



GENDER LINKS
FOR EQUALITY AND JUSTICE

Annual Report 2019

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

It is my honour to present the GL 2019 annual report, following a year of recovery, growth and hope. After the funding “winter” of 2017, our budget grew by 40% in 2019. The number of beneficiaries and our social media reach increased by 15% to 20%. With GL’s support, the Southern African Gender Protocol Alliance took up the #VoiceandChoice campaign, covering Sexual and Reproductive Health and Rights (SRHR), women’s political participation, gender equality in and through the media. The new look #VoiceandChoice Barometer showed how activists in the region are prizing open previously no go areas for gender equality such as sexual diversity.

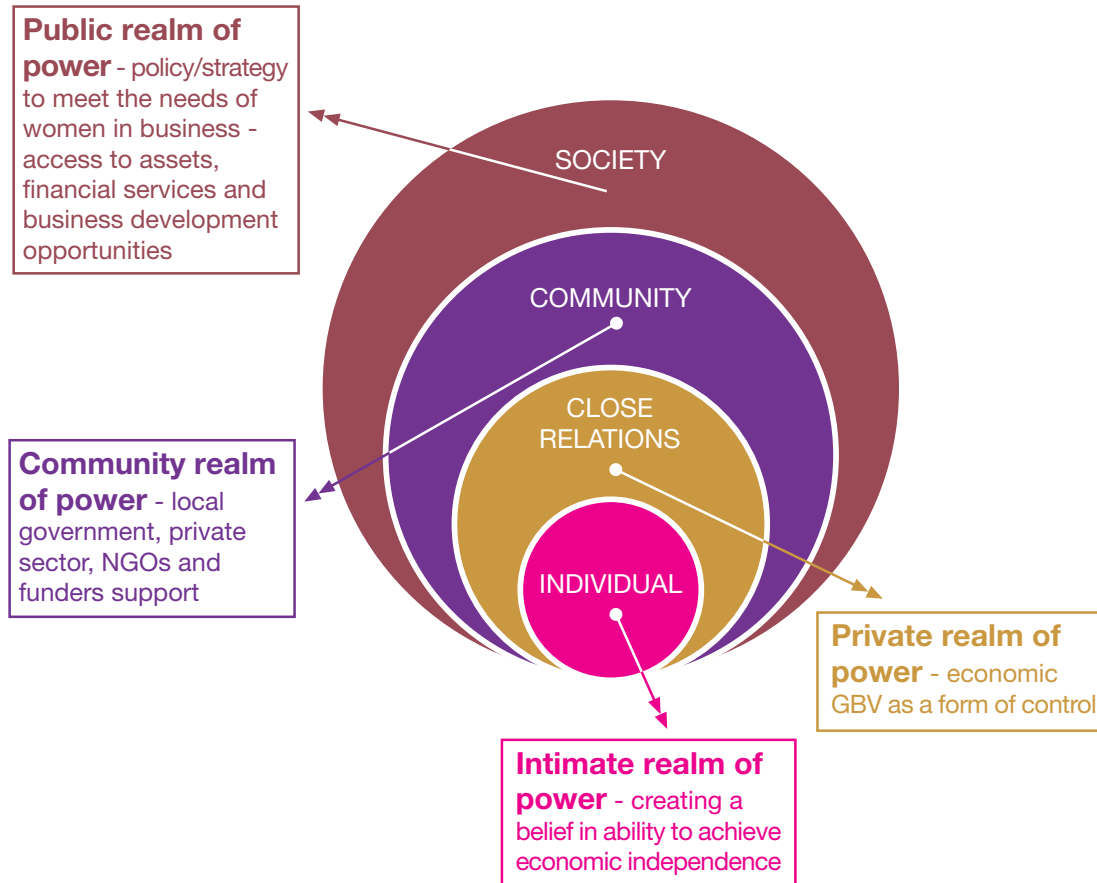
Five elections in the region yielded mixed results for gender equality. In Botswana, women still comprise less than ten percent on MPs. But Namibia knocked on the door of gender parity with 46% women in parliament. In South Africa, President Cyril Ramaphosa broke new ground with a gender balanced cabinet. In our media programme, we monitored gender balance and stereotypes in entertainment and children’s programming for the first time. Our local government work, the hands and feet of Gender Links, took to a new level with the “hub and spoke” model piloted in Zimbabwe. We held ten #Voiceand

Choice summits attracting over 800 best practices of the SADC Gender Protocol@Work. GL’s sustainability arm, GL Services, took on a new challenge, managing the Women Voice and Leadership South Africa grants portfolio for Global Affairs Canada.

Improved organisational health allowed us to go back to long term planning. After nearly twenty years at the helm, our CEO, Colleen Lowe Morna, went on a three month Ford Foundation fellowship called Leadership in Transition, hosted by the Lily School of Philanthropy at the University of Indiana. She returned with a succession plan that was debated, modified and adopted by the Board. We welcomed two new Board Members – Sarah Mistry from the UK and Thomas Amos from South Africa. Ntombi Setshwaelo from Botswana retired. We closed the year on a high note with the launch of the GL Future Fund made possible by our endowment fund, a match grant and our foot soldiers – the Association, Board, Staff, Alumni and Partners of GL. I thank you all for your immense dedication. *Together, yes we can, and yes we must deliver gender equality and justice!*

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

Emily Brown
Chair



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.

WHERE WE WORK

“GL’s work is built on a web of partnerships from local to regional to global level

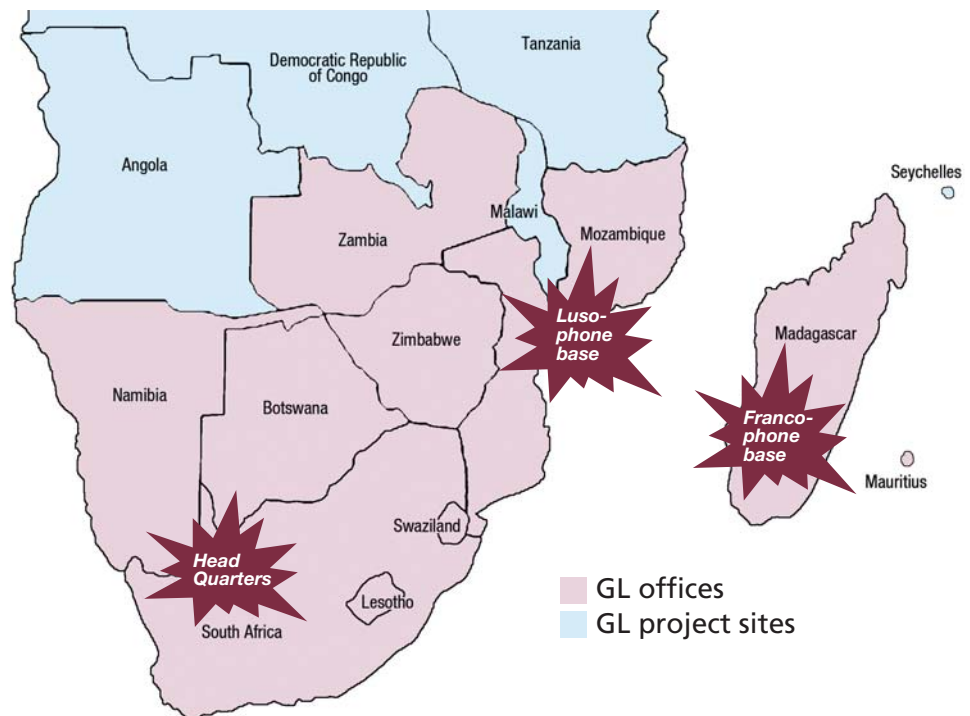
Gender Links has registered offices in ten SADC countries, including a Lusophone base in Mozambique and Francophone base in Madagascar. GL’s Botswana office also serves as a liaison office with the Southern African Development Community (SADC). In 2018, GL offices in Namibia and Zambia revived operations.

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*.”

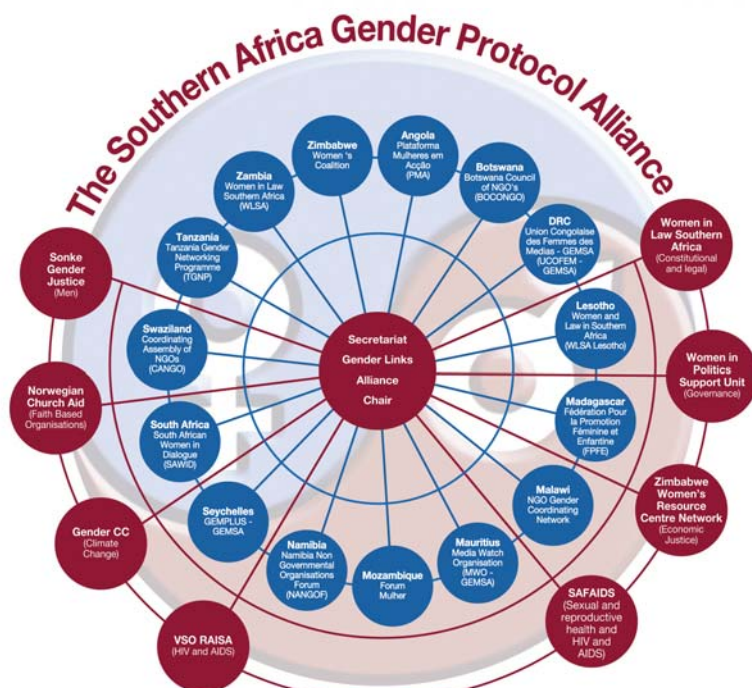
- **Our Programme of Action:** The Southern African Gender Protocol Alliance that co-ordinates civil society activism around the Protocol provides the umbrella for GL’s Programme of Action. GL’s three core programmes – media, governance and justice – all seek to contribute to the attainment of key SGP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



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 203 civil society partners in the Alliance, led by Women's Rights organisations in 15 countries. Of these 91 or 45% focus on SRHR; 10% on youth and 4% on LGTIQ issues. GL also

partners with ministries of **gender and local government**. GL is partnering with the UN Trust Fund (UNTF) to End Gender Violence through the Spotlight Initiative. i. 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 Gender Protocol@Work Summits**.

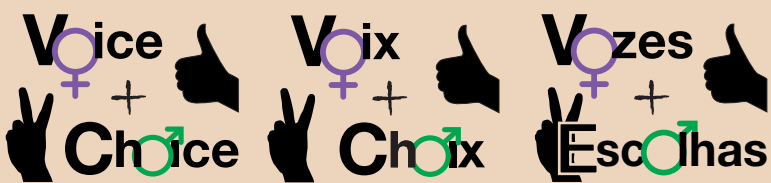



WHO WE WORK WITH



Global Alliance On Media And Gender



WHAT WE DO

GLOBAL AND CONTINENTAL	SGG 5, CEDAW, BEIJING PLUS 25, ICPD, MAPUTO PROTOCOL		
REGIONAL	 <small>SADC Protocol@Work Summit Sommet Protocole au travail de la SADC Cimeira do Protocolo@Work da SADC</small>		
PILLARS	VOICE	CHOICE	CONTROL
Cross-cutting theme	SEXUAL REPRODUCTIVE HEALTH RIGHTS		ECONOMIC JUSTICE
	ALLIANCE AND PARTNERSHIPS	GENDER JUSTICE AND GOVERNANCE	MEDIA AND COMMUNICATIONS
GL PARTNERS - NATIONAL AND LOCAL	 Southern Africa Gender Protocol Alliance		 Gender and Media Diversity Centre
PROBLEM STATEMENT	Rhetoric- reality gap. Patriarchy & contradiction between constitutional and legal provisions and the realities of women's lives: political, social, economic, expressed at the individual, family, community, societal level.		

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 Alliance partners produce an annual **Barometer** tracking progress towards attaining gender equality in SADC under three major themes: voice, choice and control. 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, including new 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. Pioneering work on the Sixteen Days of Activism 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**. In 2018, GL expanded its gender justice programme to include Sexual and Reproductive Rights (SRHR) more broadly, and to incorporate economic justice. These are key cross cutting themes in GL's work.

Ending
violence and
empowering
women:
community
by
community



World AIDS Day in Manzini, Swaziland.

Photo by Thandokuhle Dlamini

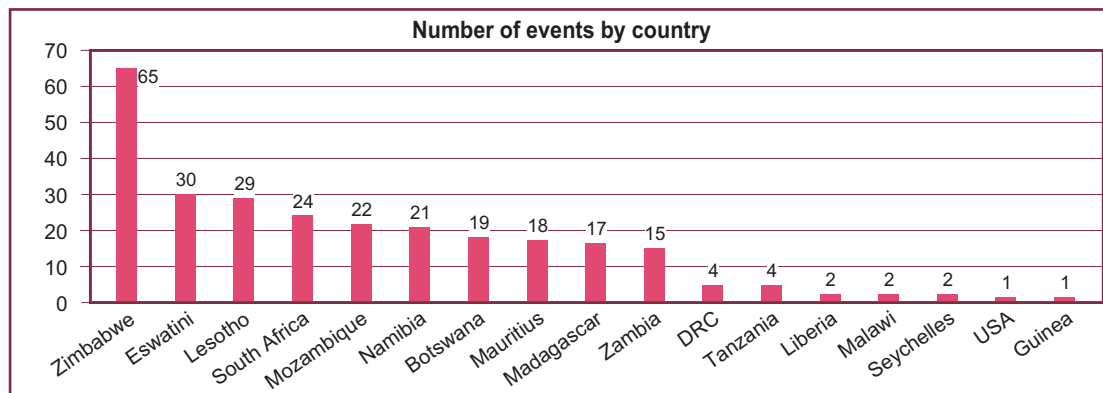
WHO WE REACHED DIRECTLY



Fanuel Hadzizi
M&E Manager

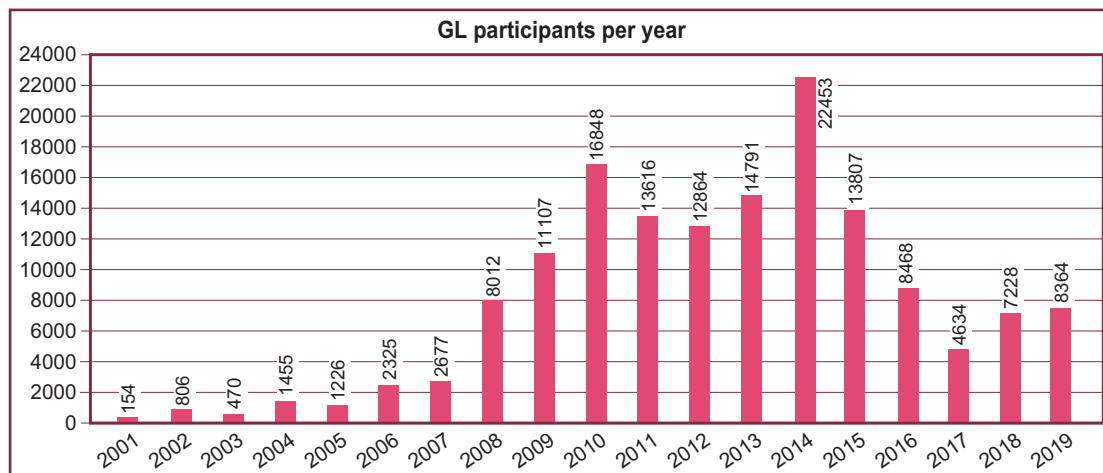
2019 GL events

From 1 January to 31 December 2019, GL ran 276 events, ten more than in 2018. Zimbabwe (65), Eswatini (30) and Lesotho (29) had the highest number of events followed by South Africa (24), Mozambique (22) and Namibia (21). GL Zimbabwe works with all the local councils (94) in the country. This accounts for the substantial number of events in Zimbabwe.



2019 Participants reached

From GL's inception in 2001 to December 2019, GL has reached a total of 151 305 beneficiaries. In 2019, GL reached 8364 beneficiaries, 15.7% higher than in 2018 (consistent with the increase in budget in the year under review).



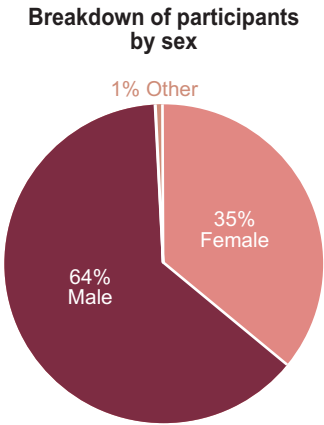
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“The COE programme made me keep abreast with the times. The ICT training empowered me and the networking skills I gained widened my horizons and gave me the space to showcase my capabilities”.

*Constance Chinyemba,
Gender Focal Point,
Goromonzi Rural District
Council, Zimbabwe*

In 2019, women comprised 64% of the participants; men 35% and 1% Gender Non-Conforming persons. This is a 12- percentage point decrease in female participants from 2018, when women constituted 76% of participants. The difference may be attributed to the increase in resources for the Centres of Excellence for Gender in Local Government (COE) work. GL works with a higher proportion of men at the local than at the national level. This is the first time in GL's annual reporting that we had a significant enough proportion of GNP to report this as a distinct category reflecting the growth in depth and scope of GL work with LGBTI groups in 2019.



From 2001 to December 2019, GL has reached a total of **151 305** beneficiaries

Programme	Total participants	% total
Governance	3713	44%
Justice	2560	31%
Alliance and partnerships	1593	19%
Media and Communications	223	3%
GL Services	275	3%

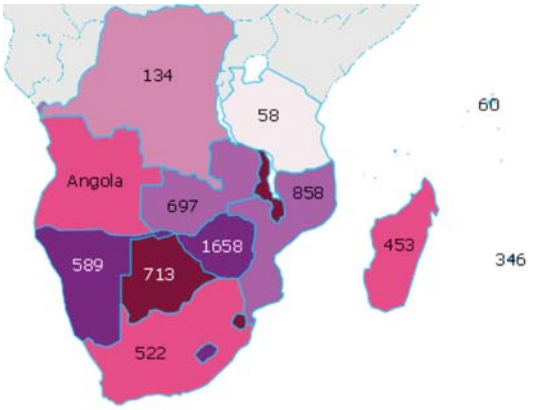
2019 Participants by programme area

The Governance programme (that focuses on local government) accounted for 44% of participants followed by the Justice programme (31%) the Alliance (19%) Media and Communications (3%) and GL Services (including Women, Voice and Leadership) at 3%.

2018 Participants by country

In 2019, GL reached a total of 8364 participants compared to 7228 in 2018. Zimbabwe and Eswatini recorded the highest number of participants followed by Lesotho and Mozambique.

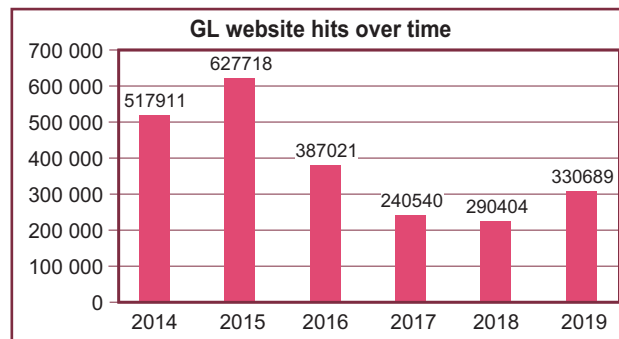
During the Conference on the Status of Women (CSW63) GL held a side event in New York that accounts for the participants from the USA. GL Services had workshops in Liberia and Guinea.



WHO WE REACHED THROUGH THE MEDIA AND SOCIAL MEDIA

↑
13.8%
increase
website
hits

Media is both a programme area and a tool in GL's work. We use traditional, mainstream and new media to amplify our work and reach. Over the years, the organisation has become savvy with using new information and communication technologies to reach both internal and external audiences.



Website hits

From January to December 2019 the GL website had 330 689 hits, a 13.8% increase on the previous year. The highest number of hits was in October 2019. Botswana, Namibia and Mozambique had elections in October 2019. GL put up gender analyses of all the elections on the website. This accounted for the increased hits

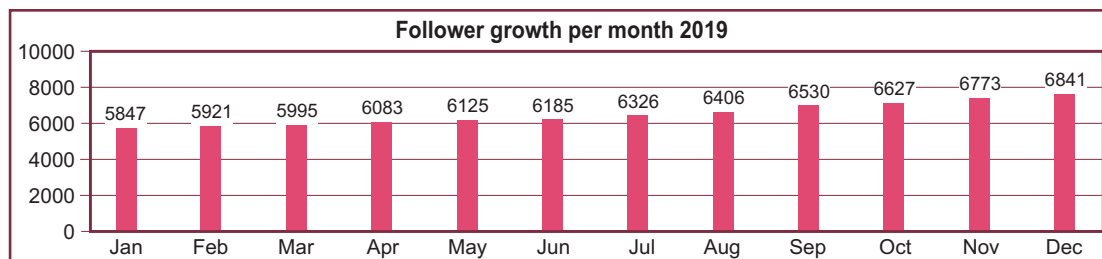
in that month. The relatively high number of hits in June 2019 may be attributed to information about the South African elections. With 63 687 views the GL News page received the highest number of views. This page features all the news articles produced by journalists or GL staff for the mainstream media as well the GL website. GL ensures that there is fresh content regularly to drive traffic to the site.

Social Media

GL has maintained high levels of involvement and interaction with individuals as well as likeminded organisations through its use of social media platforms. GL's presence on Twitter and Facebook has allowed the organisation to have far reaching impact.



Twitter



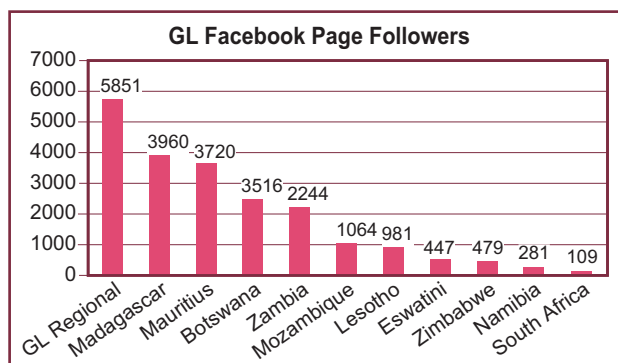
In the year under review GL Twitter followers increased steadily by 1009 followers (a 17.3% growth) closing the year at 6841. The account gained an average of 84 new followers per month similar to 2018. GL experienced the highest growth in followers (more than 120 per month) in September and November 2019.



In the year under review GL put out 426 Tweets (an average of 1.16 per day). These were retweeted 1138 times (an average of about three times each). The most popular Tweets were on **Caster Semenya** and gender-based violence.

Thought leaders who followed the GL Twitter account in the past year include Helen Clarke former **New Zealand Prime Minister, Phumzile**

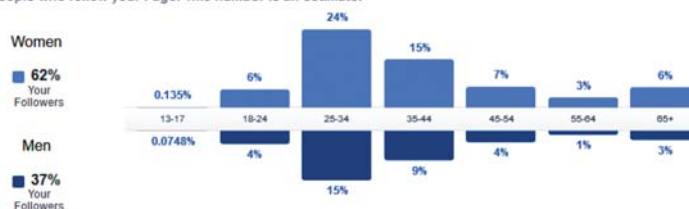
Mlambo-Ngcuka Executive Director of UN Women, Thuli Madonsela former South African Public Protector, **Global Fund for Women and Doctors without Borders Southern Africa.**



Population Development (ICPD). By December 2019, GL regional and country Facebook pages had accumulated and 22,652 followers. Of these, the most followed page is the GL Main page which made accounts for 5851 followers and 5883 likes.

Analytical data on the GL Regional page shows that 62% of Facebook followers are women, and 37% men, 24% of women followers and 15% of men followers are in the 25 to 24-year old age category. This illustrates the power of social media in engaging the youth.

The people who follow your Page. This number is an estimate.



6,841
followers

22,652
Facebook
followers

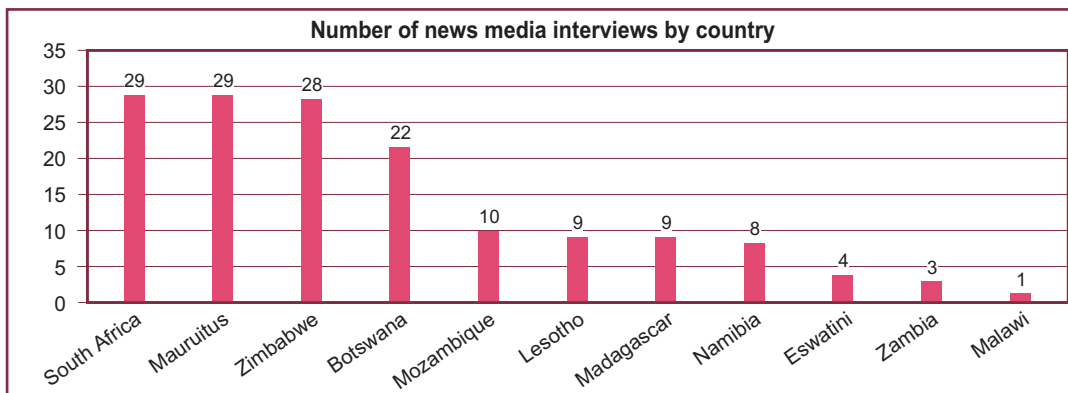
62%
♀



GL recorded
152
specific
interviews
and articles
in the
mainstream
news

GL mentions in the news

GL recorded 152 specific interviews and articles in the mainstream news, more than twice the number (68) recorded in 2018. South Africa and Mauritius had the highest number of media



Community of practice

The GL Community of Practice is a virtual space that includes resources and surveys on gender and women's rights issues. The platform may be used to set up forums and petitions. GL used the platform to create discussion on Safe Abortion and gather signatures to lobby for Safe Abortion legislation in the lead up to International Safe Abortion Day on the 28 September 2019. These virtual campaigns continued

through the Sixteen Days of Activism that runs from 25 November to 10 December covering a range of SRHR topics such as gender violence; HIV and AIDS; comprehensive sexual education; teenage pregnancies; early child marriages and LGBTIQ rights. The virtual chat facility connects people across the region around particular gender thematic areas. The Cyber Dialogues have evolved from 2003 to include audio and video chats. GL uses the facility to bring together groups of interested people to discuss gender concerns across borders and languages. The discussions conclude with recommendations for lobbying and advocacy on the issue.



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 using Survey Gizmo and has developed a range of online score cards, surveys and reports to monitor and reflect its work. Survey Gizmo data is analysed using Google Data Studio automated reports. GL also measure impact using longitudinal tracking of participants in the Sunrise project. 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. Qualitative and quantitative data collection and analysis are the main ways GL measure its results.

Monitoring & Evaluation

"I" stories **Value for Money** **Results for Change**
Emerging Entrepreneur
Learning, knowledge, innovation
Results for Change **"I" stories**
Emerging Entrepreneur **Value for Money**
Drivers of Change



tribution 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 two times winner of the **"Investing in the Future Award"** administered by the Mail and Guardian; **Top Gender Empowered Government Agency or Parastatal Award from the Top Women Awards**; three times finalist in the **Drivers of Change Award - Civil Society Category** administered by the Southern African Trust. In 2013 the African Union recognised GL's outstanding contri-

HOW WE MEASURE RESULTS

“GL is a two times winner of the **"Investing in the Future Award"**”

WHAT WE HAVE ACHIEVED



Colleen Lowe Morna
Chief Executive Officer



Kubi Rama
Advisor, Gender Links

Key achievements in 2019 include;

- Raising our budget, number of participants and reach by 15%-18% in all cases compared to 2018.
- Hosting ten #Voice and Choice Protocol @Work summits across the region that showcased over **873** best practises in Botswana, DRC, Malawi, Madagascar, Mauritius, Mozambique, Namibia, Seychelles, South Africa and Tanzania. Eswatini, Lesotho, Zambia and Zimbabwe will hold Summits in 2020.
- A total of **254** media entries from 15 SADC countries highlighting key challenges and solutions to SRHR issues in the region. This category received the largest number of entries.
- Verification of **211** Centres of Excellence for Gender in Local Government (COE) on progress in gender mainstreaming in councils. This verification is the basis of COE Learning Papers at national and regional level to be compiled as a book and video in 2020. Key findings include that while women's participation in political decision-making continues to progress slowly, women are now actively participating in local committees. In COE's 40% of land and 47% of all housing is now being allocated to women.
- Piloting and roll out of an innovative "hub and spoke" model in which more experienced councils mentor their neighbours, resulting in greater ownership, "each one teach one" peer learning and sharing.
- The cascading of the Sunrise Campaign, Economic Power to End Violence, to the COEs. In phase two (see Governance and Justice) 87% of women experienced less or much less violence. Participants' income grew by 106% and savings and assets by 246% after the training.
- A total of **116** Drivers of Change case studies from 14 SADC countries. The drivers of change provide qualitative evidence of the difference GL work is making in the lives of people it works with. These are housed in data bases and multimedia formats on the website. Feedback from participants is quoted in various sections of this report.



City of Bulawayo shares its experience of rolling out the "hub and spoke" model pioneered in Zimbabwe, and known locally as the *Dura/Isiphala* model.
Photo by Colleen Lowe Morna

2019 was a year of reflection for the women's rights movement with the 25th anniversary of the International Conference on Population and Development (ICPD) and preparation for the 25th anniversary of the Beijing Platform for Action in March 2020 under the banner #GenerationEquality.

Commission on the Status of Women (CSW 63)

GL and the Alliance held a side event on social protection and SRHR in partnership with the pan African women's rights movement FEMNET at the Commission on the Status of Women CSW63 in New York from the 11 - 22 March 2019.. The event reinforced the message that the time is now to demystify *"Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls."*

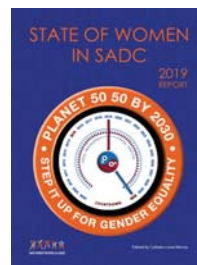
Africa review of the Beijing plus 25 process

Under the umbrella of FEMNET the Alliance joined forces with other women's rights organisation to submit a parallel report on the Beijing Plus 25 process. The report highlights that more women than men (22% more) are living in extreme poverty - especially those within the 25 to 35-year age range. There is improvement in enrolment of women and girls in education although violence in education institutions is a growing concern. Only two SADC countries (Eswatini and Madagascar) have met the 15% health expenditure quota of

the Abuja declaration. Violence against women has reached alarming levels in most countries despite legislation to prevent it. Although programmes for increasing women in political decision-making are more visible, the average representation of women in Africa is below 30% in most countries.

State of Women in SADC

The 2019 State of the Women in SADC report highlighting the gender progress and gaps. The report used the SADC Gender and Development Index (SGDI) and the Citizen Score Card (CSC) as yardsticks to measure progress. The SGDI stood at 60%, one percentage point higher than 2018. The CSC representing citizen's perceptions was higher at 66%. Thanks to civil society lobbying efforts the African Declaration on Beijing Plus 25 broke new ground by emphasising the need to challenge underlying social norms if gender equality is to be achieved.



Voice and Choice Barometer

The 2019 SADC Gender Protocol Barometer broke with past tradition in focusing solely on Sexual and Reproductive Health and Rights. Measuring 100 indicators across seven themes, the Barometer is the first civil society shadow report on SADC's new

SOUTHERN AFRICAN GENDER PROTOCOL ALLIANCE



Sifisosami Dube
Head of Policy and
Movement Building

“

“It is a greater honor that for the first time, a Chapter on Sexual Diversity has been included in the Barometer, it is a great milestone; more-so now when 'leaving no one behind' is a non-negotiable. The Barometer lays bare the evidence on the ground that there is still a lot of work to be done to achieve SRHR”.

Neville Gabrielle -
The Other Foundation

SRHR Strategy Score Card, ranking countries based on their performance, while offering detailed analysis and insights into what is changing and still needs to change. The #VoiceandChoice SRHR Barometer features the first stand-alone chapters on Adolescent Sexual and Reproductive Health and Rights, Safe Abortion, and Sexual Diversity. It provides the data that underpins 40 national campaigns led by the focal networks of the Southern African Gender Protocol Alliance, and 174 local campaigns led by the Centres of Excellence for Gender in Local Government.



#Voice and Choice SRHR Campaigns



In 2018 Alliance partners and local councils initiated 40 national and 177 local SRHR campaigns in eight thematic areas. The thematic areas include menstrual health, maternal health, comprehensive sexuality education and teenage pregnancies, safe abortion, HIV and AIDS, GBV, child marriages and sexual diversity.

LGBTIQ organisations from five SADC countries met in Johannesburg ahead of the Alliance meeting to devise strategies for campaigning for legal and human rights in their countries. At its annual regional meeting in August, the Alliance took stock of the #VoiceandChoice SRHR campaigns and developed strategies to accelerate impact. The Alliance members mapped strategies to influence the ICPD25 and Beijing Plus 25 agendas. The Alliance agreed to include participants of the GL Sunrise campaign in the economic justice cluster. The Sunrise programme works with women who have experienced gender-based violence to increase their agency and economic power so that they can leave abusive relationships or negotiate safer relations.

Key successes of the SRHR campaigns include:

- The inclusion of LGBTIQ and economic justice as a key components of the SRHR campaigns.
- Mauritius acceptance, after a protracted fight, of 18 as the age of marriage. This last barrier to the island signing the SADC Protocol on Gender and Development paves the way for the only SADC member that has not acceded to this instrument to do so.
- The Eswatini government passed the Sexual Offences and Domestic Violence Act.
- The removal of value added tax on menstrual products in Lesotho and Zimbabwe.
- Engaging schools on comprehensive sexual education in Angola.

#Voice and Choice Summits



The graphic shows the progression of the annual summits from media, to gender justice, to SADC Protocol@Work summits. In 2019, GL and Alliance partners held ten *#Voice and Choice Summits*. Five summits will be held in 2020 ahead of the regional *#Voice and Choice Summit*. The over 1000 entries gathered cover leadership, youth, media and local government action to promote women's rights in the region.

marriages and zero unmet need for contraception. The Alliance will integrate these commitments into the *#Voice and Choice* SRHR campaigns.



25th Anniversary of the International Conference on Population and Development (ICPD)

In November, GL and Alliance partners participated at the Nairobi global ICPD25 summit where governments made bold commitments to transform the world by ending all maternal deaths, unmet need for family planning, gender-based violence and harmful practices against women and girls by 2030. The summit re-ignited commitment towards zero new HIV infections, zero GBV, zero maternal mortality, zero child

Next steps

Some key areas of focus in 2020 will be:

- Strengthening movement building in the count down to 2030 including through the use of digital technology.
- Pressing home the gains made in the SRHR campaigns.
- Accelerating the 50/50 Voice and Choice campaign at national and regional level.
- Producing evidence-based research on key themes such as SRHR, governance and economic justice.

#VoiceandChoice

GENDER AND MEDIA



Tarisai Nyamweda
Communication for
Social Change Manager



Thato Phakela
Communications Officer



Media is a tool to amplify women's voices.

Photo by Paul Manhica

GL works to promote gender equality in and through the media. This year's annual report covers regional media training initiatives as well as the programme's growth and centrality in supporting advocacy campaigns. It also highlights the programme's major next steps in tracking performance of media in promoting women's voice and choice.

Strengthening reporting on Sexual and Reproductive Health Rights

In April 2019, the gender and media programme held a regional SRHR training workshop for 25 journalists and media trainers from 15 SADC countries followed by six country workshops in DRC, Madagascar, Mauritius, Mozambique, Tanzania

and Zimbabwe. A total of 84 journalists, 47 women and 37 men, participated in the training.

The workshop aimed to increase media coverage of SRHR from a human rights perspective including media coverage that challenges discriminatory social norms and stereotypes. The coverage also aimed to hold government, private sector and civil society accountable for implementing SRHR commitments. As part of the training, journalists received honorariums for in-depth reporting on the different SRHR thematic areas including menstrual health, maternal health, Comprehensive Sexual Education (CSE) and services, child marriages, teenage pregnancies, safe and legal abortion, HIV and AIDS, sexual diversity and Gender Based Violence (GBV). Journalists produced over 100 news stories in the mainstream media in 15 SADC countries republished in the GL News Service.



diversity in political party manifestos and as an issue in electoral campaigns. A story from Seychelles highlighted the impact of fibroids as a growing SRHR concern for women and their fertility. Such stories show how the training led to new and innovative SRHR coverage.

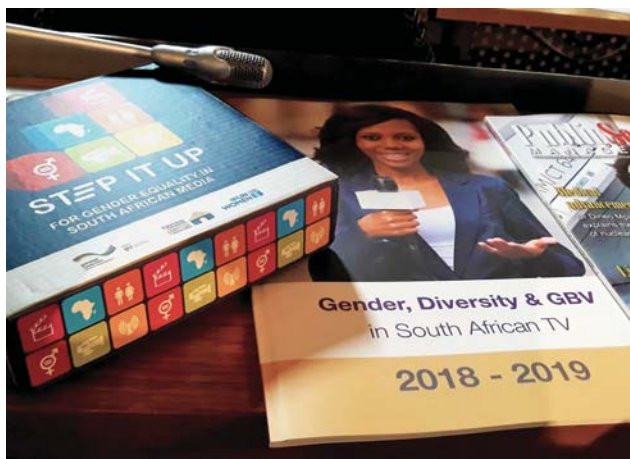


Monitoring the media

In 2019, UN Women and the German Development Agency (GIZ) commissioned GL to conduct research on gender, diversity and GBV in news, soap operas and children's programmes in South African television. The research is part of a project that aims to develop and promote a National Compact with the media and creative industries to strengthen the positive portrayal of gender, sexual diversity and gender violence in television programming. GL adapted its existing media monitoring

tools to gather the data for the research. Key findings of the *Gender, Diversity and GBV in South African TV* included:

- Women constitute 39% of TV news sources; an improvement on the 25% recorded in the 2015 Gender and Media Progress Study (GMPS) but still eleven percentage points short of gender parity.
- At 48%, women are better represented as characters in entertainment than as subjects in the news. Girls and women comprise 61% of the characters in children's programming, but only 40% of the voice overs.
- The 2011 census figures show blacks at 76.4%, whites at 9.1%, mixed race, Asian and other at 11.5% of South Africa's population. At 71% for blacks, 13% for whites, and 11% for persons of mixed race, Asian and other, TV news comes close to reflecting the demographics of South Africa. In entertainment, 87% of the characters monitored were black, 9% white and 4% of mixed race or other.



Gender, Diversity and GBV in South Africa TV 2019 report.
Photo by Tarisai Nyamwedwa

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UN Women
and GIZ
commissioned
GL to conduct
research on
gender,
diversity and
GBV in South
Africa
television news
and
programmes

GL undertakes the 3rd Gender and Media Progress Study (GMPS)

- There is a marked decline in women's representation in TV as they grow older. In TV news, girls comprise 65% of children and 52% of teenagers. Women in the age group 20 to 35 comprise 66% of subjects. But women aged 35 to 50 dip to just 36% of the total, and women over the age of 50 to just 16% of the total. This trend is also reflected in entertainment where women aged 35 to 50 and 50+ comprise 44% and 36% of those featured.
- Economy, sports and politics dominate the news agenda more so than in entertainment and children's programming. Crime and violence (21%) are higher in entertainment than in news (14%) and much higher than in children's programming (4%). Of concern is that gender equality as a topic constitutes just 1% news; 3% of entertainment and 1% of children's programming.

Next steps

2020 is a significant year for the media programme as we undertake the third Gender and Media Progress Study (GMPS) after the baseline study of 2003. As the world celebrates the 25th anniversary of the Beijing Platform for Action (BPFA) it is critical to continue taking stock of the commitments to gender and the media in Section J including:

- Strategic objective J.1. Increase the participation and access of women to expression and decision-making in and through the media and new technologies of communication.
- Strategic objective J.2. Promote a balanced and non-stereotyped portrayal of women in the media.

Coinciding with the Global Media Monitoring Project that has taken place every five years since the Beijing conference, the GMPS 2020 will provide current data on women in the media and media content including Politics, Economics, Climate Change, Gender equality, Sexual and Reproductive Health Rights (SRHR). The GMPS 2020 will be part of a series of GL Barometers produced under banner #Voice and Choice. Other Barometer focus areas include SRHR, economic justice and governance. The Barometers will provide a comprehensive picture of the status of women and extent of gender equality in the SADC region.



Ncane Maziya, GL Eswatini Country Coordinator being interviewed on gender matters.
Photo by Thandokuhle Dlamini

The Governance and Justice programme brings together women's political participation, gender responsive local governance and working with women experiencing violence to build their agency and economic power through the Sunrise Campaign.



Harare City Council Junior Councillors campaigning adolescent Sexual and Reproductive Health and Rights.
Photo by Dorothy Mavolwane

Gender and elections

In 2019, eight SADC countries (South Africa, Malawi, Mozambique, Botswana, Namibia, Mauritius, Tanzania and Madagascar) held elections. South Africa and Namibia came closest to achieving gender parity with 46% representation of women in parliament followed by Mozambique (44%). Botswana, with 11% women in the national assembly is at the bottom of the rankings. GL conducted gender audits of all elections in SADC in 2019. These 50/50 policy briefs recommend key actions for electoral reforms and legislated 50/50 quotas.

In June 2019, the Zimbabwe Gender Commission (ZGC) in partnership with UNWOMEN, Hivos and GL hosted a SADC Gender and Elections mission on strategies for achieving gender parity in the 2023 elections in which the current quota for women in the national assembly is due to expire. This resulted in a submission to parliament by the Women in Local Government Forum (WLGF) on the need for local

government to be included in any new arrangements. This set a precedent for many similar initiatives in 2020, when GL will enter a partnership with the Swedish-based International Idea for the roll out of a concerted Fifty Fifty campaign.

Centres of Excellence for Gender in Local Government

In 2019 GL collaborated with 377 Centres of Excellence (COE) for Gender in Local Government in ten countries (Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, South Africa, Zambia and Zimbabwe). GL verified the implementation of the gender action plans and policies in 211 of these councils through the Gender and Local Government Score Card. This comprises self-assessment and independent verification by judges at the #VoiceandChoice Protocol@Work summits.

GENDER JUSTICE, SRHR AND GOVERNANCE



Susan Tolmay
Governance and Justice Manager

In 2019, GL Zimbabwe piloted the **Hub and Spoke** (locally known as the *Dura/Isiphala* model) in the 92 local authorities



Key data from the COE verification in 2019

	Overall	Bots	eSw	Les	Mad	Moz	Nam	SA	Zam	Zim
Number of councils verified	211	16	11	47	31	20	14	4	5	58
% women councillors	26	19	18	41	16	31	54	46	8	16
% of women top political positions	13	31	18	6	16	20	0	33	0	11
% women chairing committees	33	18	38	36	49	75	28	53	6	20
% women employed in councils	39	55	37	50	39	35	37	41	31	29
% women employed as managers	37	43	38	58	33	31	39	36	35	24
Sexual harassment policies in place	59	44	36	61	84	59	45	100	25	60
Disability friendly facilities	65	88	82	57	55	53	45	100	50	80
% land allocated to women	40	75	39	41	41	38	58		54	33
% housing allocated to women	47	59	38	0	62	60	68	55		37

The table shows that:

- At 26%, women's representation in COE councils is slightly higher than the overall average for the region of 24%. Women's representation in COE councils closely mirrors the national average in each country. At 13%, women are still lagging behind in top positions such as mayors and deputy mayors.
- However, on average women now chair one third of committees. They comprise 39% of council employees, and 37% of managers.
- COE councils are now allocating 40% of land and 47% of housing stands to women.
- 65% of COE councils have introduced disability friendly facilities. 3% of COE council committees are chaired by persons with disability.

Five countries (Madagascar, Mozambique, Namibia, Zambia and Zimbabwe) have introduced junior councils, a hopeful sign for youth involvement in local gover-

nance, especially SRHR. The Harare Junior Council is implementing a sexual and reproductive health rights campaign with menstrual health at the core. The Junior Council partners with various organisations including Girls Are Us, Mwana Trust and churches to raise one million menstrual pads. The junior council aims to extend this programme to other cities outside Harare such as Bulawayo and Kadoma. It is essential for local authorities to integrate and support youth in all developmental processes.

The Hub and Spoke model for the COEs

In 2019 GL Zimbabwe piloted the Hub and Spoke (locally known as the *Dura/Isiphala* model) in the 92 local authorities. Sixteen urban and rural "hub" councils now mentor their neighbours. This involves the hub council convening quarterly meetings with mentees to review gender action plans; study visits between councils on innovative

gender-responsive programming; the annual Gender and Local Government Score card review exercise to benchmark progress.

Empowering women, Ending Violence

The *Sunrise Campaign: Economic power to end violence* comprises four phases: life skills, enterprise training, mentorship and access to finance. In the first phase GL worked directly with women in communities with the councils providing support. In 2019, GL conducted training of trainers with councils that committed to roll out the programme. The *Sunrise Campaign* is now located within local councils in Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Eswatini, Zambia and Zimbabwe. Follow up monitoring showed that: 660 participants were trained in 45 councils in phase two of the *Sunrise Campaign*. 85% of participants developed a business plan. Participants' income grew by 106% and savings and assets by 246% after the training. 87% of women report experiencing less or much less violence.

#Voice and Choice - taking SRHR to the local level

A total of 95 councils in ten countries rolled out 177 SRHR campaigns in 2019. GL worked with councils to conduct the Adolescent SRHR rapid assessment of health facilities. Young people constitute 60% of the population of SADC, yet face the most challenges in accessing SRHR services particularly outside capital cities. Youth led advocacy to challenge social

and gender norms on ASRHR needs to be strengthened. The research sample will include in excess of 8 000 respondents. The findings of the research will be included in the 2020 *#Voice and Choice SRHR Barometer*.

Next steps

- SADC Gender and Elections missions to Madagascar and Zambia that have elections in 2020 and 2021.
- Roll out the Hub and Spoke model in Botswana, Madagascar, South Africa and Zambia.
- Enhance the Sunrise Campaign through the involvement of male relatives, including where possible male perpetrators.
- Finalise the rapid assessment of Adolescent SRHR in ten countries, analyse and share the results with councils.
- In partnership with the Commonwealth Local Government establish Women in Local Government Forum, Young Women in Local Government and Women in Local Economic Development Networks in all countries in which GL has offices.
- Document GL's work on gender and local governance in a book and video to be launched at GL's 20th anniversary in March 2021.



Adolescents participating in the ASRHR Rapid Assessment in Fort Dauphin, Madagascar. Photo by Zoto Razanadratefa



A total of 95 councils in 10 countries rolled out 177 SRHR campaigns in 2019

Every year since 2010, GL has undertaken an internal Institutional Health check using a score card based on various due diligence conducted by donors

Every year since 2010, GL has undertaken an internal Institutional Health check using a score card based on various due diligence conducted by donors. The score card mirrors the pillars of GL's 2015 to 2020

Strategy. Board, management and staff participate anonymously in the scoring. The table summarises the scores at five yearly intervals since 2010.

SUMMARY OF GL INSTITUTIONAL SCORES 2010 -2019			
	2010	2015	2019
Strategic Positioning Average	83%	81%	84%
Legitimacy for its work	89%	80%	89%
Vision, Mission, and Core Values	83%	80%	83%
Formulation of Relevant Strategies	76%	83%	80%
Governance Average	81%	75%	74%
Governance Structures	80%	71%	70%
Application of democratic rule	82%	75%	78%
Programme of Action Average	80%	81%	80%
Planning for implementation	79%	81%	82%
Working methods	76%	75%	77%
Reporting and documentation	92%	85%	79%
Follow up	78%	84%	77%
Partnerships and Target Groups	77%	78%	83%
Institutional Strengthening Average	82%	82%	82%
Physical resources	81%	81%	86%
Electronic resources	85%	83%	87%
Administrative and financial routines	85%	83%	79%
Human resources	76%	79%	78%
Financial sustainability Average	89%	85%	90%
Financial policies and procedures	89%	83%	88%
Long term financial planning and resource mobilization	88%	87%	92%
M&E Average	83%	83%	90%
Total (Average)	83%	82%	82%

Governance

Over the period 2010 to 2019, the organisation has improved performance in almost all areas except Governance. This drop in performance reflects some of the challenges that GL has faced in balancing country level representation and ensuring

the requisite skills for governance. In 2019 the Association appointment three new Board Members: two in the UK (to assist in global fund raising) and Thomas Amos to boost the independent Audit Committee.

Integrity Policies

GL updated several policies in 2019 in line with global and civil society trends to enhance integrity, transparency and accountability. GL's suite of Integrity Policies is on the staff intranet and made public here <https://genderlinks.org.za/who-we-are/integrity-policies/>. GL established the post of Integrity Advisor. The graphic summarises what the policies consist of.



Staff profile

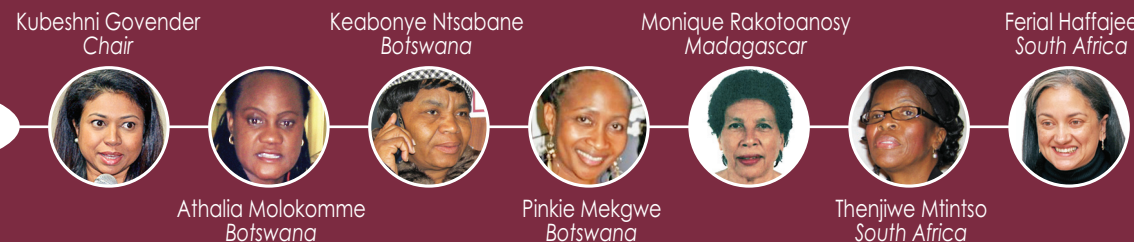
No of staff	Total 46			
Sex	M	F		
	17	29		
No of staff per unit	GL HQ	Country Offices	GL Cottages	
	14	21	11	
Qualifications	Diploma	BA	BA in progress	Masters
	7	15	3	10
Length of service	Average	More than six years	Three years to six years	Less than three years
	6 years	19	8	8

GL has 46 staff from 11 SADC countries: 14 at HQ; 21 in country offices and 11 at the GL Cottages (see Organisational Chart overleaf). Zimbabweans (16) are the most numerous, followed by South Africans (10) and Mozambique (6). All GL professional staff (excluding GL Cottages staff) have tertiary qualifications. The highest number (15) have Bachelors' degrees; three are studying for Bachelors' degrees; ten (or close to one third of professional staff) have Masters' degrees. Seven (less than a third) have diplomas.

On average, GL staff have served for six years. This is twice the global Length of Service (LOS). Nineteen staff have served over six years; 8 staff three to six years, and only 8 staff less than three years. This shows great stability and resilience despite the funding shocks that GL has experienced in recent years. It also reflects a high level of staff loyalty. Attracting and retaining good staff remains a key goal for the organisation. In 2019, GL conducted a job and salary evaluation to benchmark salaries against similar regional NGOs.

GENDER LINKS ORGANISATIONAL CHART

GENDER LINKS ASSOCIATION



GENDER LINKS BOARD



Audit Committee

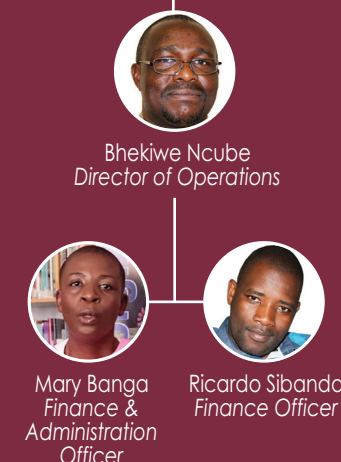
Programmes



Country Offices



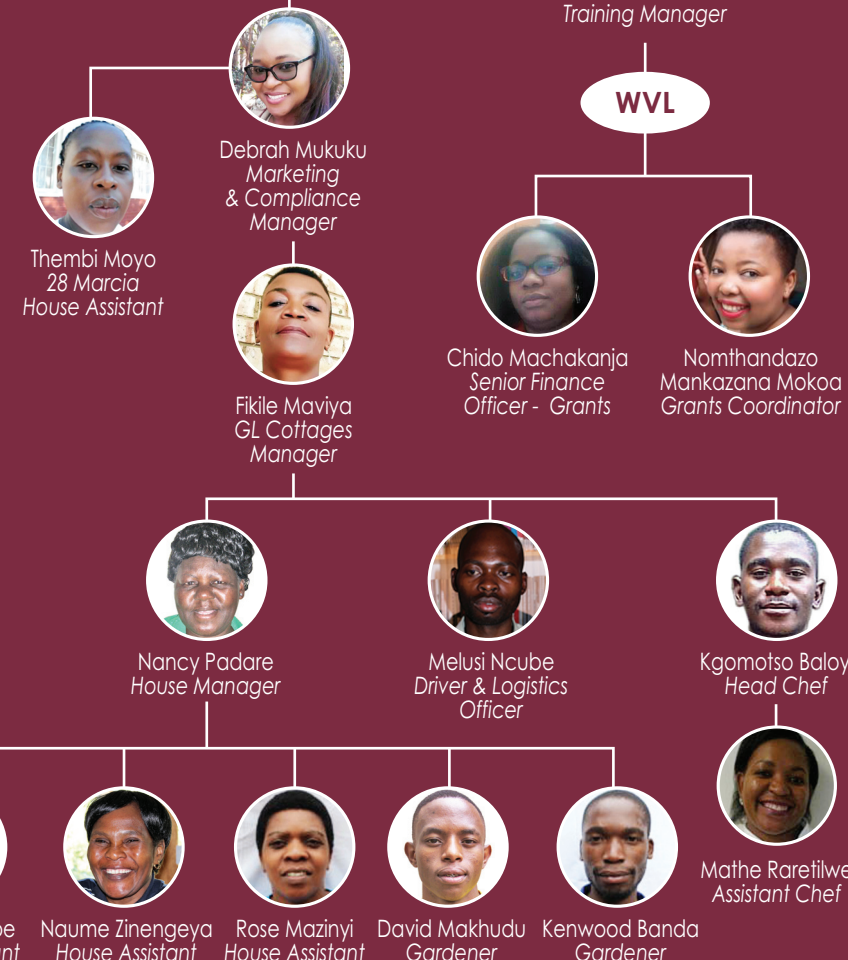
Corporates Services



GL Services



WVL



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GL successfully implemented the Orange Human Resources Management system

Renewal and succession planning: During her three month sabbatical on the *Leadership in Transition* programme at the Lilly School of Philanthropy in Indiana, USA, the CEO devised a succession plan debated and adopted first by the OD Committee and the full board.

Capacity Building: Training in new policies took place during annual planning in January 2019 and 2020, and induction of new staff in April, 2019. Other training offered by GL included IT, M and E and leadership training. In early 2020, GL country managers undertook a study visit to the Centres of Excellence for Gender in Local Government in Zimbabwe, the first formal peer learning activity, supported by the Leading from the South Fund, administered by the African Women Development Fund (AWDF).

HR Systems: GL successfully implemented the Orange Human Resources Management system that runs the full HR life cycle from job application, to recruitment and selection, performance management, absence management (leave) through to resignation. Staff received training and online support to ensure smooth, effective and transparent work flows.

Physical and IT assets: GL's head office in Johannesburg comprises two houses. In 2019, GL completed conversion of its second “house” office premises into a Bed and Breakfast facility, 28 on Marcia listed on Air B and B. In a further move to reduce operational costs and increase cost recovery, GL converted the CEO's former office into an apartment rented out on

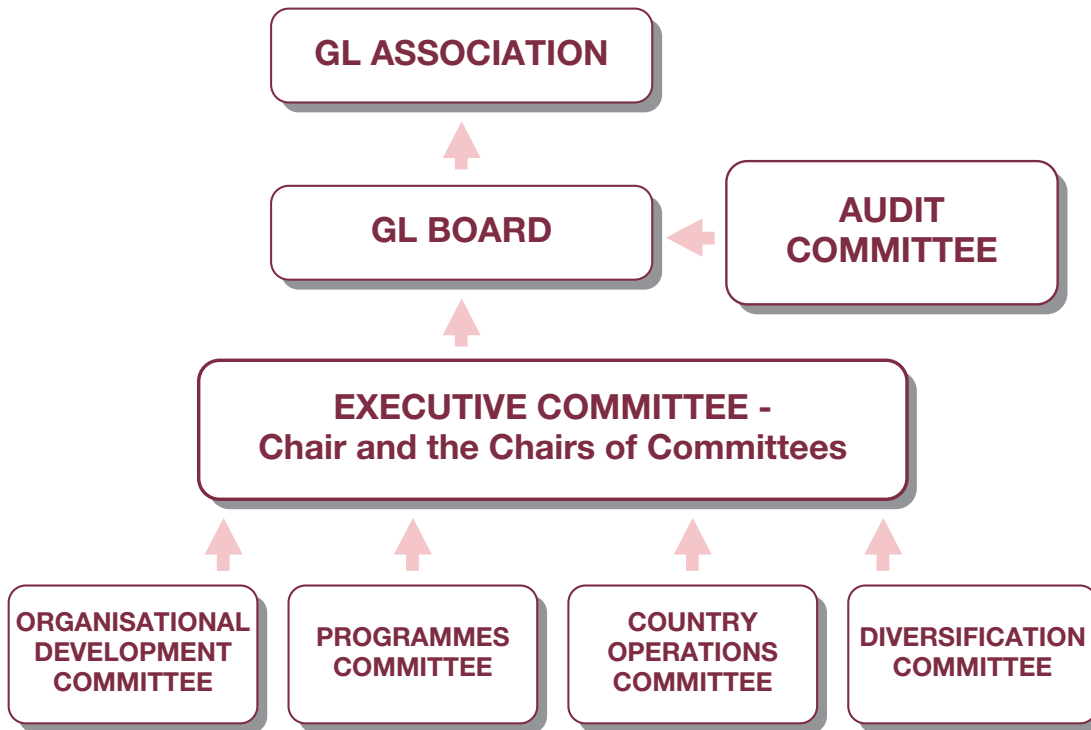
short term leases. GL upgraded its IT facilities to high speed fibre internet and undertook a major overhaul of its cloud-based storage of all institutional documentary resources. The main office block and wellness centre underwent major renovation and maintenance.

Next steps

- Frontline management will be equipped with skills to manage all Human resources related issues such as Basic Employment Act, Time Management, Labour Law and managing absence.
- Staff health is their wealth. An HR Consultant will be running monthly sessions on topics such as financial planning; nutrition; emotional intelligence; relationships; teams and spiritual wellbeing. These will be handled as virtual sessions to accommodate country staff.
- Executive coaching and facilitation to ensure smooth succession.
- Conversion of GL's back up diesel generator to solar power, as part of GL's Going Green Office policy.



In January 2019 staff had a half day spa retreat to prepare for the year ahead.
Photo by Colleen Lowe Morna



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 Ambassador and Permanent Representative, Botswana Permanent Office to the UN in Geneva **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

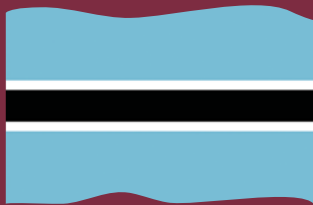
Service); **Loga Virasawmy** (G.O.S.K, Mauritius); renowned gender activist **Sara Longwe** (Zambia); former deputy chair of the Lesotho Independent Electoral Commission **Rethabile Pholo**; founder member of Emang Basadi in Botswana **Ntombi Setwaelo**; Chair of FEMNET and the NGO Coordinating Council of Malawi **Emma Kaliya**; Commission for Gender Equality Commissioner **Mbuyiselo Botha** and former Deputy Chair of the South African Commission on Gender Equality **Thoko Mpumlwana**. **Sarah Mistry** (UK) joined the board in 2019. **Adrian Dowie** (CA, South Africa) chairs the audit committee and **Thomas Amos** joined the independent audit committee. CEO **Colleen Lowe Morna** (Zimbabwe/South Africa) is an ex- officio member of the Board.

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GL's three core programmes

– **media, governance and justice** –

all seek to contribute to the attainment of key SGP targets



Ntombi Setshwaelo
Gender Links Board Member



Onneetse Makhumalo
Country Manager



Keletso Metsing
Country Officer

"Championing gender has changed my way of life. I am interested in ensuring that all programmes are gender sensitive and aware. For example, our data base are now categorised by gender. I ensure that gender is mainstreamed in all council departments." *Obakeng Kheru, Maun Administrative Authority.*

Gender Links Botswana opened in 2008 as a liaison office with the Southern Africa Development Community (SADC) and country office. In 2019 the Botswana office:

- Trained 80 GBV survivors in entrepreneurial and life skills. The programme connected women with information, services and resources to enhance their ability to make decisions about their lives and be economically independent.
- Integrated partners and family members into the process of understanding and addressing GBV in close relationships and the community.
- Conducted a national #Voice and Choice Protocol@work Summit on 11-12 June 2019. The summit brought together 138 participants: 27 men and 108 women and four gender non-conforming persons from local government, media, government and civil society organisations. The summit gathered 64 presentations by 54 women and 8 men and two gender non-conforming persons in 12 categories.
- Conducted a pre- and post- gender audit of the 2019 national and local government elections. With 11% women in the National Assembly and 18% in local government, the 50/50 campaign must

be intensified in the run-up to the 2024 elections.

- Held three Sunrise, Economic power to End Gender Violence follow up workshops in Selibe Phikwe, Tonota and Good Hope.
- Conducted one SRHR advocacy workshop with the Botswana Council of NGOs, BOCONGO, our Alliance partner and worked with LEGABIBO on the campaign to decriminalise homosexuality in Botswana.
- Conducted COE verification in ten councils: Maun, Okavango, Francistown, Tonota, Goodhope, Selibe Phikwe, Lobatse, Moshupa, South East and Mabutsane.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 16 councils show that:

- **Representation of women** in local councils in these councils is 19% women councillors and 31% women in top leadership positions.
- **Employment of women** in councils is 55%.
- **Women in council management** constitute 43%.
- **Land:** 75% is allocated to women for various uses in the councils.
- **Housing:** 59% is allocated to women ensuring that they are independent and able to negotiate safe relationships without fear.
- **Disability facilities:** 88% of councils have facilities that cater for people with disability.



"Business knows no gender. Previously male dominated industries, like the construction industry, now have women. For a business to succeed it takes hard work and determination not gender. My mission statement is to use my experiences to motivate other young people to consider starting business, and help them through the process." *Nondumiso Maseko, Emerging Entrepreneur, Sunrise Campaign Mankayane Council.*

GL Eswatini has been in operation since July 2012. In 2019 Gender Links Eswatini:

- Conducted a Training of Trainers workshop with seven COE councils including the gender champions, gender focal persons (GFPs) and youth mentors.
- In partnership with Commonwealth Local Government Forum (CLGF) established three networks - Women in Local Government Forum (WLGF), Young Women in Local Government Forum (YWLGF) and the Women in Local Economic Development (WLED) Network.
- In preparation for the SADC Protocol@ Work Summit worked with GBV survivors who shared their "I" stories and collected data for the Gender Empowerment Index (GEI). Through this activity GL Eswatini collected documentaries to illustrate the progress of the survivors' businesses as well as to measure the rate of GBV after the entrepreneurship training conducted with survivors.
- Conducted #VoiceandChoice SRHR training with 41 participants from 11 local councils where they developed SRHR and communications action plans as well as the #Voice and Choice campaign action plans.

- Supported the Alliance on the implementation of the #Voice and Choice campaigns on Early Child Marriage and the Sexual Offences Domestic Violence #YourSODV #YourRights campaigns. The SODV Act was passed in 2018.
- Collaborated with Eswatini Young Women's Alliance (EYWA) in implementing the Sexual Offences Domestic Violence #YourSODV #YourRights campaign at Ngwempisi Inkhundla in Mankayane.
- Partnered with SAfAIDS in the implementation 'My Choice: Our Choice' Regional Campaign on Ending Unsafe Abortion in the SADC region, #VoiceandChoice national campaigns and the theme of the 2019 International Safe Abortion Day, "Abortion is Healthcare."

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 11 councils show that:

- **Representation of women** in the local councils in Eswatini is 18% with 18% women in political leadership positions.
- **Employment of women** in councils is 37%.
- **Women in council management** constitute 38%.
- **Land:** 39% of land is allocated to women for various uses in the councils.
- **Housing:** 38% of housing is allocated to women ensuring that they are independent and able to negotiate safe relationships without fear.
- **Disability facilities:** 82% of councils have facilities that cater for people with disability.



Ncane Maziya
Country Coordinator



Thandokuhle Dlamini
Programme Officer

LESOTHO



Rethabile Pholo
Gender Links Board Member



Mabetha Mantleboheleng
Country Manager



Ntolo Mary Lekau
Programme Officer

Gender Links Lesotho (GLL) was registered on 1 February 2011. In 2019 Gender Links Lesotho:

- Embarked on an innovative project to develop a GBV smart phone app "Nokaneng-Breaking the Silence" to teach women about their rights and services available for GBV.
- Partnered with UNFPA to run "Husband Schools" to change men's attitudes towards GBV and address the SRHR needs of men and their partners.
- Worked with the SRHR Alliance cluster on three SRHR campaigns: menstrual health, child marriage and abortion. Minister of Finance Dr Moeketsi Majoro announced during the budget on 12 March 2019, that sanitary towels in Lesotho will no longer be taxed.
- Supported ten COE councils (Kanana council, Lilala Council, Mafeteng Urban Council, Mamantso Council, Maisa Phoka Council, Mazenod Council, Qibing Council, Sephokong Council, Siloe

Council and Tsana Talana Council) in carrying out local action plans on SRHR that cascaded the national campaigns on child marriages, GBV and menstrual health to local level.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 47 councils show that:

- **Representation of women** in COE councils in Lesotho is 41% (consistent with the national average) but women comprise only 6% of these in political leadership showing that there is still much work to be done.
- **Employment of women** in councils is 50%.
- Women constitute 58% of **council management**.
- **Land:** COE councils allocate 41% of land to women.
- **Disability facilities:** 57% of councils have facilities that cater for people with disability.



Matanki Sekeleme presenting at a Sunrise workshop in Mazenod.
Photo by Tokelo Lefoka

"I have tried to motivate many women around my area to report abuse as they fear victimisation. I have made it a priority to meet every month survivors of gender-based violence and talk about anything, encourage and support each other; and contribute money to assist other members in need of financial assistance." *Matanki Sekeleme, Sunrise Campaign participant from Mazenod Council.*

"Change must be facilitated; and this facilitation must happen from the highest political level. In realising the change, we aspire to leave no-one behind." Mohini Bali, Chairperson of the National Women's Council.

Gender Links (GL) Mauritius began operations in 2008. In 2019, the GL Mauritius office:

- Supported 23 new beneficiaries in the Safe Haven Halfway Home (SHHH) for young women in distress.
- Conducted entrepreneurship and literacy training for young women and men at the Correctional Youth Centre (CYC) and the Rehabilitation Youth Centre (RYC) of Mauritius.
- Conducted media training on SRHR with 17 journalists from eight media houses.
- Strengthened local and community action on SRHR through updating gender action plans in Port Louis, Quatre Bornes and Moka with support from the Canadian Fund for Local Initiatives (CFLI).
- Held a SADC Protocol@Work summit in May 2019 with 52 entries and 60 participants (45 women and 15 men). Eleven participants from the Sunrise Campaign showcased their work at the Summit.
- Partnered with the Kaleidoscope Trust under the Equality and Justice Alliance to roll out an advocacy project on Gender Based Violence; LGBTI and SRHR. The Kolektif Drwa Imin (KDI) coalition is completing a Legal Environment Assessment on violence, and research on the

perception of violence against the three target groups.

- Scored a major goal for gender equality when in November 2019 Mauritius bowed to local and international advocacy pressure to align its legal age of civil marriage to 18. GL presented a paper on the Age of Marriage at the review of Mauritius' commitment to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in Geneva in 2018. In 2019 GL met with the Attorney General's office and the Ministry of Gender to advocate that the CEDAW recommendation to review the legal age of marriage (previously 16 for women and 18 for men). The Minister of Gender Equality and Family Welfare's announcement that the legal age for marriage will be raised to 18 paves the way for Mauritius to accede to the SADC Protocol on Gender and Development. Presently Mauritius is the only SADC country that has not done so.



SADC Protocol Gender workshop in the Curepipe Municipality.
Photo by GL Mauritius

MAURITIUS



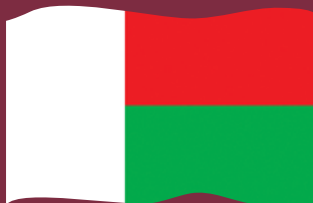
Loga Virahsawmy
Gender Links Board Member



Anushka Virahsawmy
Country Manager



Sheistah Bundhoo
Programme Officer



Lailine Papisy
Francophone Director &
Madagascar Country Manager



Zotonantennaina Razanandrateta
Finance Officer



Jannie Betrasimplice
Intern

"I am a single mother and I will do my best to educate my children, so that they do not face the same violence that I suffered from. Education is the key and I will strengthen them on the use of IT, languages and all subjects required at school. In that way, they will certainly have a bright future." Razafiarisoa Bernadette, Sunrise campaign participant, Bongatsara.

GL Madagascar (GLM) began operations in 2011 and is the Francophone head office of Gender Links. In 2019 Gender Links Madagascar:

- Conducted a gender audit of the 2019 elections including the national assembly and the local government.
- Implemented the #VoiceandChoice campaign at national level and through ten councils.
- Trained journalists on SRHR in partnership with six newsrooms. The journalists produced articles on early pregnancy, contraception, menstruation, menopause, HIV and STDs and gender-based violence.
- Conducted a SRHR training workshop with thirty young peer-educators who disseminated their knowledge on SRHR-related topics to their communities.
- Carried out an Adolescent SRHR rapid assessment for 2200 young people to assess the accessibility, quality and scope of SRHR services available to young people.
- Organised the #Voice and Choice SADC Protocol@Work Summit where 73 women and 37 men from civil society, local government, Sunrise campaign participants and youth presented 110 best practices.

- Finalised the business plans to close out all stages of the Sunrise campaign with 149 beneficiaries across the eight target councils: Manjakandriana, Toamasina, Mahajanga, Andoharanomaintso, Antanamitarana, Fort Dauphin, Bongatsara and Anjozorobe.
- Worked with GIZ/ProDéCID, on the project "Increased participation of women in local government for inclusive development". This assisted 20 associations of women and young beneficiaries to develop strategies to sustain their projects.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 31 councils show that:

- **Representation of women** in COE councils in Madagascar is 16% (twice the national average) and 16% in political leadership positions.
- **Employment of women** in councils is 39%.
- Women constitute 33% of **council management**.
- **Land**: 41% of all land in COE councils is allocated to women.
- **Housing**: 62% of COE housing is allocated to women.
- **Disability facilities**: 55% of councils have facilities that cater for people with disability.



COE verification at the Mahajanga Council.
Photo by Zotonantennaina Razanandrateta

Registered in 2011, Gender Links Mozambique (GLM) is both a country office and Lusophone base. In 2019 GLM:

- Conducted a pre- and post- gender audit on the Mozambique national and provincial elections.
- Worked with nine councils including Namaacha, Boane, Manhiça, Chibuto, Bilene, Mandlakazi, Inhambane, Massinga, and Vilanculos to train 130 GBV survivors.
- Mária Dália (Chibuto council), Rosa Pita (Bilene Council), Glória Titos (Mandlakazi council), trained in the first phase, delivered training in the second phase of the Programme.
- Conducted training and advocacy campaigns on child marriages in three provinces.
- Worked with local communities in Maputo, Sofala, Zambezia, Niassa and Cabo Delgado provinces to increase their knowledge on SRHR.

- Held the #Voice and Choice SADC Protocol@Work Summit from the 26-27 August 2019 with 26 of the country's 53 municipalities, various civil society organisations, government officials, and entrepreneurs from the Sunrise Campaign.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 20 councils show that:

- **Representation of women** in the COE councils in Mozambique is 31% with 20% women in political leadership positions.
- **Women comprise** 35% of the employees.
- Women constitute 31% of **council management**.
- **Land:** Women comprise 38% of those allocated land by the councils.
- **Housing:** COEs allocate 60% of housing to women.
- **Disability facilities:** 53% of councils have facilities that cater for people with disability.



Jacinto Lapido Loureiro, Mayor, Boane Municipality.
Photo by Graca Maria

"Many women are sole bread winners in their families and are informal traders. Women sell their goods alongside the public roads. Women traders are vulnerable to traffic accidents. After we witnessed one of these accidents, we decided to set up a municipal market. The market houses informal traders ensuring their safety." *Jacinto Lapido Loureiro, Mayor, Boane*

MOZAMBIQUE



Marta Cumbi
Gender Links
Board Member



Alice Banze
Mozambique
& Lusophone
Director



Raul Manhica
Programme &
FAO



César Inácio
Neves
Programme
Manager



Catarina Aura
Maria da
Graça Madade
Djedje
Programme
Assistant



Graca Maria
Ricardo Folege
Media and
Communication
Officer



Issumalgy
Assane
Logistic Assistant



Joaquim Samuel
Chambule
Office Assistant &
Cleaner



Emily Brown
Chairperson



Fabian Sampaya
Country Manager



Kaino Kamweka
Intern

"Gender Links introduced the entrepreneurship project in 2012 to the Berseba Village Council. I was one of the 20 women who participated in the programme. My life story about GBV that I kept inside for seven years finally could be shared. After sharing my story, I was appointed to a leadership position in my council. The programme made me more confident and I am comfortable speaking in public." *Felicia Motinga, Berseba Village Council.*

Gender Links Namibia (GLN) was officially registered in February 2012. In 2019 GLN:

- Conducted SRHR training and action planning with six local authorities (Tses, Berseba, Otavi, Outjo, Grootfontein and Arandis) including young people.
- Developed six local council campaign plans on SRHR on menstrual health, maternal health, sexual identity, child marriage and safe abortion.
- Verified 14 COEs for the #Voice and Choice SADC Protocol @ Work Summit.
- Held a successful 2019 SADC Protocol@ Work #Voice and Choice National Summit in Windhoek from the 7-8 August 2019. Forty eight participants from various councils, youth groups, members from civil society organisations and GBV survivors presented 44 COE case studies.
- In partnership with the United Nations Population Fund (UNFPA) conducted an SRHR rapid assessment and community dialogues in Zambezi and Ohangwena regions, reaching 486 community members.
- Conducted SRHR roundtable discussions for civil society organisations and activists

about laws and policies regulating SRHR services in Namibia.

- Ran SRHR and asset building workshops for adolescent girls and young women from Zambezi and Ohangwena regions.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 14 councils show that:

- **Representation of women** in the local COE councils in Namibia is 54%, slightly higher than the national average of 48%.
- **Women comprise** 37% of the employees.
- Women constitute 39% of **council managers**.
- **Land:** COE councils allocate 58% of land to women.
- **Housing:** COE councils allocate 68% of housing to women.
- **Disability facilities:** 45% of councils have facilities that cater for people with disability.



Entrepreneurs participate in an open market day organised by the Eenhana Town Council. Photo by M. Mwandangi



The South Africa programme has run by GL headquarters in Johannesburg since the founding of the organisation in 2001. In 2019 GLSA:

- Conducted a gender audit of the South African National elections in May 2019 launched at the #Voice and Choice SADC Protocol@Work Summit in SA. President Cyril Ramaphosa broke new ground by appointing 50% women to his cabinet. At 46% women in parliament SA is just shy of achieving gender parity. There is need for ongoing lobbying and advocacy to ensure that South Africa reaches this goal in the local government elections in 2021.
- Held the South Africa #Voice and Choice SADC Protocol@Work Summit ran from the 27-28 June 2019 with 60 participants, eight winners and ten runners up. Pravienna Naidoo, judge at the Summit said, "You do your work with little or no resources with passion and commitment. Learn from each other, network and work together to strengthen the great work that you do."
- Held a meeting of the COE councils and South Africa Local Government Association (SALGA) gender focal points from all provinces to strategise about taking the COE process forward.

- Participated in the national Interim GBV Steering Committee responsible for the development of a National Strategic Plan to end GBV and Femicide and for putting in place a GBV council. The South African Cabinet adopted the plan in December 2019. One of the four pillars of the plan is economic power to end GBV, an outcome that GL lobbied hard for. The new Council will be in place by June 2020.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for four councils show that:

- **Representation of women** in COE councils in South Africa is 46% and 33% in political leadership positions.
- **Employment of women** in councils is 41%.
- **Women constitute** 36% of council management.
- **Housing:** 55% of housing is allocated to women.
- **Sexual harassment policies:** 100% of the councils have sexual harassment policies in place.
- **Disability facilities:** 100% of the councils have facilities that cater for people with disability. This shows that councils are sensitive to the needs of different groups in their communities.



Thoko Mpumwana
Gender Links Board Member



Mbuyiselo Botha
Gender Links Board Member



Kubi Rama
Advisor, Gender Links



Susan Mogari
Programme Officer

"The most difficult experience of my life was being raped but I used this experience to help people who have experienced similar things to embrace life. Living the life of a HIV positive person gave me a platform to empower and motivate young women to live positive lives. As a gender activist my aim is to provide empowerment and also help other women in the community live a healthy lifestyle. My work gives me inner peace." *Rose Thamae, Executive Director, Let us Grow*



Rose Thame, Executive Director, Letus Grow, Orange Farm, South Africa.
Photo by Lori Waselchuck

ZAMBIA



Sarah Longwe
Gender Links Board Member



Albert Ngosa
Zambia Coordinator



Samuel Biemba
Finance Intern

"I got involved in community work after realizing that gender concerns were not being considered. In my community most projects were being decided by men. Most of the houses are built on hills in my community. Most women did not like the idea of building on hill because it was difficult to fetch water. The men never saw this as a problem because they were not involved in fetching water. I got involved in supply water, good roads and schools for children. Women were trading in unconducive environments. The council provided market shelters for women." *Samuel Phiri, Gender champion, Chipata Municipal Council*

Gender Links Zambia (GLZ) began operations in 2011. In 2019 GLZ:

- Worked with its partners to build capacity on SRHR. Ten councils participated in the SRHR training workshops with the Alliance Cluster members. The SRHR programme has seen local government, in particular the youth, working closely with civil society to advocate for improved SRHR service delivery in the districts.
- Five councils ran successful campaigns on SRHR including maternal health, ending child marriage and gender-

based violence. Most of the campaigns took place during the Sixteen Days of Activism on Gender Violence.

- Worked with the Commonwealth Local Government Forum (CLGF) and Local Government Association of Zambia (LGAZ) to establish three networks: the Young Women in Local Government Forum; Women in Local Economic Development and the Gender Equality Commission of LGAZ.

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for five councils show that:

- **Representation of women** in the COE local councils in Zambia is 8%, in line with the national figure. There are very few women in political leadership positions in the COEs. This is the focus of a major advocacy campaign for the 2021 elections.
- **Women comprise** 31% of the COE employees and 35% of management.
- **Land:** 54% is allocated to women for various uses in the councils.
- **Disability facilities:** 50% of councils have facilities that cater for people with disability.



Youths from Kapoche Primary School, performing a dance during a sensitisation campaign on Child Marriages.
Photo: Albert Ngosa

"We've begun to raise daughters more like sons... but few have the courage to raise our sons more like our daughters. Since I became a Councillor in 2013 I work with women and men in community development programmes and the results achieved to date are amazing. We have extended our clinic at Sunningdale and developed a sustainable waste management programme." *Hammy Madzigira, Councillor, Harare City Council.*

Gender Links Zimbabwe (GLZim) has been in operation since 2009. In 2019 GLZim:

- Reviewed 54 council gender and GBV action plans with support from Diakonia and Transparency Responsiveness Accountability Citizen Engagement (TRACE).
- Developed the Hub and Spoke handbook and, in partnership with the Ministry of Local Government and Public Works rolled out the programme in 92 councils.
- Partnered with the National Junior Councils Association of Zimbabwe (NJCA) to build the capacity of junior councillors in gender mainstreaming.



Zimbabwe Women in Local Government Forum meeting.
Photo by Tapiwa Zvaraya

GLZim supported NJCA activities including the national executive forum meetings.

- Hosted experts from the SADC region to strategise on the 50/50 campaign in Zimbabwe in partnership with Hivos and the Zimbabwe Gender Commission.
- Convened a meeting with the Women in Local Government Forum (WLGF) executive committees from urban and rural councils that led to the formation of a national Women in Local Government Forum executive In partnership with the Ministry of Local Government and Public Works, Commonwealth Local Government Forum (CLGF) and Zimbabwe Local Government Association (ZiLGA).

GL's Monitoring and Evaluation through the Gender and Local Government Scorecard based on the data for 58 councils show that:

- Representation of women in COE local councils in Zimbabwe is 16% (two percentage points higher than the national figure) and 13% in political leadership positions. They comprise 20% of those chairing committees in the COE councils.
- **Women comprise** 29% of the employees and 24% of managers in the COE councils.
- **Land:** COE councils allocate 33% of land to women. This is a marked improvement compared to 21% in 2016.
- **Housing:** COE councils allocate 37% of housing to women.
- **Disability facilities:** 80% of councils have facilities that cater for people with disability, a marked improvement since the start of the programme.

ZIMBABWE



Pat Made
Gender Links Board Member



Priscilla Maposa
Country Manager



Tapiwa Zvaraya
Country Officer



Juliet Rusawu
Finance Officer

WHO FUNDS US



Bhekiwe Ncube
Director of Operations

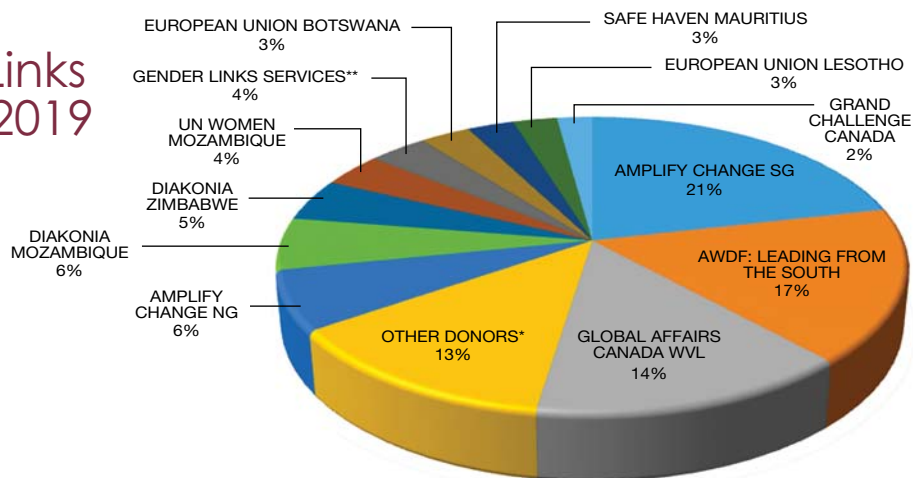


Ricardo Sibanda
Finance Officer



Mary Banga
Finance &
Administration Officer

Gender Links Funding 2019

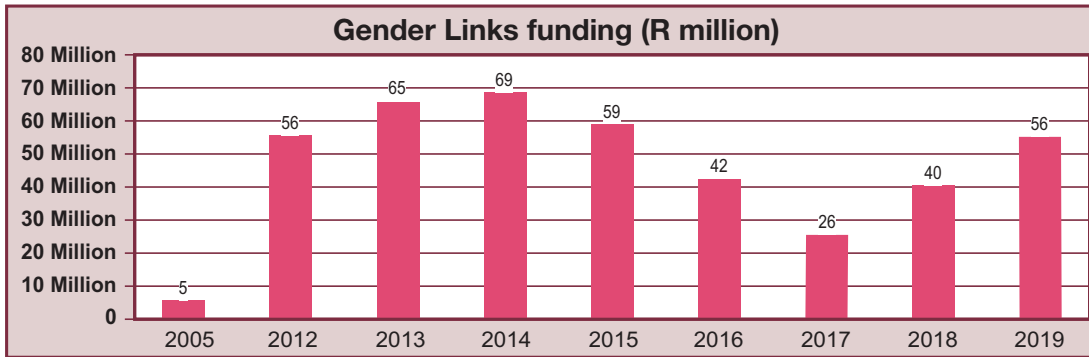


DONOR	TOTAL BUDGET	%
AMPLIFY CHANGE SG	11 958 812	21%
AWDF: LEADING FROM THE SOUTH	9 393 673	17%
GLOBAL AFFAIRS CANADA WV	7 926 108	14%
OTHER DONORS*	7 200 248	13%
AMPLIFY CHANGE NG	3 622 525	6%
DIAKONIA MOZAMBIQUE	3 180 601	6%
DIAKONIA ZIMBABWE	2 575 182	5%
UN WOMEN MOZAMBIQUE	2 062 259	4%
GENDER LINKS SERVICES**	2 014 866	4%
EUROPEAN UNION BOTSWANA	1 671 320	3%
SAFE HAVEN MAURITIUS	1 557 761	3%
EUROPEAN UNION LESOTHO	1 492 090	3%
GRAND CHALLENGE CANADA	1 183 590	2%
TOTAL	55 839 035	100%

*Other donors included Diakonia; Hivos; Trace Zimbabwe; CIM Mauritius; EU Zimbabwe; UKAID Jo Cox Fund; UNFPA Lesotho and Namibia; HSBC; Southern Africa Trust; US Embassy; Canada Fund for Local Initiatives (CFLI) in Lesotho and Madagascar; British Council Botswana.
** Consultancy contracts included GLZ in Madagascar, South Africa and Lesotho; Indian Ocean Commission; FEMNET; various small contracts in Mauritius; and UN Women (Beijing reports).

In 2019, GL managed 34 donor and consultancy contracts (up from 33 in 2018). However, the budget increased from R39 691 255 in 2018 to R55 839 035, a 40% increase. The two Amplify Change grants - strategic and networking accounted for 28% of the budget. African Women's Development Fund (AWDF), through the Leading from the South (LFS) Fund, accounted for 17% of the total. The Women Voice and Leadership sub-granting window that GL is managing on behalf of Global Affairs

Canada accounted for 14%. Amplify Change, AWDF and Global Affairs Canada accounted collectively for 58% of the budget. Thirty grants and consultancy contracts, averaging slightly over one million rand each, accounted for the remaining 42% of the budget. This shows that as in 2018, GL remained reliant on an ever larger number of small funders. This trend, that seems set to continue, places an enormous administrative burden on the organisation.



Following the severe funding crisis that GL experienced in 2017 when funding dipped to almost one third of its 2014 peak, GL continued on its road to recovery in 2019. Funding has increased from R26 million in 2017, to R40 in 2018, to R56 million in 2019, which is slightly more than double the 2017 figure. In 2019, GL country offices generated 35% of GL's funding compared to 45% the previous year. Rather than a decrease in country funding, this reflects the increase in regional funding, especially the WVL portfolio. Country fund raising continues to be a key component of GL's sustainability strategy.

	2012	2017	2019
DONOR INCOME	\$7 mn	\$2,4 mn	\$3,8 mn
TOTAL DONORS	24	26	34
BILATERAL	79%	22%	17%
INTERNATIONAL NGOS	6%	15%	13%
POOL FUNDS	0%	17%	28%
CONSORTIUMS	0%	0%	2%
WOMEN'S RIGHTS FUNDS	0%	9%	17%
MULTILATERAL	9%	7%	13%
CORPORATE	0%	0%	6%
FOUNDATIONS	0%	4%	0%
SOCIAL ENTREPRENEURSHIP	5%	25%	4%

The table tracks sources of GL funds over time. It reflects significant shifts in donor funding trends and modalities over the last decade. In 2012, GL's budget in dollars was almost double its 2019 level. GL had 24

donors, compared to 34 now. GL received 79% of its funds directly from bilateral donors. By 2019, this had dropped to 17% (with 14% the Global Affairs Canada sub-granting portfolio). Sixty percent of GL funds originating from bilateral donors are now received through intermediary arrangements of one kind or the other. The largest (28%) is through a pool fund, Amplify Change in which bilateral donors club together to support a particular initiative managed by a fund manager. The next largest category (13%) is channelled through INGOs such as Diakonia and Hivos. Following lobbying by women's rights organisations, some funds (17% in the case of GL) are now channelled through Women's Funds. New on the horizon but poised to play a significant role in the future are consortium arrangements (2% last year). While all these mechanisms are increasing the flow of funding, they add immensely to the complexity and challenges of managing donor funds. Hopeful signs include an increase in corporate funding (6%) and multilateral funding (13%). Although at 4% GL Services share of the total has declined, these united funds are significant in that they are an important source of revenue for the endowment fund.

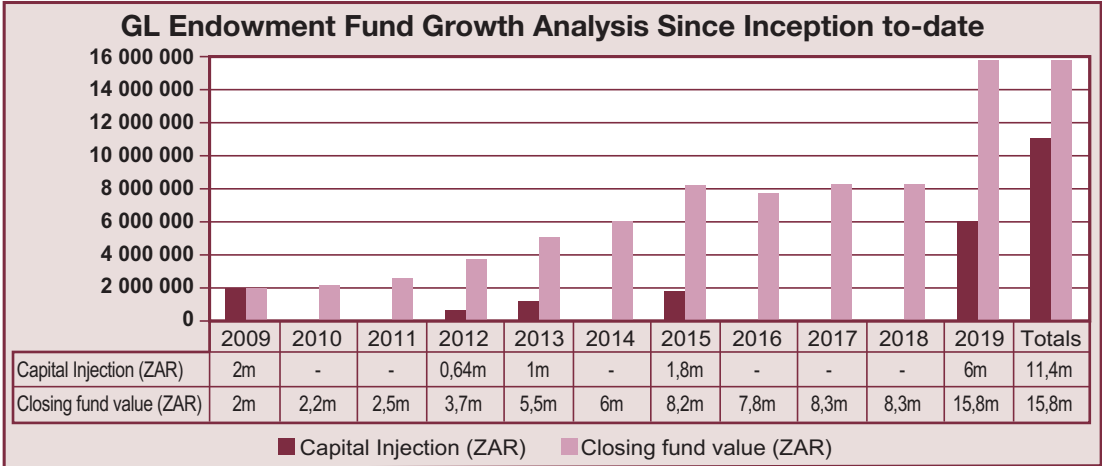
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Country
fund raising
continues to be
a key
component of
GL's
sustainability
strategy



FUTUREFUND

for GENERATION EQUALITY

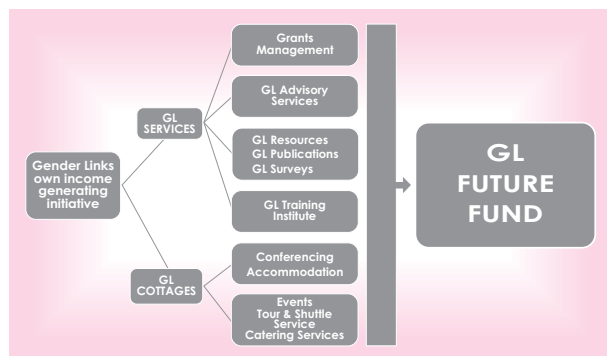


Since 2012, GL has felt the pinch of shifting donor agendas as a result of humanitarian crises; our home base South Africa being regarded a “middle income country”; bilateral and multilateral funders channeling funds through intermediaries. The result is less funds, more small donors, less flexible funding, more project funding and very little institutional support.

Gender Links started the endowment fund in 2009 with an initial investment of R2 million. GL has since through its income generating units injected a total of R11.4 million into the fund, that has grown by 38% to a fair value of R15.8 million (or about \$1million) at the close of 2019. Towards the end of 2019, GL launched the **Gender Links**

Future Fund with three pillars - the \$1 million saved; the promise of a \$1 million match grant by a private donor and the challenge to a further raise \$1 million by GL's 20th anniversary in March 2021.

GL is reaching out to High Net Worth Individuals, Corporate Social Investors, and traditional bilateral donors with the message - *invest for the future!* Through regular gatherings, networking platforms and using social media tools, GL is also running a crowd fund raising campaign, targeting GL beneficiaries. GL staff, Board Members and Alumni led the way on Giving Tuesday - 3 December 2019, by launching the campaign in all our different localities.



Gender Links “own income” generating portfolio comprises two dynamic units, Gender Links Services (GLS) and Gender Links Cottages (GLC). These two portfolios are inspired by GL’s vision of a bird with two wings, one not for profit, and the other generating income that contributes to the GL Future Fund.



Mukayi Makaya
GL Services and Training Manager

GL Services and Cottages Performance in 2019

	Income - R	Expenditure - R	Operating profit - R
GL Cottages	3 865 592	1 192 565	2 673 027
GLS (1)	2 647 873	539 943	2 107 930
Total	6 513 465	1 732 508	4 780 957

(1) HQ only. This does not include several projects undertaken in-country on a consultancy basis.

GLS comprises four complimentary sub-units: Grants Management, GL Advisory Services, GL Resources and the Gender Links Training Institute (GTI).

GL Grants Management

This Unit started operations in April 2019 after signing the Contribution Agreement with Global Affairs Canada (GAC) to manage the Women’s Voice and Leadership South Africa (WVL-SA) Fund. While the immediate focus is on the WVL-SA Fund, GL aims to grow the funding pool targeting other players within the donor community, the private sector, South Africa Government and individual philanthropists who fund and promote women’s rights, empowerment of women and girls, and gender equality. The Unit is currently focused on South Africa with plans to

expand into the SADC region. In 2019, the unit set up the systems and tools required for grant making including end-to-end information and financial grants management systems, developing a Grants Management Manual and Grant Making Policies.

Women's Voice and Leadership South Africa

The WVL initiative arises from Canada’s Feminist International Assistance Policy (FIAP). WVL-SA aims to help local women’s rights organisations (WROs) to become a powerful voice; to strengthen WROs in their programming, advocacy, networking and coalition building; to build a strong and sustained women’s movement that can advance and protect the rights of women and girls in South Africa. The WVL-SA Fund is presently the only fund specifically

GL publications, books, reports, photos and videos are on sale through the GL Shop on the website

targeting WROs. The fund is also unique in that it seeks out promising organisations that often fail to meet the rigid requirements of traditional funding criteria.

WVL-SA Fund offers three grant types. Multi-Year Core Grants target organisations with budgets of less than R1 million a year and include core support. Networking and Alliance Building Grants target one or two coalition building initiatives to strengthen the women's movement. The Rapid Response window provides small grants on a rolling basis for urgent, strategic and catalytic action.

In 2019, GL undertook a mapping of WRO in South Africa that included desktop research, administering a questionnaire, and reaching out to networking organisation across all nine South African provinces to gather information. GL undertook nine briefing visits to the four provinces (Limpopo, KwaZulu-Natal, Gauteng, Western Cape) that are the main focus of the MY Core grant, reaching 271 potential grantees. The first grant call will go out in early 2020.

GL Advisory Services

In 2019 the consultancy arm of GL Services undertook work on GBV for the German Development Agency GIZ in South Africa (research on gender stereotypes in TV news, entertainment and children's programming); in Lesotho (an app for reporting GBV) and Madagascar (work with two municipalities on ending GBV). GL is working with Nairobi-based FEMNET on an Africa-wide SRHR Barometer funded by

the Sida. UN Women commissioned GL to support the governments of Botswana and Swaziland in producing their Beijing Plus 25 reports; and in undertaking a gender audit of election policies laws for east and southern Africa.

GL Resources: GL publications, books, reports, photos and videos are on sale through the GL Shop on the website. GLS has a Memorandum of Understanding with African Books Collective based in the UK with presence in America, Germany and Africa; and in South Africa, Red Pepper Books to market GL publications including the annual SADC Gender Protocol Barometer.

Gender Links Training Institute (GTI) has provisional Accreditation in its Gender and Media Training Course, and is currently at advanced stages in securing SETA Accreditation for its Entrepreneurship Course. Non-SETA Accredited courses include Gender Mainstreaming, Gender Responsive Budgeting, and Gender and Media Monitoring Courses. A unique selling point for GTI is its ability to also produce customised and client specific training.



WVLSA Grant Support Capricorn, Limpopo.

Photo by Abakwe Kgwele



GL Cottages' lush green gardens.

Photo by GL Cottages

The GL Cottages exists in a challenging environment, with global and national hospitality industries facing a tough time. To retain market share, GLC came up with flexible marketing strategies in 2019. Customer retention rate remained high with an average of 80% repeat business.

New customers included trade unions; Agroecology and Climate change groups. The GL Cottages remains popular with academics and university groups. School sporting teams love the facility for its uniqueness and the outdoor gym up the mountain top, which is a rare find in Johannesburg. In the August and October 2019, GL Cottages hosted the university of Pretoria soccer team and University of Free State netball teams respectively.

Grow Great, a group of expecting mothers used the Cottages to run monthly educa-

tional activities throughout their pregnancies while getting training on prenatal care and how to stay healthy during pregnancy. At the end of their pregnancies they brought their bouncing babies and received training on infant care. Baby showers are a new line of business for GLC.



GLC Guests enjoying a baby shower.

Photo by GL Cottages



Debrah Mukuku
GL Cottages Manager and
Company Secretary



Fikile Maviya
GL Cottages Manager

“

“Beautiful gardens, the tranquillity that is at GL Cottages is amazing considering you are in the heart of Johannesburg. The warmth and friendliness of the staff just made an already wonderful stay that much more special.”

T Majele, African Global Academy



Outdoor pizza oven, a coffee shop and an outdoor spa

GL Cottages attained 85% of its financial year target (R3.8 million against a target of R4.5 million) and undertook several major capital initiatives. This accounted for the operating loss in 2019, covered by retained income from the previous year. GL Cottages invested in room renovations such as re-thatching old roofs, re-tiling of bathrooms, fresh painting at the end of the year for all rooms, new curtains, purchase of new beds, and the replacement of small televisions with larger sets. GLC revamped the Internet infrastructure through more internet access points and switching to fibre. Security was enhanced through fencing over the top of the mountain. A measure of success is that GLC had no security alerts or threats in 2019.

A Trip Advisor rating of four out of five in 2019 reflects a high level of customer satisfaction. GLC gave back to the community at the end of the year by hosting a Christmas party for Let Us Grow, a Community-Based organisation in Orange Farm, an informal settlement on the outskirts of Johannesburg.

In 2020 GLC will create new streams of income through an outdoor pizza oven, a coffee shop and an outdoor spa. Repeat customers will be rewarded through a customer loyalty programme. Cost management is high on the agenda in 2020. This includes one last major capital investment - solar energy backup that will cut electricity costs; alleviate frequent Eskom power cuts and enhance GLC's green branding.



Let Us Grow, Orange Farm children Christmas party.

Photo by GL Cottages

GENDERLINKS (NON-PROFIT COMPANY)

(Registration number: 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2019

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the 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 the International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the financial statements. The financial statements 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 separate 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 and, in the light of this review and the current financial position, they are satisfied that the company has or 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 6 - 7.

The financial statements set out on pages 8 - 41, which have been prepared on the going concern basis, were approved by the board of directors on 23rd June 2020 and were signed on its behalf by:



AC Dowie
Non executive Chair – Audit Committee



T Mpumlwana
Non-Executive Director



Independent Auditor's Report

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

Opinion

We have audited the financial statements of Gender Links Non-Profit Company (the company) set out on pages 8 to 41, which comprise the statement of financial position as at 31 December 2019, and the statement of profit 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 2019, 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 corresponding sections of the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (Including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Gender Links Non-Profit Company Annual Financial Statements for the year ended 31 December 2019", which includes the Directors' Report as required by the Companies Act of South Africa. 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

6

BDO South Africa Incorporated
Registration number: 1995/002310/21
Practice number: 905526
VAT number: 4910148685

National Executive: PR Badrick • HN Bhaga-Muljee • DF Botha • E Singh • BJ de Wet • MCS Lopes (Johannesburg Office Managing Partner)
SM Somaroo • ME Stewart (Chief Executive) • IM Scott • MS Willmott

The company's principal place of business is at 52 Corlett Drive, Illovo, Johannesburg, where a list of directors' names is available for inspection. BDO South Africa Incorporated, a South African personal liability company, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



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 director's 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 Incorporated
Registered Auditors

Bonita De Wet
Director
Registered Auditor

22/06/2020

Building 5, Summit Place Office Park
221 Garstfontein Road
Menlyn, 0181

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2019

Statement of Changes in Equity

Figures in R	Revaluation reserve	Operational reserve	Retained earnings	Total
Balance at 1 January 2018	<u>728,909</u>	<u>539,425</u>	<u>35,027,418</u>	<u>36,295,752</u>
Total comprehensive income for the year				
Loss for the year			(400,050)	(400,050)
Revaluation gain	<u>1,100,707</u>	<u>-</u>	<u>-</u>	<u>1,100,707</u>
Total comprehensive income for the year	<u>1,100,707</u>	<u>-</u>	<u>(400,050)</u>	<u>700,657</u>
Transfer from retained earnings		(197,039)		(197,039)
Transfer from retained earnings			(214,356)	(214,356)
Balance at 31 December 2018	<u>1,829,616</u>	<u>342,386</u>	<u>34,413,012</u>	<u>36,585,014</u>
Balance at 1 January 2019	1,829,616	342,386	34,413,012	36,585,014
Total comprehensive income for the year				
Loss for the year			(574,430)	(574,430)
Total comprehensive income for the year	<u>-</u>	<u>-</u>	<u>(574,430)</u>	<u>(574,430)</u>
Transfer from retained earnings		(123,231)		(123,231)
Impairment loss	<u>(1,829,616)</u>	<u>-</u>	<u>-</u>	<u>(1,829,616)</u>
Balance at 31 December 2019	<u>-</u>	<u>219,155</u>	<u>33,838,582</u>	<u>34,057,737</u>

Note

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GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2019

Notes to the Annual Financial Statements

Figures in R	2019	2018
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27. Donor funds spent

<u>Donor</u>	<u>Donor Funds Spent 2019</u>	<u>Donor Funds Spent 2018</u>
Amplify Change		2,475,683
Amplify Change Mozambique		108,353
Amplify Change NG	3,160,789	319,445
Amplify Change SG	10,392,834	5,504,296
Botswana Government	-	469,301
British Council - Botswana	14,027	-
Business Botswana		126,004
Canada Fund For Local Initiative - Lesotho	54,127	151,930
Canada Fund For Local Initiative - Madagascar	-	7,951
Canada Fund For Local Initiative - Mauritius	65,419	-
CIM CRS Fund Ltd - Mauritius	212,112	101,900
Commonwealth Foundation	-	577,857
Corporate Social Responsibility Donors Mauritius & Gender Links Services	53,603	42,482
Department of International Development (DFID) SA	-	-
Diakonia - HQ	940,133	1,620,557
Diakonia Mozambique	3,660,189	4,192,915
Diakonia Zimbabwe	2,592,237	187,294
European Union - Botswana	976,056	593,566
European Union - Botswana (MAB)	-	-
European Union - Global	-	47,445
European Union - Lesotho	70,393	-
European Union - Zimbabwe	422,922	1,123,869
FEMNET	130,839	-
Gender Links Services	142,822	-
Gender Links Services - Madagascar	-	29,648
German Society for International Cooperation	569,565	57,622
German Society for International Cooperation - Lesotho	156,078	713,796
German Society for International Cooperation - Lesotho 2	310,865	-
German Society for International Cooperation Madagascar	57,021	485,049
German Society for International Cooperation Madagascar 2	382,666	437,178
Global Affairs Canada - Woomen Voice and Leadership Project	2,794,944	-
Grand Challenge Canada	319,568	-
Hivos Zimbabwe	388,162	710,801
HSBC - Mauritius	175,927	365,634
International Centre for Local Democracy (ICLD) Zimbabwe	1,139	151,511
IOC	345,576	242,197
UKAID	396,891	-
LFS	-	-
MDDA	-	960,000
Norwegian Church Aid (NCA)	-	61,569
Reserve		
Safe Haven Mauritius	1,076,016	507,871
SAT NGB	141,613	71,551
SBM - Mauritius	-	3,313
Swedish Embassy in Zimbabwe	-	-

GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2019

Detailed Income Statement

Figures in R	2019	2018
Expenditure		
Other administrative costs	3,979,925	2,819,115
Admin and selling expenses	142,822	-
Marketing and advertising	37,469	74,066
Auditor's remuneration	194,805	198,811
Bank charges	136,272	97,669
Capital expenditure	124,541	15,458
Consulting fees	358,195	175,492
Depreciation	454,069	580,028
Direct Programme Costs - Monitoring and Evaluation	1,337,049	1,097,187
Direct Programme Costs - Publications and productions	760,143	722,711
Direct Programme Costs - Research cost	2,491,474	2,658,083
Direct Programme Costs - Training and Centres of Excellence (Workshops)	10,589,423	8,902,005
Electricity and water	37,163	-
Impairment - Investment property	404,202	365,059
Finance costs	-	79
Insurance	104,001	108,845
IT and financial systems upgrade	173,599	100,535
Licences and permits	61,463	5,517
Loss on foreign exchange	243,049	-
Loss on foreign exchange	780,125	508,991
Motor vehicle expense	163,477	161,588
Printing and stationery	114,821	80,935
Rent	379,917	257,822
Repairs and maintenance	270,317	214,728
Salaries	18,805,930	15,855,938
Staff development	145,371	164,778
Telephone and fax	122,083	156,697
Travel local	151,116	18,398
Website costs	411,430	254,806
	<u>42,974,251</u>	<u>35,595,341</u>
Loss for the year	<u>(574,430)</u>	<u>(400,050)</u>

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