Rights; questions from the Gender Progress Score (GPS) and findings from media monitoring.

Young women at the centre: The Alliance launched the Young Women's Alliance (YWA) Network, on June 16, the Day of the African Child. The network will in the coming year play a key role in the Alliance

campaigns on women's economic empowerment and sexual and reproductive health and rights.

GRA Meetings: The Alliance convened expert meetings to conduct the Gender and Rights assessment of Constitutional Rights, special measures, domestic legislation, equality in accessing justice, marriage and family rights, persons with disabilities, widows and widowers' rights, the girl and the boy child for the Barometer.

First post 2015 SADC Gender Protocol Barometer



The 2017 Barometer is the first review of the Post 2015 Protocol. The yardsticks to measure gender equality progress include the SGDI and the Citizen Score Card. These have been reviewed in line with the Post 2015 Protocol. The SGDI now includes empirical data of 36 gender indicators in nine sectors all standardised to 100. Unique indicators include those for media, gender attitudes and gender and rights assessment. The Citizen Score Card now scores 40 target areas of the Protocol. The banner of the 2017 Barometer is "Planet 5050 by 2030, Step it Up for Gender Equality!" This follows a decision by Gender Ministers in June 2017 to step up efforts to gather data in the Post-2015 era, and to report more fully to the SADC Secretariat every two years through the SADC Monitoring, Evaluation and Reporting Framework.

Coalition and capacity enhancement: In August 2017, the Alliance held its annual strategic planning meeting including the validation of the Barometer by the different thematic clusters, taking stock of Alliance progress and mapping the 2018 strategy for the Alliance. The meeting also included the official launch of the Young Women's Alliance and the 2017 SADC Gender Protocol Barometer.

Building an active citizenry through campaigns: The Alliance has considerably expanded its social media footprint through facebook, twitter and a Community of Practice platform for constant engagement with citizens on key regional issues.



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“Planet 5050 by 2030, Step it Up for Gender Equality!”



Tarisai Nyamweda
Media Coordinator

“Gender Links’ work began with and is still strongly rooted in the media



Tshwareza Malatji, former GL media interns presenting highlights of the media chapter of the Barometer at the 2017 SADC Gender Protocol Barometer launch.
Photo: Thandokuhle Dlamini

Gender Links (GL) work began with and is still strongly rooted in the media. With its original slogan, “gender equality in and through the media” GL continues to be a front runner in the gender and media movement in Southern Africa and beyond. GL works on 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, editorial content, curricula and training. It has been engaging media strategically and continuously as partners in its work placing gender on the media’s agenda.

The programme conducts research-based advocacy on gender and the media, which informs training initiatives, gender policies and partnerships with media development organisations and also journalism and media training institutions across SADC and beyond.

Launch of GMDC Community of Practice

GL launched its UNESCO and Hivos funded Community of Practice on Gender and the Media. The project aims to build the capacity of media studies students and practicing journalists on gender and media through engaging with research findings of the Gender and Media Progress Study (GMPS), the research on gender and the media in the region. It also seeks to coordinate debate and dialogue, knowledge generation and sharing on key gender, diversity, and media issues in the Southern African Development Community (SADC) using an online Community of Practice for Gender and Media. This will contribute to promoting gender equality in and through media training, knowledge sharing, dissemination and networking linked to the review of Beijing Plus Twenty and the Sustainable Development Goals (SDGs).

By joining the Community of Practice members of the community are able to access key resources on gender and the media including research, training toolkits, surveys, case studies on gender in media education a resource which is scarce in Southern Africa. Through the community, members are also able to participate in forum discussions on gender issues and are mobilised to participate in online campaigns in the SADC region.

GMDC meeting

The media programme convened a three day meeting in Johannesburg, South Africa to introduce the GMDC COP to institutions of higher learning in its network who form part of this GMDC COP. Journalism and media studies departments represented were from University of Botswana; University of Antananarivo, University of Malawi - The Polytechnic Malawi Institute of Journalism; University of Mauritius; University of Eduardo Mondlane; Namibia University of Science and Technology; University of Limpopo; Durban University of Technology; University of Dar es Salaam; Zambia Institute of Mass Communication and National University of Science and Technology (Zimbabwe). This platform presented an opportunity for the focal persons (who are mainly chairpersons of the department) to share best practices on teaching and learning gender and media, and the measures taken by departments in mainstreaming gender in learning, curricula and enrolment. This network of academics also reviewed the SADC Protocol Barometer 2017 Gender and Media chapter incorporating in it relevant examples from the different countries.

Relaunch of the Internship programme

By December 2017, GL had enrolled five interns from across the region and beyond. The organisation provides a formal structure to manage interns within the organisation and ensure that the students as well as the organisation gains value from the experience.

GL advertised the internship on the website and amongst the COP members who submitted at least two candidate names from each institution. After successful interviews with the students five interns were enrolled onto the programme. These interns were from the University of Limpopo (two), University of Venda (one), University of Botswana (one) and University of Florida (one).

Interns learn how to conduct gender and media monitoring, content management in the community of practise; they also actively support with preparations of the GMDC meetings. They also help sampling media house for the upcoming Glass Ceiling Research: Women in South Africa media houses. Furthermore, interns learn how to write opinion editorial articles on different topics from a gender perspectives. These are published on the GL News and Blogs service, with some republished on other news sites such as *AllAfrica.com*.



Tshwarea Malatji and Petronell Ngonyama media interns learning how to record videos in preparation for the COP inception meeting.



Mariatu Fonnah
Governance Manager

“

"I participated in the Gender Links women in politics workshops. The workshops influenced me a lot and I applied all the tactics that were taught when I was running my campaigns.

This helped my community to see the importance of women's representation in government. I was very happy to be elected again as a councillor." She won the 2017 Local Government Elections for the second time in the FPTP system.

Mamorobane Ngakane, Councillor, Qacha's Nek Council, Lesotho

The Gender and Governance programme promotes gender responsive and sensitive local governance. GL's Centres of Excellence (COE) for Gender in Local Government project localises the Sustainable Development Goals (SDGs), Agenda 2030 SADC Gender Protocol and other key international and regional instruments. These are given effect through work with 442 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 2017 include:

Gender and Election Monitoring and Advocacy: GL developed gender and governance **strategies and policy briefs** for Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Swaziland and Zimbabwe; held strategic meetings with members of political parties, women's parliamentary caucus and partnered with key stakeholders in lobbying for electoral systems reforms, review of party manifestos and key actions for promoting gender equality at local, provincial and national government levels.

GL **monitored, reported and lobbied** on 50/50 women's representation in Lesotho (local government) and Swaziland (local government) and Zimbabwe elections. Under a First Past the Post (FPTP) electoral system with no quotas, women's representation in Swaziland improved by three percentage points from 12% to 15%; while Lesotho regressed from 49% to 40% though the country has a mixed FPTP and

- Seven Policy briefs on Gender and Governance.
- COE verification and strengthening with 57% (252 of 442), more than half of COEs in the region.
- Built and launched a vibrant regional SADC Protocol@Work Community of Practice.
- Held the GL Lesotho SADC Protocol@Work Summits with all COEs.

Proportional Representation (PR) Electoral System with a legislated 30% quota for women in local government.

The slight gains in Swaziland are attributable to concerted lobbying among key stakeholders and citizen engagement. While the 50/50 campaign gained momentum in Lesotho, the losses are a stark reminder of key role played by electoral systems and quotas in determining women's political representation. Following presidential changes from former President Robert Mugabe to President Emmerson Mnangagwa only five of thirty (17%) women were appointed to cabinet. GL and key stakeholders including Women in Local Government Forum, Women in Politics Support Unit (WiPSU), Women's National Coalition, UN Women, and the Women's Parliamentary Forum made a submission to the Parliamentary Portfolio Committee on the Electoral Amendment Act in preparation for the planned general elections by July 2018.

GL has revved up the campaign for electoral reforms, legislated quotas, aligned policy reforms within political parties and effective implementation, ongoing mobilising and capacity building of women to take up political leadership roles.

Strengthening gender mainstreaming within local authorities: GL developed COE verification, summit and backstopping resource packs and held workshops with all councils in seven countries on the implementation of their gender action plans, providing technical support on challenges they might have. In the spirit of “Leaving No One Behind,” GL involved differently abled women, women living with HIV, marginalised rural and urban women, in dialogues on pertinent issues affecting women and girls in local government and community levels during the 16 Days of Activism Campaign period from 25 November to 10 December 2017.

Active citizen engagement in a vibrant SADC Protocol@Work Community of Practice and Summits: GL Lesotho successfully held their SADC Protocol@Work national summit with all 50 COEs sharing their best practices. Other countries initiated logistics plans for their summits planned for the first quarter of 2018.

A GL inter-programme team worked with technical experts to launch the SADC Gender Protocol Community of Practice in all 15 SADC countries during a webinar on 8 December. Three related community

platforms were set up for the SADC Gender protocol Alliance members, gender activists, local government gender cadres and the media fraternity. The communities hosted on the Gender Links website are a virtual platform to share ideas; engage in debates; provide access to Barometer data in dynamic formats; SADC Protocol@Work case studies gathered during summits and all GL training materials. Community of Practice members are able to build relationships and engage in civic activism within the SADC region. The Local Government Community Hosted a discussion on “Women's Economic Empowerment to end GBV.”

A parallel initiative, piloted in Zimbabwe, involves the visualisation of data gathered through the Gender and Local Government Score Card. This will be cascaded to all participating countries in 2018.



Participants at a Gender and Elections workshop in Lesotho.
Photo: Ntolo Lekau

GENDER JUSTICE



Kevin Chiramba
Gender Justice Coordinator



Linda Musariri
Gender Justice manager



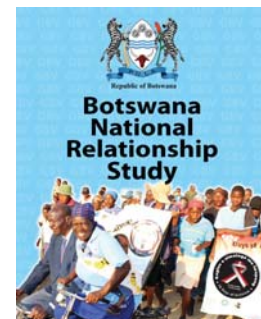
Anne Hilton
Economic Justice manager

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 2017 include:

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

Following the well-received 2012 National Baseline Study on GBV, in 2017 the Botswana's Gender Affairs Department

(GeAD) commissioned GL to conduct a follow-up study: the Botswana Relationship Study. Building on the 2012 study, the Relationship Study adds Violence Against Men (VAM), which Seychelles successfully piloted in its GBV National Baseline Study in 2016. This study increased the sample size from 1229 (639 women and 590 men) in nine districts in 2012 to 7920 (4224 women and 3696 men) in all 16 districts in 2017, providing a much larger sample and therefore more accurate data. The study is also unique in that it was commissioned and paid for by the Botswana government, underscoring commitment to elevate the issues of GBV to a high political priority.



Lifetime IPV experience and perpetration rates by women and men, Botswana Relationship Study 2017

	Lifetime GBV		Lifetime IPV	
	Women experiencing (%)	Men experiencing (%)	Women experiencing (%)	Men experiencing (%)
IPV in lifetime	37	18	18	27
Emotional IPV	31	14	13	17
Physical IPV	21	5	7	17
Economic IPV	11	6	4	4
Sexual IPV	5	2	2	3
Abuse in pregnancy	15			9

Source: Botswana Relationship Study

The table shows that the most common form of IPV experienced by both women and men is emotional, followed by physical, economic and sexual. Basing on the experience rates, higher proportions of women reported experiencing IPV. Meanwhile, higher proportions of men reported

perpetrating IPV. Among women, experience of IPV ranges from 31% of women experiencing emotional IPV to 5% of women experiencing sexual IPV. For men, rates range from 17% of men perpetrating emotional IPV to 3% of men perpetrating sexual IPV. Experience rates for men follow

a similar trend, with 14% of men experiencing emotional IPV to 2% experiencing sexual IPV.

The study found men struggle to open up about IPV because of the stigma attached to the issue. When outsiders try to help, abused men often shut them out, as reflected in the “I” Story¹ excerpt. When interventions targeting men do not acknowledge this violence, they run the risk of receiving resistance from the men that they target. A qualitative study on masculinities and violence in South Africa by Musariri (2018, unpublished)² reveals that men feel that their lived experiences of violence tend to be watered down and their voices silenced. This contributes to the ambivalent attitude exhibited by some men towards gender equality initiatives, particularly those that target them with behavioural change projects. Thus, this

“My housemate’s wife was very abusive to the man. Every month end the woman would demand the man’s bank cards. She then withdraws all money from the account and spends most of the money on her relatives without buying food for the family. When the man tries to ask her why she does what she does, she beats the man up and insults him in front of their children. When this happens the children run away from home. I have tried on several occasions to intervene but the woman does not listen and she ends up hurling insults at me as well. I have tried to advise him to report the matter because of the emotional, physical and economic abuse but he refused, saying he is afraid of his wife. He also is not sure how the police will respond.”

- an excerpt from an “I” Story by Thabo*

study brings to light the complex position of both men and women as both victim and perpetrator. The study, therefore, provides significant insights and will strengthen efforts towards eradicating GBV.



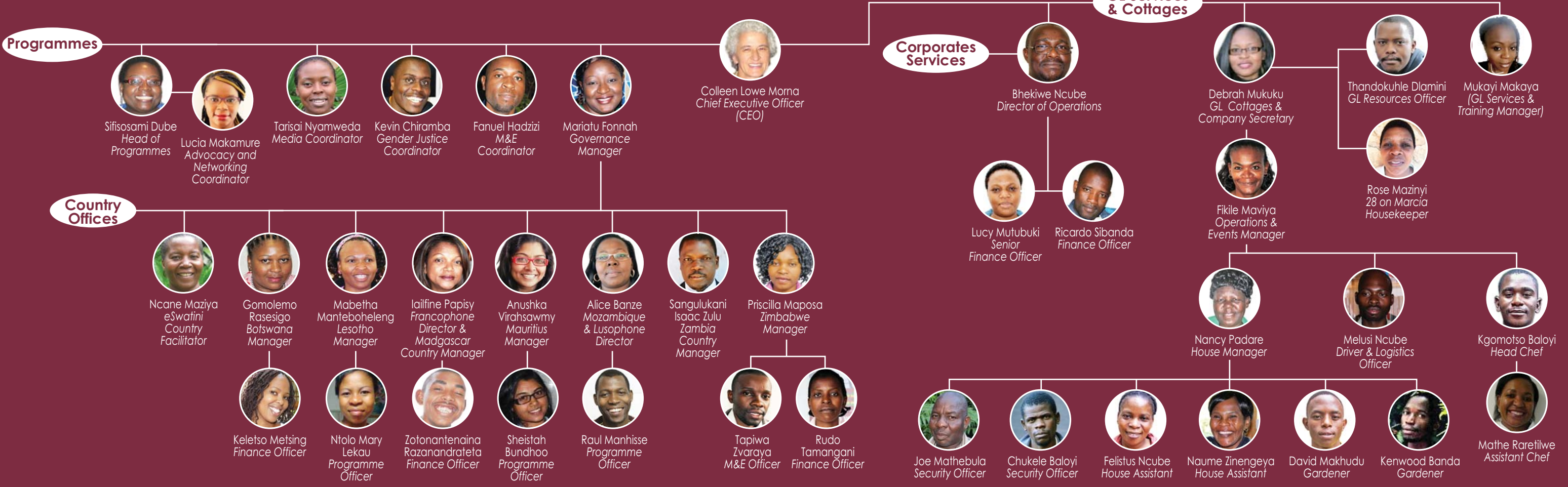
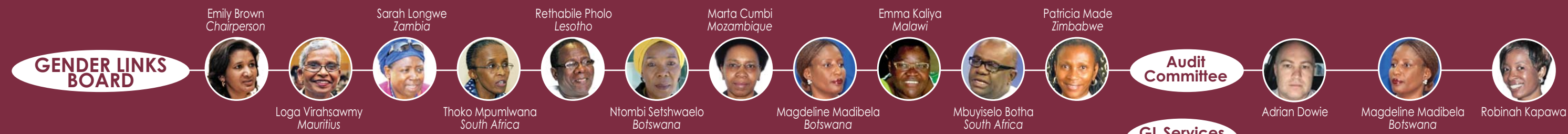
Sunrise Campaign TOT workshops: During this period GL rolled out the Sunrise Campaign and conducted Training of Trainers workshops in six countries, i.e. Botswana, Madagascar, Mauritius, Mozambique, eSwatini and Zimbabwe. The training targeted Gender Focal Persons from the Councils as part of the strategy to enhance ownership of the programme. A total of 169 participants (78% women) took part in the TOT. In 2018, GL will roll out the Sunrise Campaign through 100 councils (ten in each country), with a target of 1500 women (15 in each council). The programme will be driven and supported by the councils, with full access to GL's training and M and E tools. GL will play a standard setting, quality control, knowledge management and sharing role.

¹ * pseudonym used in the “I” story collected by GL as part of the GBV Relationship Study.

² Musariri, L (2018) Fieldnotes: Masculinities and violence research project, Johannesburg. (Unpublished)

“GL rolled out the Sunrise Campaign and conducted Training of Trainers workshops in six countries

GENDER LINKS ORGANISATIONAL CHART



WHERE WE WORK

“

Gender Links 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.”

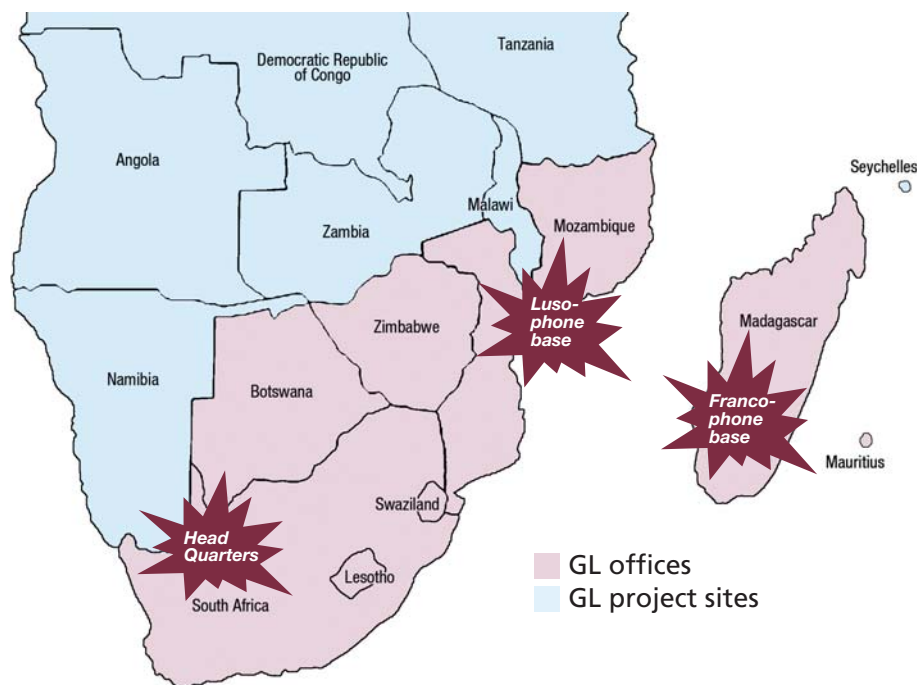
Gender Links has registered offices in ten SADC countries, including a Lusophone base in Mozambique and Francophone base in Madagascar. GL's Botswana office also serves as a liaison office with the Southern African Development Community (SADC). In 2017, GL offices in Namibia and Zambia went into project site status due to funding cuts. This meant that GL rolled out its programme work through consultants and partners rather than local offices.

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 commit

-ted 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.





Mainstreaming strategy for sports in Botswana.

- Carried out a GBV study contracted by the Government of Botswana (see Gender Justice).
- Supported 15 councils to conduct their own 16 days of Activism against GBV. The North East District council in 2017 raised funds and conducted entrepreneurship training phase three for the survivors of GBV. GLB facilitated the training.

GL's Monitoring and Evaluation through the Gender and Local Government Score card shows that:

Gender Links Botswana opened in 2008 as a liaison office with the Southern Africa Development Community (SADC) and country office. GL's COE programme extends to all 32 of the countries councils. In 2017 Botswana office:

- Conducted verification workshops from all 25 COE councils who have started the process of completing their score cards. As part of monitoring gender mainstreaming at the local government level, two verification workshops were conducted in Gaborone and Francistown attracting 26 councils. The verification included updating the local government score card cross checked against given evidence took part and brought their evidence files on the work they do to ensure mainstreaming of gender.
- Undertook a consultancy with the Commonwealth to support the National Sports Council to draw up a Gender
- Women comprise 23% mayors/political heads; 15% deputy mayors/political heads; 21% chairs of committees; 21% of those who participated in public consultations. 43% women on water/sanitation committees. 100% water and sanitation committees are chaired by women.
- Women comprise 52% COE council employees; youth and disabled 29%.
- Women comprise 38% of the COE management; 66% of those employed through COE projects.
- Council projects employ 49% youth and 3% people with disabilities.
- 77% councils keep sex disaggregated data on procurement. COE councils allocated US\$ 1, 618,704.00 to gender responsive local economic development in 2017.
- COE councils allocated 19% of all land and 16% of all housing to women.
- 77% of COE councils have street lights.



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

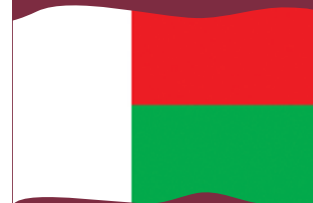
Gender Links Lesotho office was legally registered on 1 February 2011. The office works with 50 councils across the country as part of its COE programme - about two thirds of the councils in Lesotho. In 2017 the office:

- 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 verification for Centres of Excellence gender mainstreaming efforts as guided by their gender and gender based violence action plans and evidenced by documentation of actions taken. Councils were graded against the GES standards in a six tier system from blue to platinum.
- Conducted a national summit with 50 COE entries; four winners and 5 runners-ups.
- Piloted "Selibeng-Breaking the silence" promoting awareness on GBV through digital solutions in Lesotho in twelve COE councils in the three districts of Mafeteng, Mphahle's Hoek and Thaba Tseka. The project is a partnership with Participatory Initiative for Social Accountability (PISA) and Main level Consulting (as digital partner) to conceptualise and pilot the initiative. In all, 85 women GBV survivors were identified in twelve councils and a needs assessment work-shops held for them. A smart phone application was

developed and tested with the group identified.

GL's Monitoring and Evaluation through the Gender and Local Government Score card shows that:

- Women comprise 40% Councillors; 9% mayors or political heads; 25% deputy mayors/political head. They chair 44% committees and 44% women participated in public consultations. Women constitute 58% women of those on water/sanitation committees and 70% of those on water and sanitation committees are chaired by women.
- Women constitute 56% of COE employees and 62% of COE council management.
- 59% councils have disability friendly facilities.
- Council projects employ 49% women and 10% people with disabilities.
- 59% councils keep sex disaggregated data on procurement; 34% set a target for increasing the number and value of contracts allocated to women, PWD and youth.
- Lesotho COEs budgeted US\$ 2,404,644 for promoting gender equality in decision-making and public participation in 2017 and US\$ 21,749,202 allocated to gender responsive local economic development in 2017 and US\$ 831,296 for promoting gender/youth and disability friendly SRHR, HIV and AIDS programmes in 2017.
- Councils allocated 34% of land and 57% housing to women.
- 25% councils have street lights.



GL Madagascar (GLM) began operations in 2011 and is the Francophone head office of Gender Links. In 2017, the Madagascar office:

- Developed a new diversification strategy. For the first time, GLM worked in the humanitarian field. In partnership with UNFPA, GLM worked in seven districts of Madagascar providing a response to gender-based violence following the cyclone ENAWO across seven districts. 200 women and young leaders in the communities received training and were able to break the silence; 500 survivors were referred to the care services.
- Expanded GL Services work to include a project funded by the African Development (AfDB) in partnership with the Indian Ocean Commission (IOC) to draft a framework for gender equality for the island of Comoros; a GIZ funded project to work with women and youth associations to improve social services in 20 communities through the use of community level competitions aimed at improving service delivery with the targeted communities, a GIZ-PAGE funded capacity building training on women in mining that benefited 15 women.
- Verification of the 67 COEs through the Gender and Local Government Score Card.
- The implementation of the project "Strengthening gender mainstreaming in 67 Centres of Excellence for Gender in Local Government in Madagascar through a Community of Practice and IT for gender justice campaign", funded by the Canada Fund for Local Initiatives (CFLI).

GL's Monitoring and Evaluation through the Gender and Local Government Score card shows that:

- Women comprise 12% Councillors in the COEs; 14% mayor/political heads; 22% deputy mayors/political heads. Women chair 21% committees overall and 88% water and sanitation committees in the COE.
- 92% of the COE councils have Junior Councillors; girls chair 33% girl chairs of these.
- Women comprise 28% of COE employees and 19% of management.
- 17% of COE councils have disability friendly facilities.
- Women comprise 40% COE employees.
- Youth comprise 72% and People With Disabilities 1% those employed through COE council projects.
- 36% COE councils keep sex disaggregated data on procurement; 86% set a target for increasing the number and value of contracts allocated to women, PWD and youth.
- Women comprised 27% of those allocated land; 28% those allocated housing
- 85% of the COE councils have street lights.



Lailine Papisy
Francophone Director &
Madagascar Country Manager



Zofonantenaina Razanandrateta
Finance Officer

MAURITIUS



Loga Virahsawmy
Gender Links Board Member



Anushka Virahsawmy
Mauritius Manager



Sheistah Bundhoo
Programme Officer

GL Mauritius began operations in 2008 and has played a strategic role in bridging GL's Anglophone and Francophone operations. In 2017, GL Mauritius office:

- Hosted a SADC Protocol@Work Summit in February 2017, with the financial support of Canada Funds for Local Initiative (CFLI) project, in partnership with Savanne, Grand Port and Curepipe. The District Council of Savanne won the first prize.
- Convened a Training of Trainers (TOT) for the Municipality of Curepipe, District Council of Savanne, Grand Port, Moka, Riviere du Rempart and Black River. Out of the six councils only Savanne has a woman CEO. From all six councils there are 31% female councillors and no mayor or political heads. 13% of the committees are chaired by women and women comprise 11% of water and sanitation committees.
- Facilitated entrepreneurship training for 31 survivors of GBV in partnership with LUX Hotels and Resorts, for women in impoverished regions of Cite Mangalkhan, Floreal. 22 of them completed the programme; four got 'on-the-job' training with LUX Hotels in beauty/ spa and pastry making within the hotel.
- Worked with CIM Finance in a one-year training programme with women in the region of Cité CIM, Riviere du Rempart on entrepreneurship; self-esteem and literacy.
- Conducted training in the region of Durueil with the financial support of The Hong Kong and Shanghai Bank of Mauritius (HSBC). The training programme targeted mostly young women in the region and is on-going. The expected outcome of the project is to empower

women and youth in the region to gain self-esteem, to become entrepreneurs, to start a literacy and IT programme which will contribute in increasing their opportunity to get a job.

- On 1st September 2017, GL Mauritius, opened the first ever Halfway Home for young female adults in Mauritius. The Halfway Home is a temporary shelter for teenage girls (18 and up) who are homeless due to abuse and rejection from family members and has been launched with the funding received from the National CSR Foundation. The home welcomes residents coming from the Rehabilitation Youth Centre (RYC) in Mauritius and other children shelters. Several individual donors helped financially and in-kind. Courts Mammouth donated bunk beds; Lux Hotels towels, sheets, quilts and wall paintings. Beachcomber hotels donated bathrobes and sheets. IBL donated a TV set, freezer, water heater amongst others.

GL's Monitoring and Evaluation through the Gender and Local Government Score card shows that:

- Women comprise 20% of chairs of committees in the COE and comprised 20% those who participated in public consultations.
- Women constitute 36% those employed by COE councils and 35% management.
- 50% councils have disability friendly facilities.
- All COE councils keep sex disaggregated data on procurement and set a target for increasing the number and value of contracts allocated to women, PWD and youth.
- All councils have street lights.



Gender Links Mozambique began operations in 2011, serving both as country office and Lusophone base. GL Mozambique registered as a wholly Mozambique incorporated office in 2016. In 2017 the office:

- Increased the number of Centres of Excellence that it works with from 19 to 20.
- Expanded Gender Based Violence Action Plans to include Sexual Reproductive Health and Rights (SRHR) and early child marriage.
- Produced a book and Video in English and Portuguese containing life stories of early child marriage from Manica Province were produced as a tool for lobby and advocacy for GL work and other stakeholders. This was done in partnership with the Office of the First Lady of Mozambique who is the Patron of the Early Child Marriages Campaign and also in collaboration with the Ministry of Gender, Child and Social Affairs through dissemination of the National Strategy to Prevent and Fight Early Child Marriages.
- Obtained buy-in from four schools (in Mandlakazi, Mocuba, Namaacha and Massinga) to introduce debates with youth on early child marriage which benefited 173 female and 42 male students. 60 sets of school materials were distributed to young women students as an incentive to keep them at school.
- Mentored graduates of the entrepreneurship programme for survivors of GBV providing continuous support in life skill and business action plans and ensuring creation of employment in councils such as Inhambane and Bilene.

- Produced and launched the 2017 Barometer, tool to measure the progress of implementation of commitments made by member states.
- Successfully Launched the CoP 16 days of activism.
- Conducted a workshop with Members of Parliament to revise the Inheritance and Family Laws and Inheritance Law approved by parliament.

GL's Monitoring and Evaluation through the Gender and Local Government Score card shows that:

- 45% of COE councillors are women. There has been an increase of women mayors in the COE's from 7% in 2008 to 9% in 2017, and female managers from 13% in 2012 to 38% in 2017. Women comprise 80% of those who work in water and sanitation committees, and 32% of those who chair these committees.
- Women constitute 36% of COE council employees.
- COE councils allocated 48% of land to women.



I congratulate the efforts of the work and achievements made by my council in particular as a result of the work done by GL in Mozambique, to ensure equal participation of women and men not only within the councils but also in management positions. I encourage all councils in Mozambique to join the COEs Process in order to achieve gender equality and development we all hope for.

Raul Conde - Chimoio Mayor



Marta Cumbi
Gender Links Board Member



Alice Banze
Mozambique & Lusophone Director



Raul Manhisse
Programme Officer



Ncane Maziya
Swaziland Country Facilitator

Registered in 2012, Gender Links Swaziland (GLS) is a lean office that works strategically through the Swaziland Association of Local Government Authorities (SWALGA). In 2017 the Swaziland office:

- Strengthened partnerships to solidify GL Swaziland's work and achievements in the past 6 years. To date 12 councils and 24 Tinkundlas form part of the COE process. This covers a total population of over half of 2 million Swazis.
- Participated in the Sixteen Days of Activism campaigns on ending GBV collaboratively with faith-based organisations through the media.
- Participated in launching the regional SADC Protocol@Work Community of Practice anchored on the Gender Links website.
- Administered monitoring and evaluation tools for Swaziland's inputs into regional assessments and analysis of progress made in localising the Sustainable Development Goals (SDGs) and Agenda 2030 SADC Gender and Development Protocol.

GL's Monitoring and Evaluation through the Gender and Local Government Score Card shows that:

- Women comprise 20% of the COE councillors and 33% of the mayors/political heads and 17% of the deputy mayors/political head.
- Women chair 15% of committees and 15% women participated in public consultations. Women comprise

66% of water/sanitation committees and 50% of these are chaired by women.

- COE Councils employ 34% women; women comprise 50% of the managers.
- All councils have disability friendly facilities.
- Women comprise 45%, and youth 44% of those employed by council projects.
- COE Councils allocated 32% of land to women.
- All councils now have street lights.

"The COE programme helped councillors work very closely with the communities. Having worked in local government for nine years I have discovered that there is a need for several projects on the ground for the improvement of the community, and this need is relevant to any community in this country. I got to know about Gender Links in 2009 when the SADC Gender Protocol was introduced in the country. I had an opportunity to attend the summit at regional level in Johannesburg where I was enlightened on a number of possible interventions to assist underprivileged fellow community members. This inspired me to actively participate in motivating and providing guidance to fellow women."

*Sthembile Simelane Town Clerk,
Siteki Town Council, Swaziland*



GL work has continued in eSwatini despite funding challenges.
Photo: Colleen Lowe Morna



The Zimbabwe Office became fully operational in 2009. In 2017 the Zimbabwe office worked with 68 councils that elected to become COEs; more than two thirds of the councils in the country. The office:

- Undertook the knowledge management project which resulted in the production of a publication entitled At the Coalface: Gender@Work in Local government Zimbabwe.
- Undertook the data visualisation project by creating infographics on chapters from the publication: Gender@Work in Local government Zimbabwe.
- Reviewed and updated 15 local authorities' Gender and GBV action plans.
- Conducted 16 Days of Activism campaigns with Murehwa Rural District Council.
- Worked with the Women's Coalition in advocacy and raising awareness of the 50-50 campaign at local level.
- As part of GL services, GL Zimbabwe strengthened its partnership with the International Centre for Local Democracy (ICLD) by providing training on gender related issues to the ICLD programme on capacitating local leaders in Zimbabwe.
- Took part in launching the Community of Practice (COP), with Zimbabwe anchoring the local government COP platform.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard shows that:

- Women comprise 21% Councillors in the COE (4% more than the national average); 15% women mayor/political heads and 29% deputy mayors. 19% of the chairs of committees. Women comprise 42% women of those on water/sanitation committees and 95% of the chairs.
- 67% of the councils have a junior councils; girls chair 43% of the junior councils.
- Women comprise 23% of COE council management.
- 71% councils have disability friendly facilities.
- COE Council projects employ 31% women; 32% youth and 3% people with disabilities.
- 14% councils keep sex disaggregated data on procurement.
- COE Councils allocated women 22% of land and 21% of the housing under their authority.
- 50% councils have street lights.



Murehwa RDC men filling the Citizen Scorecard questionnaire.



Patricia Made
Gender Links Board Member



Priscilla Maposa
Zimbabwe Manager

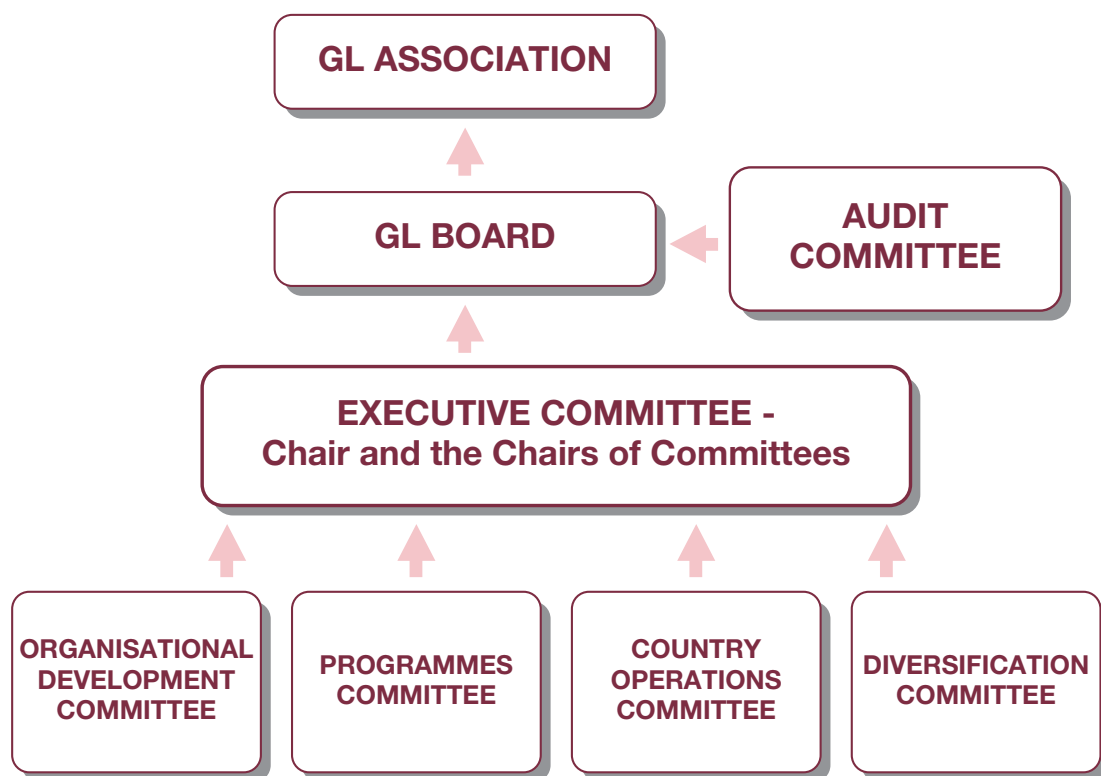


Tapiwa Zvaraya
M&E Officer



Rudo Tamangani
Finance Officer

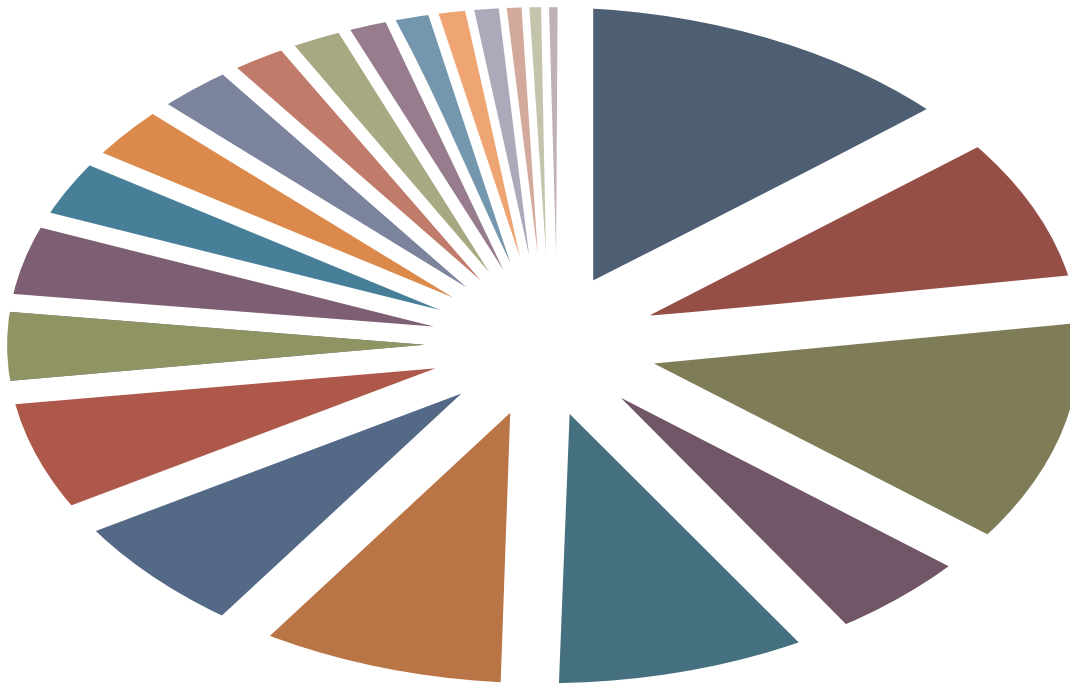
“GL is governed by a 12 member board from eight SADC countries



Gender Links apex structure is an **Association** chaired by founder member and communications expert **Kubeshni Govender Jones**. Members include well known Editor and media personality **Ferial Haffajee** (South Africa); International Ideas programme manager **Pinkie Mekgwe** (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 Virasawmy** (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 Setwaelo**; Chair of FEMENT and the NGO Coordinating Council of Malawi **Emma Kaliya**; men-for-change activist **Mbuyiselo Botha** and former Deputy Chair of the South African Commission for Gender Equality **Thoko Mpumlwana**. **Adrian Dowie** (CA, South Africa) chairs the audit committee, with Magdeline Madibela as a member. CEO **Colleen Lowe Morna** (Zimbabwe/South Africa) is an ex- officio member of the Board.

“GL had more donors (18) but less money than in the past five years



AMPLITY CHANGE	3 325 937
AMPLIFY CHANGE MOZAMBIQUE	1 966 702
DIAKONIA MOZAMBIQUE	3 068 922
DIAKONIA	1 210 781
GIZ LESOTHO	2 204 384
BOTSWANA GOVERNMENT	2 149 717
SIDA ZIMBABWE	1 622 798
US EMBASSY MOZAMBIQUE	1 478 888
MDDA	959 905
UNFPA MADAGASCAR	932 848
HIVOS ZIMBABWE	747 625
COMMONWEALTH - ALLIANCE	707 473
HIVOS	650 000
BUSINESS BOTSWANA	465 086
SAT	450 000
UNESCO	325 000
CFLI MAURITIUS	319 460
CFLI MADAGASCAR	254 499
FHR SA	240 000
CIM MAURITIUS	147 183
ICLD ZIMBABWE	110 361
UNICEF ZAMBIA	32 327

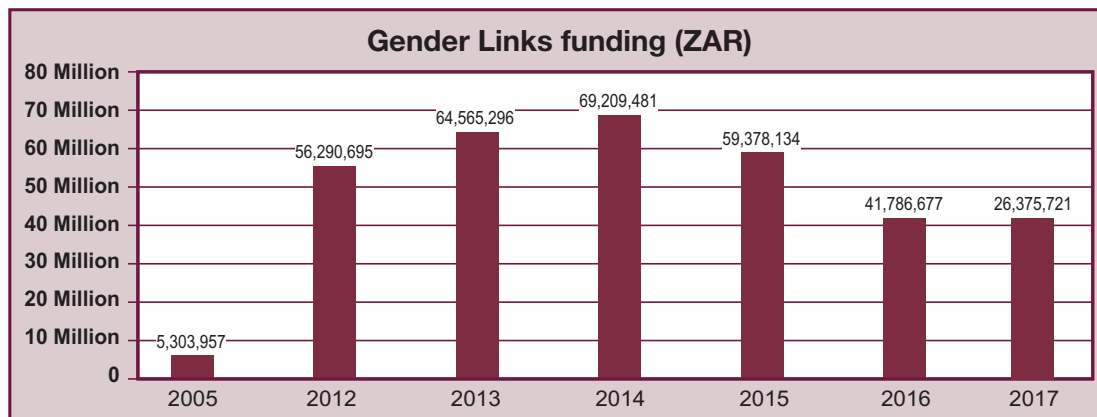
In 2017, GL had more donors (18) and less money than in the past five years. The largest amount of money came from a joint donor fund - Amplify Change (bilateral donors such as Sida, DFID, DANIDA and private sector donors) - a total of just over R3mn. A notable feature in 2017 is the large number of small donors, and absence of bilateral donors. In 2014, DFID and the Netherlands government Funding Leadership Opportunities for Women (FLOW) Fund accounted for 60% of GL's funding with the Swedish Embassy in Zimbabwe also a significant bilateral funder. The drying up of these bilateral funds and their mediation through northern NGOs and other conduits had a profound effect on GL financial standing.

MIND THE GAP

“

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

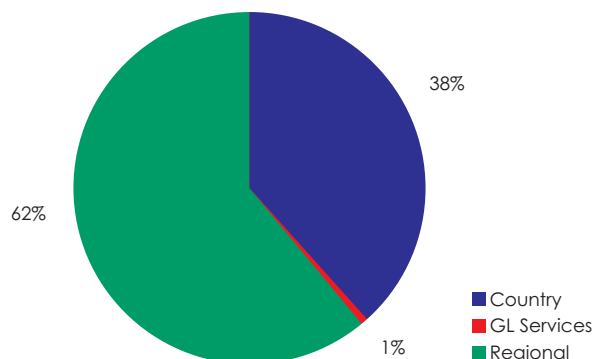


From a rapid and steady growth from 2003 to 2013, GL's funding dropped by 62% between 2014 to 2017. GL has conducted an in-depth study on the reasons for this, in consultation with other WRO. The outlook for 2018 appears slightly better, in no small measure due to the advocacy with Bilateral donors that is bearing fruit, and will be detailed in the analysis that follows. GL is hopeful that it will build up to a funding level of about R40 mn per annum; this will still be 40% lower than the 2014 peak, but will be a level that will enable the organisation to sustain its work on the ground in at least seven SADC countries. Given the

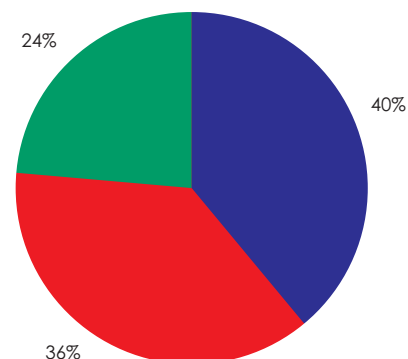
time it takes to conclude donor agreements, this level may only be realised in 2019, but 2018 should end in a slightly better position than 2017.

GL's consulting arm, GLS played a major role in sustaining country offices, bridging between grants, and helping them to "turn a wealth of knowledge into wealth." GL's contract with the AU to draft a new gender strategy played a key role in enhancing the brand and visibility at a low point for GL. One outcome of GL reduced resources in 2017 and increased GLS activity in 2018 is a more balanced funding portfolio.

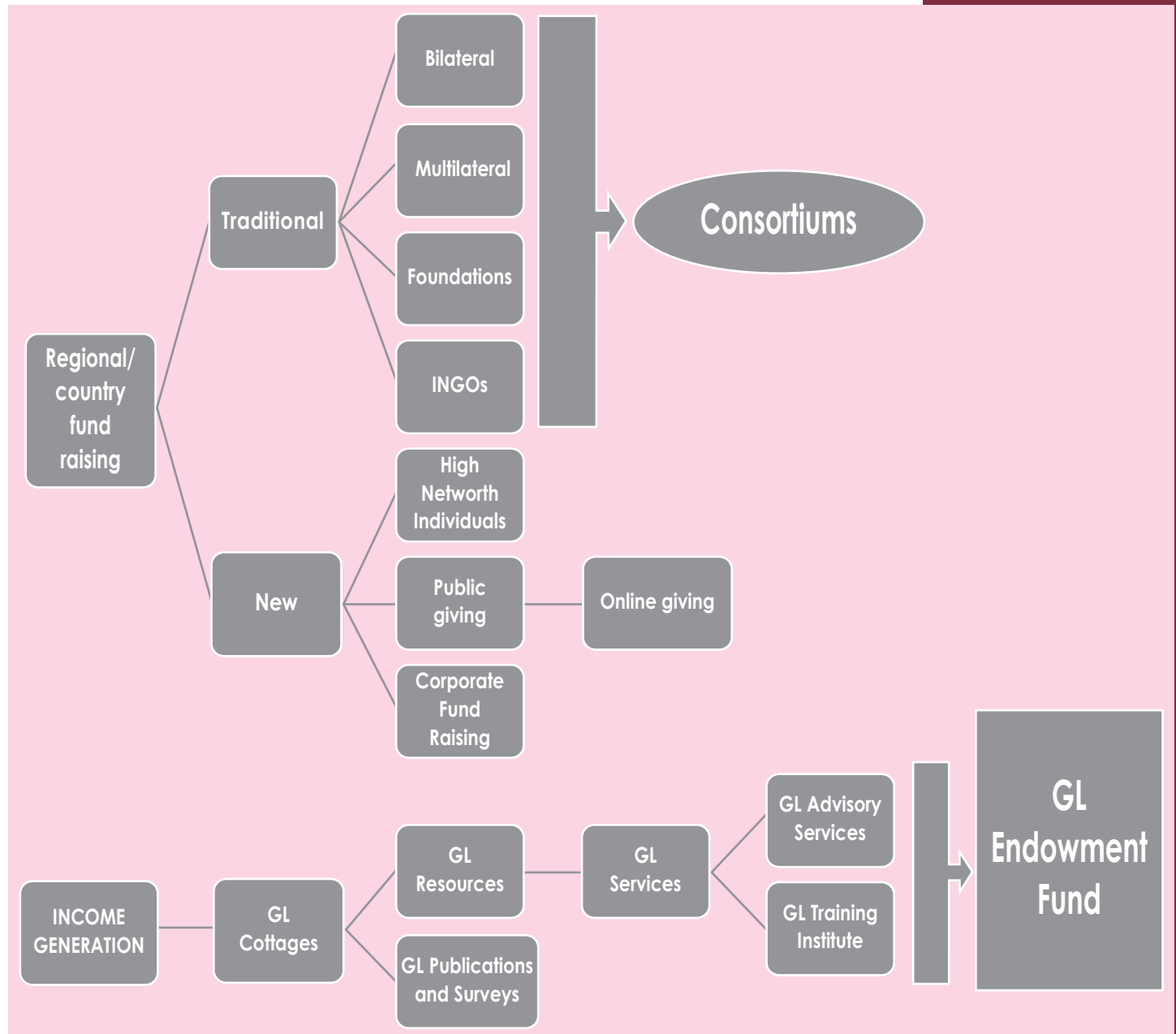
GL Income 2014



GL Income 2017



GL Sustainability strategy





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. These account for 5% to 10% of income each year.

GL SERVICES

GL RESOURCES

PHOTOS

DVD and video footage

BOOKS AND TRAINING MANUALS

GL ADVISORY

Policy/strategy development

Gender audits

Evaluations

Institutional & systems support

Research

Speaking engagements

GENDER LINKS TRAINING INSTITUTE

Gender awareness

Gender mainstreaming

Gender and media literacy

Tailor-made courses

GL COTTAGES AND CONFERENCING

Accommodation

Conferencing

Events

Shuttle service

External catering

As GL struggled to stay afloat in the hostile funding environment of 2017, Gender Links Services (GLS) comprising of GL Advisory Services, GL Training Institute, GL Resources and GL Cottages & Conferencing came into its own. The portfolio remained profitable and wholly self-sustaining, with profit contributing to the GL Endowment Fund.

Areas of Advisory Services undertaken included Research, Gender Audits, Gender Policy development, training and Facilitation. GL Country operations contributed 23% of GLS annual turnover, with Advisory Services contributing 24% and the Cottages 53%.

GL ADVISORY SERVICES

The 2017 **BIG HIT** for the GL Advisory Services unit was winning, through an international open tender process, a contract with the African Union (AU) to develop the AU Gender Equality and Women's Empowerment Strategy.

GL Training & Advisory Services served as the Gender Technical Expert to the WYG International Limited consortium under the Climate Resilient Infrastructure Development Facility (CRIDF), a project that mainstreams gender into water and dam building projects within the SADC Region.

Other new and interesting areas of work for GL Advisory Services included work with the Commonwealth on Gender and Sports in Botswana, an initiative that resulted in

Botswana developing a Gender and Sports Strategy for the country, a first in the SADC Region. Over the years GL Advisory Services has worked with organisations like UN Women and the African Development Bank providing training, 2017 saw continued support to these organisations.

At country level, GL Offices in Botswana, Lesotho, Mauritius, Madagascar, Mozambique and Zimbabwe are busy growing in-country advisory services, mostly in the areas of Institutional & Systems Support, Research, Evaluations and Training. This strategy has been instrumental in enhancing the Gender Links brand as well as creating non-donor type of income for the country offices. More and more, in recent years, donors are challenging NGOs to leverage off expertise and create own income. Leveraging off its core programme work, GL Country offices are now positioning themselves strategically with partners providing advisory support and services.

"We have a very sound relationship with Gender Links. I can safely say GL is an all-weather friend, always there to advise on how to go about local government work in Zimbabwe. GL has vast experience in local government work and they do most of the ground work for us"

Shannon Lovgren from International Centre for local democracy. Inception Workshop work for CEOs and Town clerks, Gweru

GL SERVICES AND COTTAGES OVERVIEW



Mukayi Makaya
GL Services and Training Manager



Debbie Mukuku
GL Cottages Manager and Company Secretary



Fikile Maviya
Chief of Operations, GL Cottages

“

This was my second visit to the GL Cottages and it was great to be back in such beautiful, tranquil surroundings. For anyone needing a battery recharge and time to reflect, this is the place!! Watching the sun set from the top of the ridge is a MUST!!! Thank you GL Cottages staff.
Pam Saxby



Against the tide of economic changes affecting the hospitality industry, GL Cottages successfully managed to grow its revenue from prior year by 10%. Of this, 65% came from accommodation; 15% from conferencing; 10% from meals; and the remaining 10% being contributions from other complimentary services offered by the GL Cottages such as shuttles, events and travel commissions.

Expenditure proved to be the main test of resilience. GL Cottages expenditure increased by 25% as the Cottages took on the challenge of sustaining the operational costs of GL NPC (to the tune of R1million) not funded by donors. GLC also shouldered costs of cross cutting staff, such as the communications officer and company secretary. The direction of the wind had changed, so we adjusted our sails to achieve our organisational goals. This called for new ways of working with certain staff such as Human Resources, Finance and Communications bridging GL units.

To stretch its marketing reach beyond CSOs, GL Cottages continued to be innovative and managed to strike some strategic partnerships with the neighbouring SAASTA, making it possible for the

“I can't change the direction of the wind, but I can adjust my sails to always reach my destination”

- Jimmy Dean

Cottages to cater for science students and teachers who come for exhibitions at SAASTA offices. This partnership has also enabled the GL Cottages to host many other workshops and conferences with big numbers that cannot ordinarily be accommodated by the current conference rooms which have a maximum capacity of 50 delegates.

With fewer staff, GL vacated the second house previously used as offices leading to the addition of 28 Marcia to GLCs accommodation capacity. Looking ahead, the future lies in intensifying online-marketing to follow the customers where they are. Research shows that today's customers spend more time window shopping for facilities and products online because of the conveniences and competitiveness that comes with it. GL Cottages will continue to grow its online reach through Cyber-Ads, a partner working with the GL Cottages to increase traffic to the website through the use of google ad-words.

Outdoor facilities at the GL Cottages will be expanded to include a pizza oven and outdoor kitchen, improving the boma area for winter events as well as increasing the capacity of our current conference room. The ambience of its guest rooms and its outdoor appeal will be a key focus.

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2017

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.

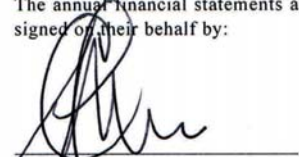
The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial 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 as set out on pages 9 to 42 were approved by the board on 18 June 2018 and were signed on their behalf by:



CL Morna (Chief Executive Officer)



T Mpumlwana (Director)

Independent Auditor's Report

To the Board of Directors of Gender Links Non-Profit Company

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Gender Links Non-Profit Company set out on pages 9 to 42 which comprise the statement of financial position as at 31 December 2017, 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 (Non-Profit Company) as at 31 December 2017, 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 27 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; and IAS 1, Presentation of Financial Statements. As explained in Note 27, this is to reflect the effects of the correction of the accounting treatment of property, plant and equipment, donor funds received in advance, foreign exchange - profit or loss, operational reserve and 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 43 to 44. 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

18 June 2018
Pretoria

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2017

Statement of Changes in Equity

Figures in R	Revaluation reserve	Operational reserve	Retained earnings	Total
Balance at 1 January 2016 as previously reported	1 048 909	2 508 854	29 618 039	33 175 802
Adjustment due to error - Note 27		(1 321 689)	3 795 881	2 474 192
Balance at 1 January 2016 as adjusted	<u>1 048 909</u>	<u>1 187 165</u>	<u>33 413 920</u>	<u>35 649 994</u>
Total comprehensive income for the year				
Profit for the year			626 100	626 100
Total other comprehensive income	(320 000)	-	-	(320 000)
Total comprehensive income for the year	<u>(320 000)</u>	<u>-</u>	<u>626 100</u>	<u>306 100</u>
Balance at 31 December 2016	<u>728 909</u>	<u>1 187 165</u>	<u>34 040 020</u>	<u>35 956 094</u>
Balance at 1 January 2017	728 909	1 187 165	34 040 020	35 956 094
Total comprehensive income for the year				
Profit for the year			773 042	773 042
Total comprehensive income for the year	<u>-</u>	<u>-</u>	<u>773 042</u>	<u>773 042</u>
Transfer		(647 740)		(647 740)
Balance at 31 December 2017	<u>728 909</u>	<u>539 425</u>	<u>34 813 062</u>	<u>36 081 396</u>
Notes	11	11		

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2017

Notes to the Annual Financial Statements

Figures in R

2017

2016

30. Donor actual receipts

<u>Donor</u>	<u>Funds Received in Advance 2016</u>	<u>Actually Received in 2017</u>	<u>Total Funds Available in 2017</u>	<u>Total Funds Available in 2016</u>
Amplify Change	1 007 775	846 108	1 853 883	1 696 502
Amplify Change - Mozambique	-	1 168 510	1 168 510	-
Botswana Government	-	784 683	784 683	-
Business Botswana	98 797	167 473	266 270	125 257
Canada Fund For Local Initiative - Madagascar	-	254 499	254 499	-
Canada Fund For Local Initiative - Mauritius	92 227	72 109	164 336	249 038
CIM CRS Fund Ltd - Mauritius	-	433 389	433 389	-
Commonwealth Foundation	104 064	511 815	615 879	353 735
Corporate Social Responsibility Donors Mauritius & Gender Links Services	-	196 791	196 791	375 912
Department of International Development (DFID) PPA	-	-	-	13 369 426
Department of International Development (DFID) SA	1 466 954	348 883	1 815 837	8 204 892
Diakonia	-	1 140 471	1 140 471	1 115 713
Diakonia - Capacity Building Grant	-	-	-	273 570
Diakonia Mozambique	239 533	-	239 533	751 861
Diakonia Mozambique 2	-	3 044 871	3 044 871	-
European Union - Barometer	94 353	204 692	299 045	188 977
European Union - Botswana	-	1 035 756	1 035 756	697 599
European Union - Global	47 445	(47 445)	-	3 543 164
European Union - Madagascar	-	-	-	362 259
European Union - Mauritius	-	-	-	-
European Union - South Africa	-	-	-	-
European Union - Lesotho	-	-	-	240 146
Foundation For Human Rights - South Africa	-	217 000	217 000	-
German Society for International Cooperation - Lesotho	-	965 149	965 149	-
German Society for International Cooperation - Madagascar	-	427 636	427 636	-
Gender Links Services - Madagascar	-	100 836	100 836	-
Hivos - Zimbabwe	-	691 298	691 298	-
HSBC - Mauritius	-	372 440	372 440	-
International Centre for Local Democracy (ICLD) Zimbabwe	55 181	222 007	277 188	55 181
MDDA	-	480 000	480 000	-
Norwegian Church Aid (NCA)	-	98 869	98 869	90 000
Safe Haven Mauritius	-	396 766	396 766	-
SBM - Mauritius	-	345 111	345 111	-
Southern Africa Trust	-	250 000	250 000	-
Swedish Embassy in Zimbabwe	2 227 861	(783 589)	1 444 272	9 157 296
The African Women's Development Fund : Leading From The South	-	2 602 000	2 602 000	-
The Other Foundation	-	-	-	180 000
UNFPA Botswana	16 656	-	16 656	499 116
United Nations International Children's Emergency Fund - Zambia	30 626	-	30 626	101 077
United Nations Organization for Education, Science and Culture (UNESCO)	191 962	295 141	487 103	256 745
United Nations Population Fund - Madagascar	-	942 874	942 874	-
US Embassy - Mozambique	73 404	-	73 404	172 782
	5 746 838	17 833 588	23 532 981	42 060 247

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2017

Detailed Income Statement

Figures in R	2017	2016
Depreciation	581 645	1 189 469
Direct Programme Costs - Monitoring and Evaluation	623 777	1 177 184
Direct Programme Costs - Publications and productions	71 000	212 340
Direct Programme Costs - Research cost	2 255 939	4 293 777
Direct Programme Costs - Training and Centres of Excellence (Workshops)	3 499 150	10 493 022
Electricity and water	6 567	171 707
Fair value loss - Investment property	-	362 836
Finance costs	97	1 064
Financial advisor fees	-	17 297
Governance expenses	-	80 064
Revaluation - Tangible assets	-	300 000
Insurance	108 220	103 896
Interns	57 312	35 130
IT and financial systems upgrade	175 249	547 052
Lease rental on operating lease	53 060	-
Licences and permits	156 492	23 027
Linen and curtaining	38 978	23 780
Loss on foreign exchange	691 183	2 479 244
Motor vehicle expense	94 644	97 618
Small assets and tools	47 041	-
Printing and stationery	95 205	114 509
Rent	68 485	135 035
Repairs and maintenance	299 358	201 903
Salaries	12 914 576	16 760 356
Security	41 720	45 166
Staff development	20 571	463 032
Staff recruitment	-	6 000
Staff wellness and welfare	58 696	31 051
Subscriptions	-	265
Telephone and fax	210 553	133 261
Travel local	45 152	219 335
Website costs	174 312	950 053
	25 378 147	44 448 999
Surplus for the year	773 042	626 100

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



@GenderLinks



FOLLOW US

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LIKE US

www.genderlinks.org.za



DONATE

CONTACT US

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