

2020



Annual Report



GENDER LINKS
FOR EQUALITY AND JUSTICE

WHO WE ARE

Formed in March 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa, that promotes gender equality and justice across the 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

On the 27 March 2020 the Southern African Region woke up to the news that South Africa started a 21-day lock-down because of the COVID-19 pandemic. Announcing the three week lock-down -from 27 March to 16 April- President Cyril Ramaphosa urged organisations to continue working virtually, if they were in a position to do so.

Other countries in the region followed suit very quickly. Gender Links (GL) was faced with a unique and completely unanticipated situation. Restrictions on movement and gatherings put paid to workshop plans and, therefore, programme-delivery. However, the organisation responded quickly to the new reality by implementing a Work-from-Home (#WFH) strategy.

Although the countries where GL operates had implemented their own set of COVID-19 regulations, the GL family adopted a unified approach in the best interests of our staff and their families. Being accessible and engaged during this period was not only important for our work, but also our well-being.

COVID-19 posed a threat to all the gains we had made in terms of women's rights. Even though our regular face-to-face work was now restricted, GL continued with the scheduled research, advocacy- and training work, utilising the technologies at our disposal.

The GL Board held its 01 May 2020 Board meeting virtually. At this time the Board decided to postpone the SADC Protocol@ Work Regional Summit to a date when it would be deemed safe for over 200 participants to travel from their respective SADC countries to Johannesburg.

Through its *'Making IT work for Gender Justice'* programme, GL pioneered cyber dialogues long before virtual meetings became the norm. This activity continues through our Community of Practice. Internally, GL teams remain connected through a variety of IT platforms such as MS Teams, SharePoint, Zoom and WhatsApp.

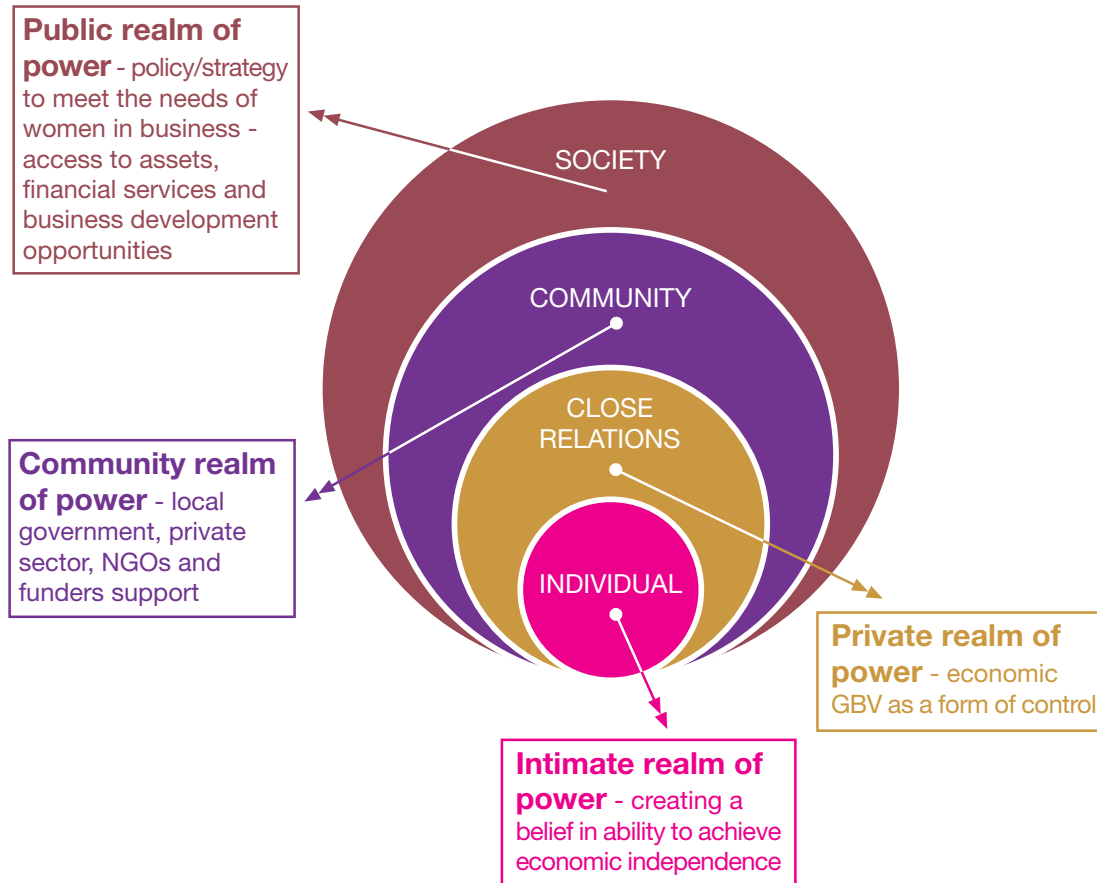
GL's flexi-time Policy enabled staff to work from home, if they opted to do so, and under certain circumstances, prior to the lockdown. Therefore, arrangements were put in place to enable work-from-home for all staff:

- A survey of staff needs - including Internet access, space, furniture, child-care and socio-psycho needs;
- Measures to mitigate any hardships anticipated, including an across-the-board allowance for telecommunications and Internet access;
- Electronic sign-in, sign-out and time-sheets, to expedite accountability;
- Daily virtual team meetings and weekly staff meetings were organised, for the purpose of guidance;
- Online support - from a counsellor - was made available during this time;
- Prioritising and reorganising work according to what is most important and which could be done virtually. Examples of work completed are donor reports and funding applications; the 2020 to 2025 Strategy; the Annual Report; Learning Papers; Systems maintenance; 'Contacts' data bases; website updating and maintenance; upgrading the Community-of-Practice; establishing 'help desks' for various areas of programme work; completion of the annual Staff Learning Journey, and the #VoiceandChoice Barometer. The 2020 edition of this flagship publication focused specifically on the Effects of the Corona virus on Sexual and Reproductive Health and Rights;
- In consultation and agreement with GL's Auditors, BDO, the annual organisational audit was completed virtually. This was made possible by real-time online branch accounting, coupled with digitisation of all our financial documentation.

The pace at which the organisation adapted and continued to work in 2020, a year when the world was in lock-down mode for almost nine months, demonstrated once more GL's resilience and its potential to adapt. We consider ourselves fortunate - both as staff and the Board - to have persevered under challenging conditions in 2020, and we most certainly count our blessings. We move forward with hope and renewed commitment to strengthen women's rights across Southern Africa.

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. 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.

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

WHERE WE WORK

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

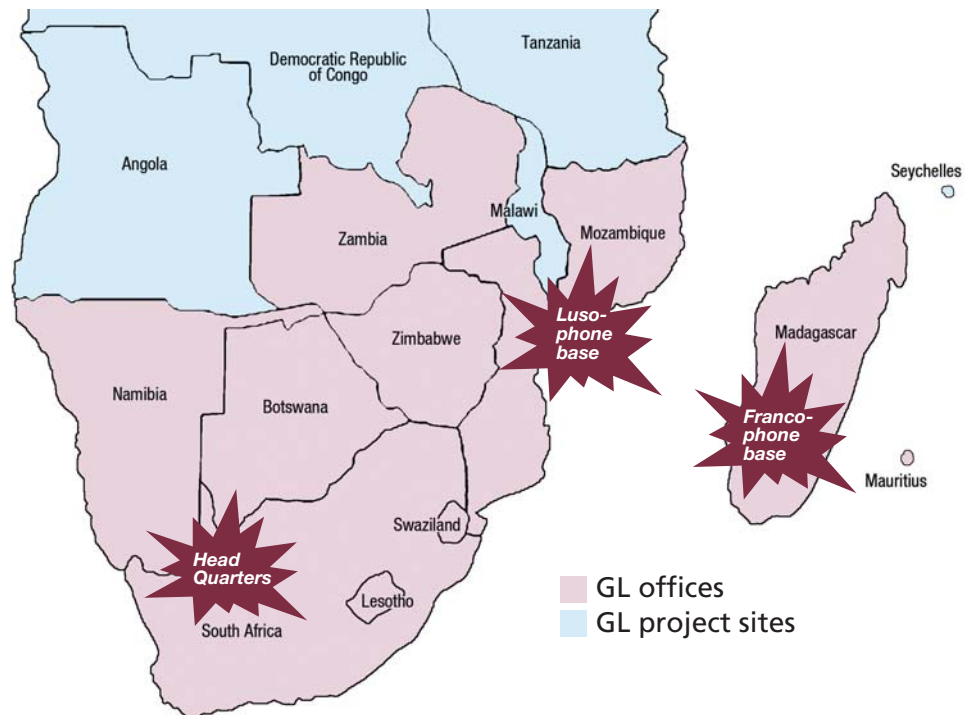
Gender Links has registered offices in ten SADC countries, including a Lusophone base in Mozambique and Francophone base in Madagascar. GL’s Botswana office also serves as a liaison office with the Southern African Development Community (SADC). In 2018, GL offices in Namibia and Zambia revived operations.

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*.”

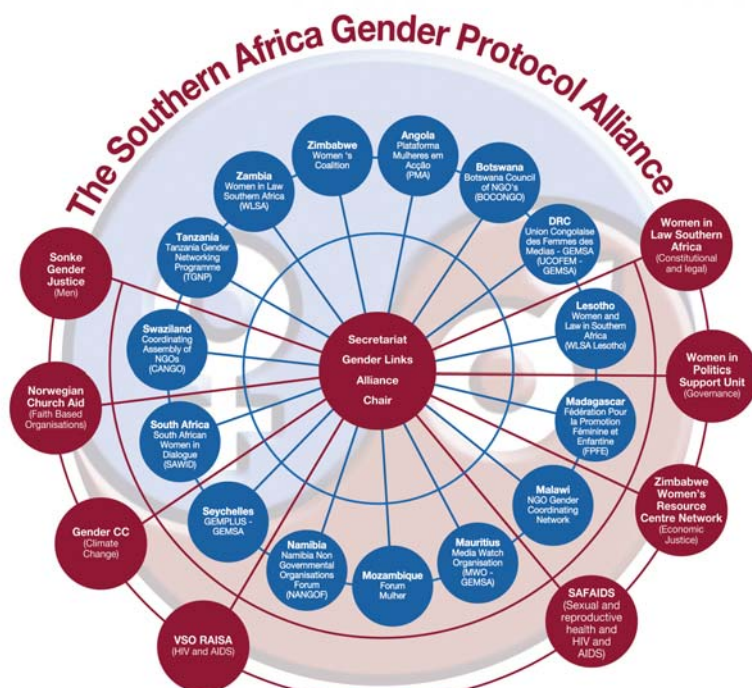
- **Our Programme of Action:** The Southern African Gender Protocol Alliance that co-ordinates civil society activism around the Protocol provides the umbrella for GL’s Programme of Action. GL’s three core programmes – media, governance and justice – all seek to contribute to the attainment of key SGP 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**.

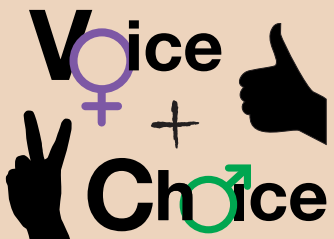
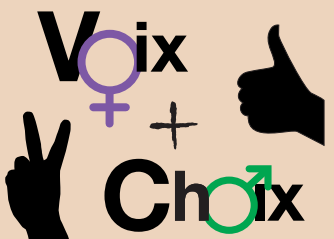




WHO WE WORK WITH



Global Alliance On Media And Gender



WHAT WE DO

GLOBAL AND CONTINENTAL	SGG 5, CEDAW, BEIJING PLUS 25, ICPD, MAPUTO PROTOCOL		
REGIONAL	<div> <div>  <p>SADC Protocol@Work Summit</p> </div> <div>  <p>Sommet Protocole au travail de la SADC</p> </div> </div>		
PILLARS	VOICE	CHOICE	CONTROL
Cross cutting themes	SEXUAL & REPRODUCTIVE HEALTH RIGHTS		CLIMATE JUSTICE
 GENDER LINKS FOR EQUALITY AND JUSTICE	POLICY AND MOVEMENT BUILDING	LOCAL ACTION FOR GENDER JUSTICE	COMMUNICATIONS FOR SOCIAL CHANGE
GL PARTNERS - NATIONAL AND LOCAL	Southern Africa  Gender Protocol Alliance	 DURA / ISIPHALA / HUB CENTRES OF EXCELLENCE for Gender in Local Government	 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

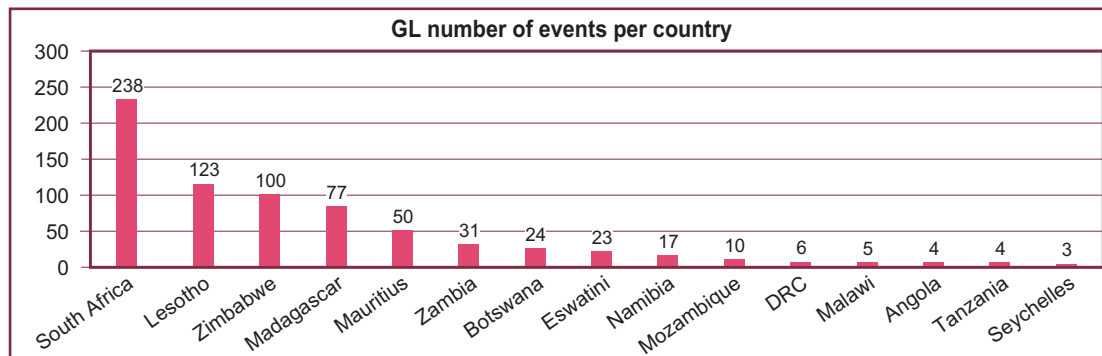
WHO WE REACHED DIRECTLY



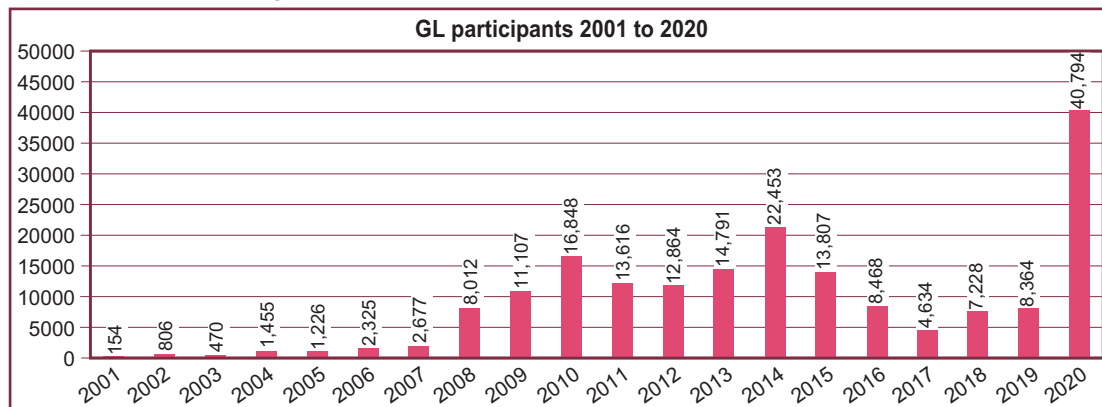
Fanuel Hadzizi
Systems Administrator

2020 RFC

From the 1 January to the 31 December 2020 GL conducted 715 events, 436 more than in 2019: a 159% increase. South Africa (238), Lesotho (123) and Zimbabwe (100) had the highest number of events. Angola had four events in 2020 compared to none in 2019.



2020 Participants reached



From the beginning of GL operations in 2001 to the close date of this report in December 2020, GL has reached 191,725 beneficiaries. In 2020, despite the COVID-19 pandemic, GL reached 40,794 beneficiaries, a 388% increase compared to 2019. Contributory factors include:

- The WVLP programme in South Africa strengthened GL's presence and reach in the country and overall. That project contributed 31% of all GL activities and reached 35% of beneficiaries in 2020.
- The figures include online events that gained huge traction as a result of the COVID-19 pandemic. The virtual model allowed for continued activities despite national lock

“

“I have managed to sensitise other council departments to disaggregate data with a gender lens. This will help the council to evaluate its programmes better.”

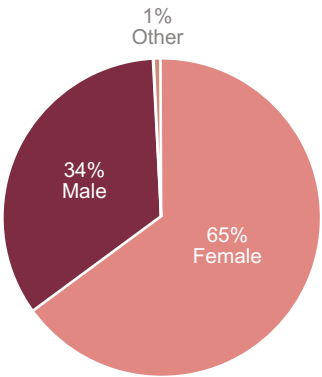
*Obakeng Nkeru,
Maun Administration
Authority, Botswana*

downs. Soon after lockdowns across the SADC region in March 2020, GL created Zoom accounts for all partners in the Southern African Gender Protocol Alliance to continue lobbying and advocacy,

- In some countries GL utilised a decentralised model, particularly in Madagascar and Zimbabwe. The GL offices conducted virtual training of trainers in the local councils. The relevant persons worked with councils to roll out the Hub and Spoke and Sunrise - Empower Women, End Violence campaigns.

In 2020, women comprised 65%, men 34% and non-binary persons 1% of participants. These proportions are consistent with those achieved in 2019.

GL participants by sex

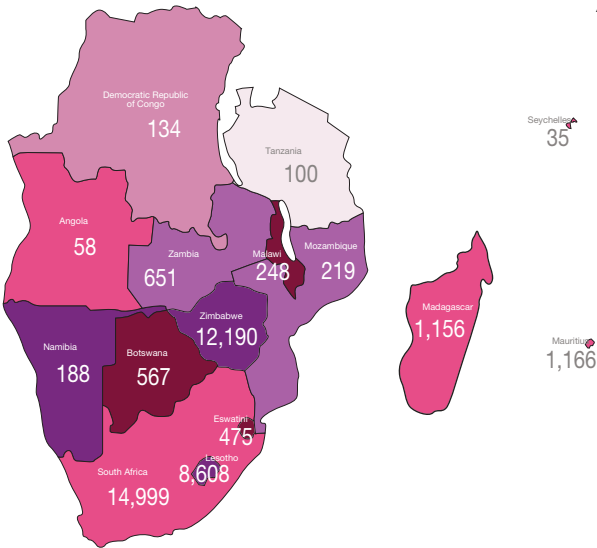


From 2001 to December 2020, GL has reached a total of **191,725** beneficiaries

Programme	Total participants	% of total participants	Count of events	% of total events
WVL-SA	14,330	35%	221	31%
Governance	12,382	30%	138	19%
Justice	10,694	26%	258	36%
Alliance and partnerships	3,035	7%	77	11%
Media and Communications	202	0%	14	2%
GL Services	151	0%	7	1%
Grand Total	40,794		715	100%

2020 participants and events by programme area

The Women Voice Leadership (WVL) programme that supports women's organisations and movements to empower women and girls in South Africa accounted for 35% of participants followed by the Governance programme (30%), Justice (26%) Alliance and Partnership (7%).



2020 Participants by country

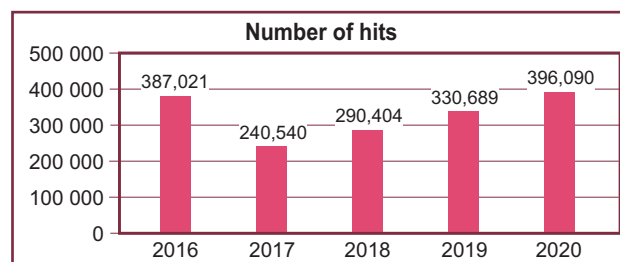
In 2020, GL recorded the highest number of participants (14,999) in South Africa, the head office, and focus of WVL. Zimbabwe (12,190 participants) and Lesotho (8,608 participants) had the second and third highest levels of participation, consistent with GL programming in these two countries.

WHO WE REACHED THROUGH THE MEDIA AND SOCIAL MEDIA

↑
19%
increase
website
hits

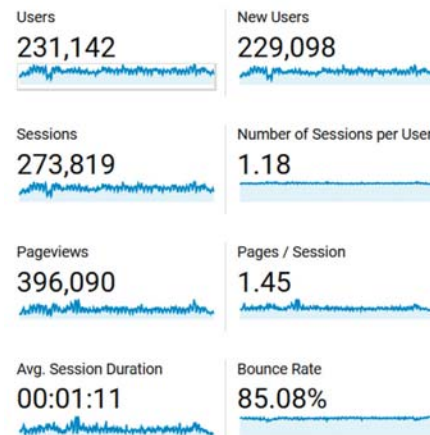
In 2020 GL developed a gender, SRHR and COVID-19 communication strategy linked to those of the Southern African Gender Protocol Alliance and feminist organisations around the world. The strategy aimed to safeguard women's rights in the face of the biggest threat to humanity this century. In the process GL increased its use of mainstream digital and social media platforms which effectively helped the organisation to create content, campaign, facilitate, engage, network, and share information about its work and developments within the gender equality and women's rights space. GL's online footprint continues to grow as detailed below.

Website hits

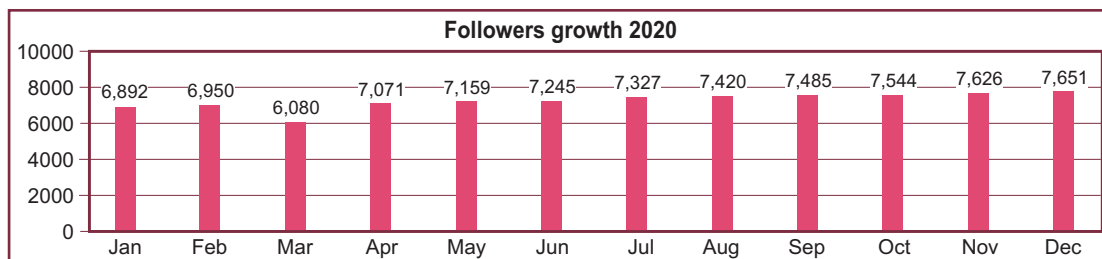


Contributory factors include journalist stories published as part of the gender and COVID-19 news series which ran over three months through the GL News Service attracting several visits to the website. The new Southern Africa Gender Community of Practice also drew hundreds of users to the website.

From January to December 2020 the GL website had 396,090 page views - a 19% increase.



The GL News page continues to receive the highest number of views. This page features all the latest news, produced by journalists from across the region as well as activist Opinion and Commentary articles. This page attracts attention from mainstream and online media who often re-publish this material. This page is the most current section of the GL website.





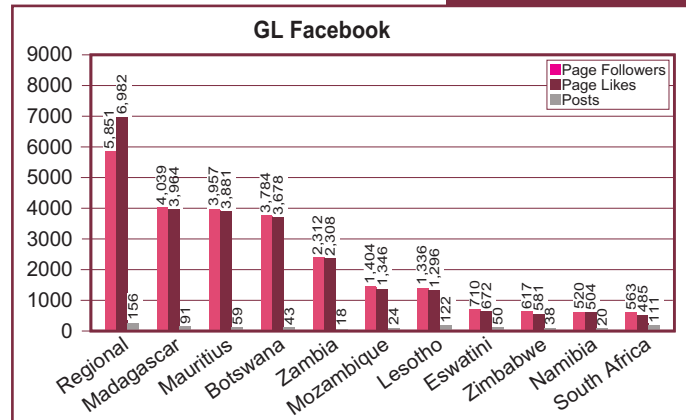
In 2020 GL's Twitter community grew by 801 followers to reach 7,651 by the end of the year: 80% of its target.

Throughout the year, GL scaled its hashtag #VoiceandChoice on Sexual Reproductive Health and Rights. GL joined new social media campaigns in the time of COVID-19. Hashtags used include #EndCOVID19GBV, #COVID19GenderEffect, #COVIDGenderTalks and #GenerationEquality.

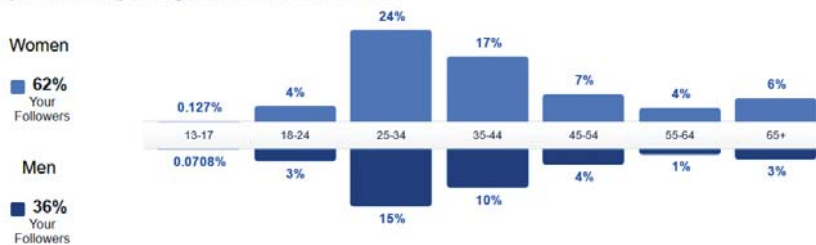
The launch of the VoiceandChoice Barometer with its foreword by Dr Tlaleng Mofokeng (Dr T) attracted considerable attention. GL seeks to strengthen its content creation, content engagement, mentions by influencers and thought leaders, and follower growth in order to meet its targets on increasing followers, increasing dialogue, knowledge sharing and awareness raising on gender equality and in particular on SRHR.

Facebook

GL maintained an active Facebook presence regionally and in its ten offices. The posts included publicising research products and events such as the #VoiceandChoice Barometer, #VoiceandChoice Summits, content for the Gender and COVID 19 news series, GL position on different key dates and developments on women's rights by December 2020, GL regional and country Facebook pages had accumulated 26 246 followers. Of these, the most followed page is the GL Main page which made accounted for 7 004 followers and 6 978 likes.



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



Analytical data on the GL Regional page shows that estimated 62% of Facebook followers are women, while 36% men. The highest proportion of followers is in the 25-34 year age category and lowest in the 3-17 as well as the 18-24 year old age group. Research shows that younger users have switched to Instagram and Tiktok. GL will be reviving its Instagram page in 2021.



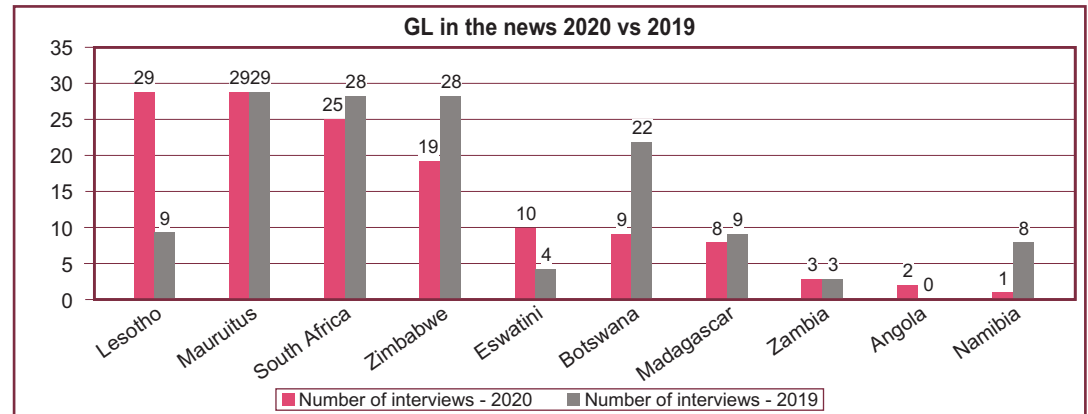
7,651 followers

80%

GL recorded
135
specific
interviews
and articles
in the
mainstream
news

GL mentions in the news

GL recorded 135 specific interviews and articles in the mainstream news, a number which was lower by six interviews than recorded in the previous year. Mauritius was again the country where GL appeared in the news together with Lesotho. The least number of interviews came from Angola and Namibia.



Community of practice

The Southern Africa Gender Community (SGC) is a virtual space bringing together people with common purpose and interests. The SGC facilitates networking amongst different constituencies using low tech options that are accessible via the Internet and compatible with computers and mobile platforms. The SGC networks different communities of interest including amongst others:

- Women in local government
- Young women aspiring to public office
- Young people participating in local government, sexual and reproductive health and rights (SRHR) campaign
- Members of the SADC Gender Protocol Alliance
- Organisations implementing SRHR campaigns
- Women politicians



Different communities will utilise the SGC to:

- Identify common areas for lobbying and advocacy.
- Share information and opportunities for training and interventions.
- Initiate policy development processes.
- Identify local, national and regional priorities in particular areas.
- Share learning and good practices.

During 2020, 446 users signed up to the SGC and participated in 14 virtual dialogues including:

DATE	TOPIC
11 August	Women's Political Participation and the Constitutional Court ruling in South Africa
17 August	Virtual launch of the 2020 SADC Gender Protocol Barometer
28 August	Gender and COVID-19: Voices from the ground
8 September	Maternal and Menstrual Health in SADC
25 November	Taking stock and launching SRHR policy checklist launch
26 November	Gender-based violence and COVID-19
27 November	Child marriage
1 December	HIV and AIDS
3 December	Adolescent Sexual and Reproductive Health and Rights
4 December	Sexual Diversity
7 December	Media: Part of the problem or solution
8 December	Safe abortion
9 December	Economic power and gender-based violence
10 December	Committing to Actions for GBV prevention



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 a two times winner of the “Investing in the Future Award”

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 contribution

WHAT WE HAVE ACHIEVED



Kubi Rama
Executive Director

Key achievements in 2020 include:

- Raising our budget by 14%, number of participants and reach by 12% in all cases compared to 2019 despite COVID-19.
- GL, the Alliance, junior councils and other youth formations conducted a survey on Adolescent SRHR services in eight countries. Amongst others, the results indicate that at least 39% of young people could not access treatment without third party or parental consent.
- Local councils in ten countries implemented 130 youth led campaigns for SRHR with key links on the impact of COVID-19 while Alliance networks implemented 54 campaigns. Alliance networks held 29 Radio shows on SRHR and 35 SRHR Virtual Dialogues.
- GL is one of the civil society leads in the UN Women Generation Equality Action Coalition Six: Feminist Movement Building and Leadership.
- Launched the twelfth edition of the SADC Gender Protocol Barometer themed #Voice and Choice in the time of COVID-19.
- Monitored over 18 000 news items from across Southern Africa. The 2020 Gender and Media Progress Study (GMPS) found that in SADC women make up just 21% of news sources; one percentage point increase from 20% in 2015.
- GL produced a series of radio spots on ten thematic areas including gender and COVID19; maternal and menstrual health; teenage pregnancy; comprehensive sexuality education; safe abortion; gender-based violence; HIV and AIDS; child marriages; economic justice; COVID19 and key populations; gender, governance and COVID19; and gender, media and COVID19. These were shared with local radios in the different SADC countries to increase awareness of COVID-19 on SRHR in the region.
- Held three country workshops in Botswana, Eswatini and Zimbabwe to strengthen capacity of journalists on gender sensitive reporting on enhancing women's political participation on WPP.
- GL undertook a rapid assessment of 95 local government Centres of Excellence COVID-19 preparedness which found that almost all the councils were open and functioning to varying degrees and only 33% had a COVID-19 response plan.
- In partnership with Commonwealth Local Government Forum (CLGF) GL established Women in Local Government Forums (WLGf), Young Women in Local Government Forums (YWLGF) and the Women in Local Economic Development (WLED) Networks in Eswatini, Lesotho, Zambia and Zimbabwe.
- In partnership with the Ministry of Local Government and Public Works, Zimbabwe Local Government Association and Women in Local Government Forum, GLZ successfully lobbied the President for a 30% local government quota which will increase the representation of women at the local level.



Nteboheling Khoaeane from She-Hive-facilitating a SRHR workshop in Mafeteng, Lesotho.

Photo by Ntene Nyeoe

The Southern African Gender Protocol Alliance transitioned into the GL Policy and Movement Building programme. The programme moved to include the SADC Protocol on Gender and Development and the relevant continental and global frameworks. The programme will focus on movement building for lobbying and advocacy for sustainable change.

The Alliance networks pivoted into action under the physical distancing challenges and country specific lockdowns imposed by the COVID-19 pandemic from March 2020. GL provided zoom accounts for the network to deliver the programme virtually. To support Alliance partners GL set up a Gender and COVID-19 Resource helpdesk as a public space to disseminate information on COVID-19 and SRHR.

#Voice and Choice Campaigns and ASRHR lead

GL, the Alliance, junior councils and other youth formations conducted a survey on Adolescent SRHR services in eight countries. Amongst others, the results indicate that at least 39% of young people could not access treatment without third party or parental consent. This is an important focus for the campaign moving forward.

The Young Women's Alliance is leading the advocacy on ASRHR. This thematic work informs the PMB Southern Africa #Voice and Choice campaign in the face of the COVID-19 pandemic by casting spotlight on Adolescent SRHR in three closely related themes: teenage pregnancies, child marriages and unsafe

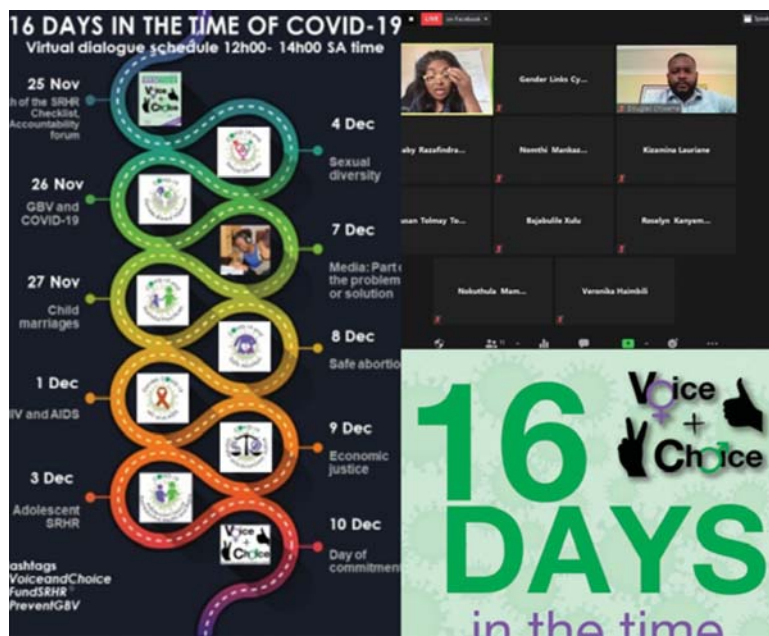


POLICY AND MOVEMENT BUILDING



Shamiso Chigorimbo
Policy & Movement
Building Manager

#VoiceandChoice



The
Barometer
measures
100
indicators in
7 thematic
areas
including
Sexual and
Reproductive
Health;
adolescent
SRHR; safe
abortion;
GBV; HIV
and AIDS;
harmful
practices
and sexual
diversity

abortion. Emerging evidence suggests that all three of these are likely to increase as a result of the prolonged lockdowns in many countries.

SRHR Campaigns implemented during this period include 67 on menstrual health, 21 on maternal health, 26 on ASRHR, 3 on teenage pregnancy, 13 on safe abortion, 8 on HIV/AIDS, 29 on child marriages, 11 on GBV and 6 on sexual diversity. Local councils in ten countries implemented 130 youth led campaigns for SRHR with key links on the impact of COVID-19 while Alliance networks implemented 54 campaigns. Alliance networks held 29 Radio shows on SRHR and 35 Virtual Dialogues on the impact of SRHR campaigns highlighting including the effects of COVID-19. The highest number of dialogues focused on ASRHR (9) and child marriages (6). The updated audit of SRHR policies and laws includes Comoros the latest country to join SADC.

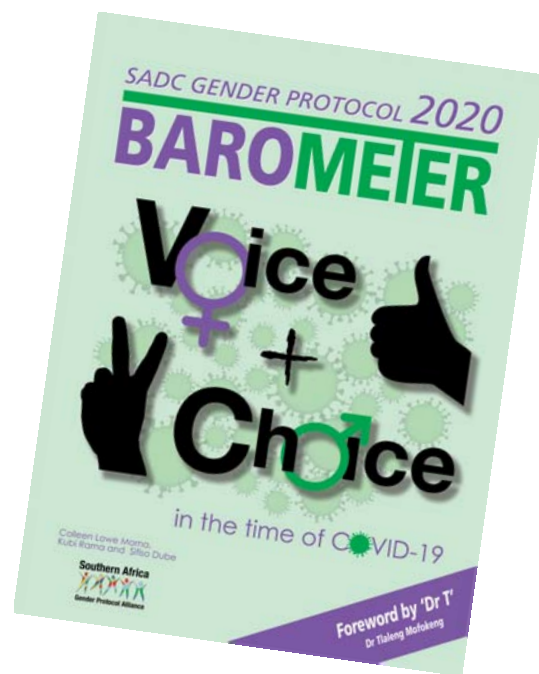
Action Coalition Six: Feminist Movement Building and Leadership

GL is one of the civil society leads in the UN Women Generation Equality Action Coalition Six: Feminist Movement Building and Leadership. As part of Action Coalition Six GL worked on the zero draft of four Action points to deliver concrete and transformative change for women and girls around the world in the coming five years. The Alliance partners joined Commission on the Status of Women CSW 65 and Generation Forum in Mexico City

virtually as both events went virtual due to continued challenges with travel as nations battle the global pandemic COVID-19.

Voice and Choice Barometer in the time of COVID-19

The twelfth edition of the SADC Gender Protocol Barometer themed #Voice and Choice in the time of COVID-19 has 11 chapters that include an overview chapter, seven chapters on Sexual Reproductive Health and Rights (SRHR), an economic justice chapter, climate justice chapter and a governance chapter. The Barometer, which, focusses on the effects of the COVID-19 pandemic on gender equality, was the first edition to be launched virtually through the Southern Africa Gender Community due to the pandemic restrictions. Starting with a



foreword from Dr Tlaleng Mofokeng, the 2020 #VoiceandChoice Barometer provides evidence of progress on the ground through empirical data, case studies and media stories. It also covers Comoros, SADC's newest member state for the first time. The Barometer links the #VoiceandChoice Campaign in the time of COVID-19 to other gender equality campaigns such as the #MeToo, #TimesUp, #TotalShutdown, #Femalelivesmatter and many other women's rights campaigns. The Barometer

measures 100 indicators in seven thematic areas including Sexual and Reproductive Health; adolescent SRHR; safe abortion; GBV; HIV and AIDS; harmful practices and sexual diversity. The publication draws key lessons from spirited #VoiceandChoice SRHR campaigns led by the Southern Africa Gender Protocol Alliance and over 130 local government Centres of Excellence. As the SADC region figures out the pandemic, the Barometer and Alliance navigate through and rely on COVID-19 resources.

Next steps

- To maximise opportunities to explore multi-sector approaches for achieving gender equality by 2030. Bridging the digital gender gap will help achieve #VoiceandChoice in the time of COVID-19.
- GL initiative to review the SRHR and Gender Action plans of the COEs in the face of the COVID-19 pandemic based on a survey and gender checklist.
- Develop and popularise key model laws: At national level, GL will work with Alliance partners and the SADC Parliamentary Forum Women's Caucus to develop model laws on ASRHR and safe abortion using the mapping of SRHR policies and laws 2020.
- GL and the Alliance will also popularise the SADC Model Law on Child Marriage

and share examples of where this has been domesticated.

- Mount concerted ASRHR, safe abortion and child marriage campaigns to counter the regressive tide of the COVID-19 pandemic: Ten out of 16 SADC countries do not have stand-alone ASRHR policies and some expire in 2020.
- The Alliance will seek to ensure that all SADC countries commit to progressive ASRHR policies. Six SADC countries still have different ages of marriage for girls and boys.
- The Alliance will seek to ensure 18 is the minimum age of marriage in all cases. Only two SADC countries have provision for abortion on demand. The Alliance will seek to ensure that at least four countries take steps to liberalise abortion laws.

#Femalelivesmatter #MeToo
#TimesUp #TotalShutdown

COMMUNICATION FOR SOCIAL CHANGE



Tarisai Nyamweda
Communication for
Social Change Manager



Thato Phakela
Communications Officer

During the last year the Gender and Media Programme evolved into Communication for Social Change. The programme will integrate all types of media. The focus is to use all forms of media to lobby and advocate for generation equality.

The major piece of work in 2020 was the Gender and Media Progress Study. Scheduled for April 2020 exactly five years after the 2015 GMPS, the research study had to be rescheduled due to the impact of COVID-19 on the news agenda as well as on the partners GL was going to work with in the GMPS 2020. The GMPS is GLs fourth major Gender and Media research focusing on representation in news content.

The Covid-19 pandemic did not derail the implementation of the Gender and Media Progress The GMPS 2020 was then undertaken virtually in September 2020 attracting interest from gender and media organisations as well as universities of higher learning which GL worked with GL to capture the data from Angola to Zimbabwe.

By November 2020 the GL media programme had monitored over 18 000 news items from across Southern Africa. The study, which included news items from print, online, radio and television, news media and cuts across different media ownership.

The GMPS happened back to back with the Global Media Monitoring Project 2020 which is the sixth in a series of extensive gender and media monitoring studies conducted every five years since 1995 by



Tarisai Nyamweda guides Susan Mogari on the GMPS monitoring.
Photo by Gender Links

WACC Global. The GMPS borrows largely from the GMMP and broadens its sample to cover a period of a month. However, both studies analysed the differences in the representation as well as portrayal of women and men in the news media. Putting a spotlight on gender inequalities perpetuated in and through the news media.

The GMPS reveals that in SADC women make up just 21% of news sources; one percentage point increase from 20% in 2015. The latest GMPS provides baseline data on media coverage of cross cutting issues such as Sexual Reproductive Health and Rights an area which the GMPS paid special attention to in 2020. In 2021 The GMPs findings will be analysed to show regional, as well as country-level progress or lack thereof. It will also recommend ways to strengthen media practice in achieving gender equality in and through the media.

While conducting the GMPS, GL also coordinated the Southern African input into the 2020 Global Media Monitoring Project (GMMP) in 12 countries. The GMMP is conducted voluntarily by media monitors across the globe. The global coordinator,

World Association for Christian Communication (WACC) launched the GMMP in June 2021.

Gender and COVID 19 news series

As part of GL's strategy on Gender SRHR and COVID 19

A call for media articles and stories on gender, SRHR and COVID19 was circulated to the media across the SADC region. Journalists and individual submitted pitches to GL. The pitches were assessed and feedback was sent to journalists. The articles were published in the mainstream media in country and via the GL website and other social media platforms.

Some of the stories GL has published to date includes:

- Families suffer economically during lockdown in Madagascar.
- Unplanned pregnancies and unsafe abortion may rise due to lockdown in Malawi.
- Unpaid care and domestic work is increasing in lockdown in Eswatini.
- Online communities, safe spaces for LGBTI persons in Zimbabwe.
- Efforts made to counter GBV in the COVID19 crisis in Lesotho.

Creating audio content

GL also created a series of radio spots on ten thematic areas including gender and COVID19; maternal and menstrual health; teenage pregnancy; comprehensive sexuality education; safe abortion; gender-based



Fehizora Rafalimanana, journalist from Madagascar interviews Fela RAZAFINJATO, President of the NGO Sembana Mijoro which supports people with disabilities.

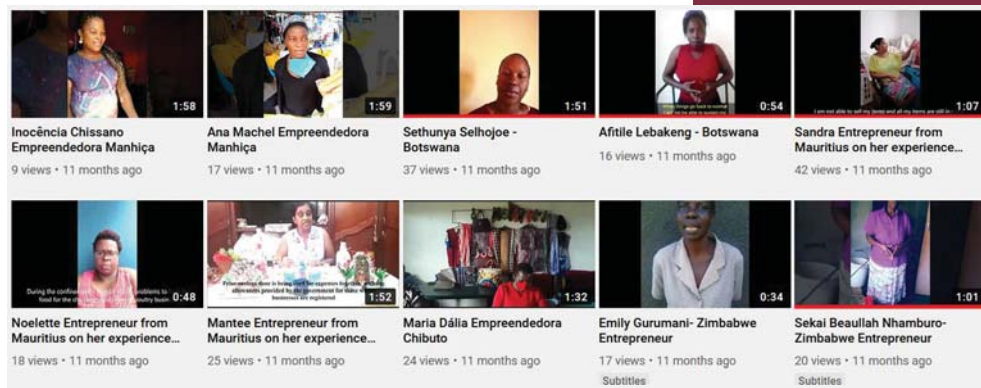
Photo by Zotonantenaina Razanadratafa

violence; HIV and AIDS; child marriages; economic justice; COVID19 and key populations; gender, governance and COVID19; and gender, media and COVID19. These were also shared with local radios in the different SADC countries to increase awareness of COVID-19 on SRHR in the region.

Gathering digital stories

GL gathers first-hand accounts or "I" stories from the different groups it works with. The stories which were published on YouTube channel and on its website. The stories were also shared to its social media platforms. The "I" stories were gathered from amongst other entrepreneurs who

GL gathers first-hand accounts or "I" stories from the different groups it works with.



The overall objective is to **strengthen** the capacity of the media to **positively** and **objectively** portray women as **credible** and **effective** political leaders and participants and **increase** reporting

are part of GL Sunrise campaign, to show an understanding of the impact of the COVID19 on communities and families at large

Between November and December 2020, the gender and media programme held three country workshops in Botswana, Eswatini and Zimbabwe to strengthen capacity of journalists on gender sensitive reporting on enhancing women's political

participation on WPP. This media training which was supported by is part of the key interventions for the International Idea is part of the Enhancing the Inclusion of Women in Political Participation in Africa project. The overall objective was to strengthen the capacity of the media to positively and objectively portray women as credible and effective political leaders and participants and increase reporting on WPP.

Strengthen reporting on Women's Political Participation

As part of the training journalists received honorariums for in-depth reporting on the different WPP thematic areas including Quotas and special measures, Violence Against Women In Politics Barriers Political Participations stereotypes amongst others. Journalists committed to producing three stories each which would be published in mainstream media.

Journalists made linkages between WPP and key policy issues such as the story from Zimbabwe which questioned what will happen to women's political participation in the article titled 'Women's Quota Comes To An End'. Another story from Eswatini sought to find out the possibility of having a female prime minister being appointed following the death of the country's Prime Minister. Such stories show how the training led to increase in coverage of Women's Political Participation.



Next steps

- Research continues to be a useful tool for advocacy. GL will use the results of the GMPS and GMPS to strengthen advocacy on gender and media in Southern Africa.
- GL will influence the news agenda by working with journalists in content production and using various communication tools to publicise the content.

Formerly the Governance and Justice programme, the Local Action for Gender Justice programme works across GL's four cross cutting themes: women's equal and effective political participation; sexual and reproductive health and rights (SRHR) including violence against women and girls (VAWG); economic and climate justice. It promotes gender responsive service delivery through the Centres of Excellence for Gender in Local Government (COE). It links local government work and community driven activism so that communities can hold local councils and institutions accountable for service delivery, and provides an avenue to reach young women and girls.

Centres of Excellence for Gender in Local Government

2020 marked 10 years of rolling out the COE programme in ten SADC countries including Botswana, Eswatini, Lesotho,

Madagascar, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. The programme which has evolved from the first phase model of six then ten stages, to a four phase process, including the Sunrise Campaign, adjusting gender and GBV action plans to align with the Post 2015 development agenda, to include climate changes and LED and developing stand-alone SRHR action plans.

Phase four of the programme, the Hub and Spoke, which promotes ownership and consolidation through a mentor/mentee model, was piloted in Zimbabwe in 2019 and was rolled out in five additional countries, Botswana, Madagascar, Mozambique, Namibia and Zambia in 2020. There are 70 Hub and 191 Spoke councils.

The COE programme has a wide geographical reach, GL is working with 380 local councils in ten SADC countries covering a population of 99,810,806.

LOCAL ACTION FOR GENDER JUSTICE



Susan Tolmay
Local Action for Gender
Justice Associate

Overview of the COE Programme by country								
	Total number of COEs	Population covered by the COE	GBV Action Plans	Sunrise Campaign	SRHR councils	Hub councils	Spoke councils	COVID-19 Survey
Lesotho	50	2 130 000	10	19	10	0	0	10
Botswana	32	2 031 979	16	20	15	8	24	7
Eswatini	12	1 160 758	12	9	10	0	0	8
Madagascar	67	27 249 564	58	15	10	15	29	13
Mauritius	12	1 244 057	4	4	4	0	0	12
Mozambique	20	27 909 798	10	10	10	10	10	10
Namibia	36	2 534 186	36	10	11	0	17	10
South Africa	15	3 899 799	5	5	5	0	0	0
Zambia	44	18 383 955	43	11	10	5	35	8
Zimbabwe	92	13266710	46	13	12	16	76	17
Total	380	99,810,806	240	116	97	70	191	95



In 2020, GL undertook a *listen and learn* exercise to assess the difference gender responsive local governance makes

The table shows the reach of the COE programme in the ten SADC countries where it is being rolled out. Of the 380 COEs 240 have developed and are implementing GBV plans; 166 councils support the Sunrise campaign and 97 councils have developed SRHR action plans.

In 2020 GL undertook a listen and learn exercise to assess the difference gender responsive local governance makes, not just to the institutions and the way they are run, but more crucially to the lives of the women and men, boys and girls served by these local councils.

The assessment found:

- Women's representation in local government is progressing slowly and the 50/50 campaign needs to be sustained.

- There has been an increase in women chairing committees.
- Overall there has been a significant increase in the gender and local government score.
- COEs are starting to put their money where their mouth is but GRB requires strengthening.
- COEs are approaching gender parity in the work place and in management.
- There has been an increase in land and housing allocations.
- Councils are taking ownership of the Economic Power to End Violence campaign.
- Councils have shown innovation and versatility in the face of extreme hardships posed by COVID-19.

Over the last ten years the programme has reached 69,033 direct beneficiaries.

Direct beneficiaries of the programme				
Beneficiaries	Women	Men	Other	Total
No. of beneficiaries - 2010	1216	807		2023
No. of beneficiaries - 2011	2760	1845		4605
No. of beneficiaries - 2012	4833	3696		8529
No. of beneficiaries - 2013	7504	3485		10989
No. of beneficiaries - 2014	8082	5346		13428
No. of beneficiaries - 2015	4023	2732		6755
No. of beneficiaries - 2016	2430	1309		3739
No. of beneficiaries - 2017	1862	931		2793
No. of beneficiaries - 2018	1650	663		2313
No. of beneficiaries - 2019	2185	1481	47	3713
No. of beneficiaries - 2020	6567	3579		10146
Total	43,112	25,874	47	69,033
	62%	37%	1%	

The table shows the number of beneficiaries has increased over the past decade from 2,023 beneficiaries in 2010 to 10,146 in 2020. Sixty two percent of beneficiaries were women, 37% men and 1% identifying as other.

Local governance and COVID-19

2020 was also the year that the COVID-19 pandemic struck causing worldwide lockdowns to prevent the spread of the virus. The pandemic disproportionately affected women as the majority of health-care workers and those caring for the sick and elderly at home. Rates of violence also escalated in many countries as women were confined with abusive partners and support services declined. Women entrepreneurs were particularly hard hit as they were not able to conduct their business.

As primary service provider, the COVID-19 pandemic had adverse effects on local councils' ability to deliver on this mandate. At the start of the pandemic GL undertook a rapid assessment of 95 COEs' COVID-19 preparedness, which found that:

- Almost all the councils were open and functioning to varying degrees during the pandemic.
- Only 33% had a COVID-19 response plan.
- Only 12% had a budget to fight COVID-19.
- Entrepreneurs and participants in the Sunrise Campaign face closure of their businesses and severe impacts on their livelihoods, with the threat of a resurgence of domestic violence.
- Despite the constraints, some councils are making valiant efforts to sustain their SRHR services and action plans.
- Councils would welcome support in mainstreaming gender into their COVID action plans; public education and awareness; bolstering work on SRHR and supporting business rescue for participants in the Sunrise Campaign.

Business revival training was conducted with 327 of the first cohort of entrepreneurs.

Building networks to strengthen local gender justice

In partnership with Commonwealth Local Government Forum (CLGF) GL established three women's networks - Women in Local Government Forum (WLGF), Young Women in Local Government Forum (YWLGF) and the Women in Local Economic Development (WLED) Network - in Eswatini, Lesotho, Zambia and Zimbabwe.

In December 2020, following years of lobbying, the Zimbabwe cabinet endorsed a proposal by the Women in Local Government Forum (WLGF) for a quota at the local government level. 400 women councillors met with President Emmerson Mnangagwa in Victoria Falls to make their case showing the power of local level movement building that we are convinced is crucial to sustainability and seek to strengthen in the next phase.

Next steps

- Strengthen and establish WLGF, YWLGF and WLED networks in Botswana, Madagascar and South Africa who advocate for the 50/50, shifts in local budgets to address local economic development (LED) and adolescent sexual and reproductive health and rights (ASRHR) needs.
- Enhance the Sunrise Campaign through the involvement of male relatives, including where possible male perpetrators.
- Strengthen gender responsive budgeting as part of post pandemic recovery.

2020 was also the year that the COVID-19 pandemic struck causing worldwide lockdowns to prevent the spread of the virus

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 -2020			
	2010	2015	2020
Legitimacy for its work	89%	80%	91%
Vision, Mission, and Core Values	83%	80%	91%
Formulation of Relevant Strategies	76%	83%	86%
Strategic Positioning Average	83%	81%	90%
Governance Structures	80%	71%	84%
Application of democratic rule	82%	75%	84%
Governance Average	81%	75%	84%
Planning for implementation	79%	81%	89%
Working methods	76%	75%	84%
Reporting and documentation	92%	85%	94%
Follow up	78%	84%	89%
Partnerships and Target Groups	77%	78%	87%
Programme of Action Average	80%	81%	88%
Physical resources	81%	81%	90%
Electronic resources	85%	83%	89%
Administrative and financial routines	85%	83%	87%
Human resources	76%	79%	82%
Institutional Strengthening Average	82%	82%	84%
Financial policies and procedures	89%	83%	85%
Long term financial planning and resource mobilisation	88%	87%	93%
Sustainability Average	89%	85%	92%
M&E Average	83%	83%	88%
Total Average	83%	82%	87%

Governance

Over the period 2010 to 2020, 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 2020 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

INDICATORS	2010	2015	2020
No. of staff	32	50	46
Human resources scores	76%	79%	78%
% Female staff	75%	77%	62%
HR Systems utilisation	30%	50%	80%
Staff retention (no of years)	3 years	4 years	6 years
SDI status	Not claimed	Not claimed	Claim 1% of payroll for SA staff
Average staff age	34	32	36

- Investment in robust HR Systems:** Gender Links successfully invested in a state of the art online automated, Human Resources Management system which tracks the full life cycle of a staff member from the time of job application, recruitment and selection, performance management, absence management (leave) time use, all the way to staff exit resignation.
- Integrity Policies - formulation and application:** GL's policies remain living documents that evolve and are reviewed each year by staff and Board in light of global and regional trends as well as various experiences within the organisation. Case studies have been documented on how policies are applied in various circumstances.

<https://genderlinks.org.za/who-we-are/integrity-policies/>

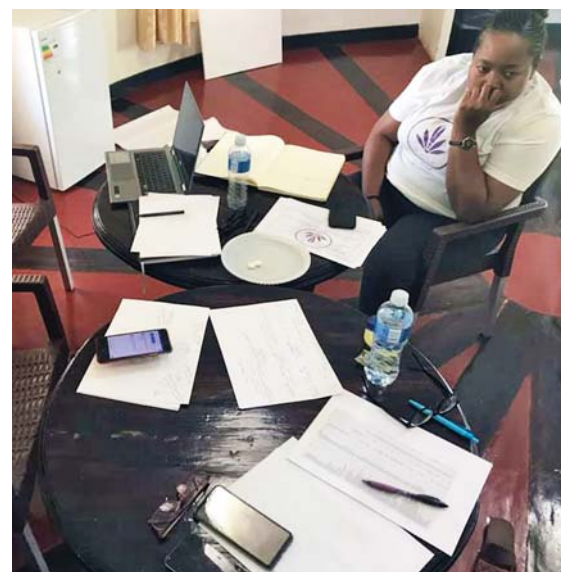
“Gender Links successfully invested in a state-of-the-art online automated, Human Resources Management system which tracks the full life cycle of a staff member

- **Re-enforcement of organisational policies to stakeholders:** Future focus will be on cascading of our Gender Links HR, Integrity and Finance policies to sub-grantees, partners, service providers and all beneficiaries of Gender Links.
- **High rate of staff retention:** On average the staff retention rate across GL staff is six years. This has served GL well with regards to institutional memory and refined expertise from staff over the years. Some staff members have grown from interns to junior management levels within the organisation over time.

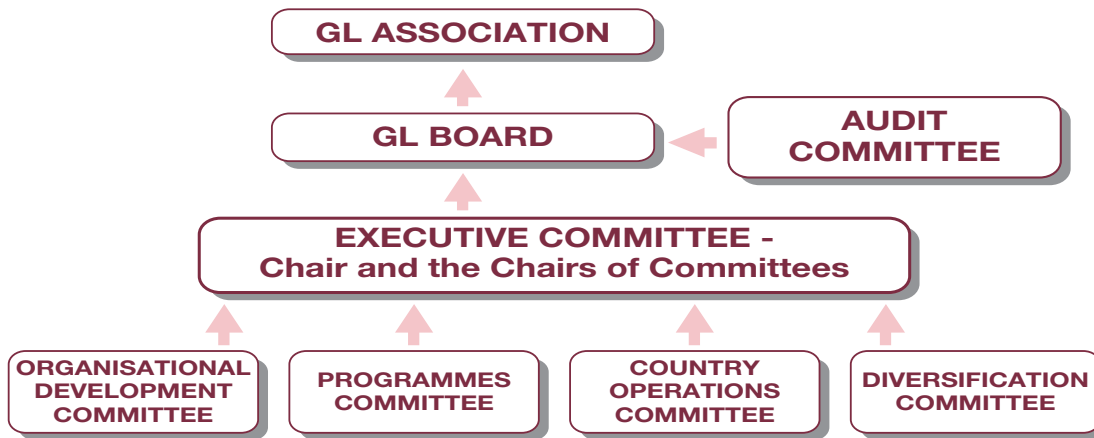
Next steps

- **Decentralisation of the Human resources function:** Over the period during which Gender Links has not had a full time HR Manager, we have learnt that this function can be devolved to Frontline management in each unit/country office.
- **Work from Home policy:** The pandemic has taught us that with good systems, it is possible for staff members to work from anywhere in the world and still deliver efficiently as long as there are checks and balances in place with clear deliverables.

- **Strengthening of Human Resources practises and staff wellness:** Gender Links will further strengthen Human Resources practises by bringing in an HR Consultant who will conduct frequent training and offer wellness sessions to staff.
- **Strategic recruitment:** As Gender Links continues to break new ground in the grant-making space and SRHR, recruitment will be done very intentionally and targeted at acquiring fresh skills and adequate capacity for excellent service.
- **Vaccination roll-out campaign strategy to be shared with partners:** As Gender Links, as part of our corporate social responsibility, we commit to ensuring that we spread the vaccination gospel to all our staff, sub-grantees, partners, service providers and all who work within our spheres.



Women navigating the Future Network in Gauteng.
Photo by Gender Links



Currently Gender Links has resident Board members in the countries that are operational being in Botswana, Eswatini, Lesotho, Madagascar, Mauritius, Namibia and Zambia, making a total of seven country residential members. Below is a summary of the key duties these directors undertake to run with in-country:

- Providing strategic support to GL's work at country level to enhance the organisation's public standing through articulating the organisations vision, mission and values in all its programme work;
- Providing leadership and guidance in high level matters;
- Conducting regular meetings with the country staff on programme work;
- Acting as a co-signatory to the Gender Links Bank Account for signing payments as and when required;
- Representing Gender Links in high level functions and meetings like donor and partner meetings;
- Assist with fundraising and partner relations building;
- Ensure legal and ethical integrity of Gender Links activities at country level.

ACHIEVEMENTS FOR 2020

- **Excellent evaluation reports from donor due diligence exercises:** GL takes pride in the fact that it has consistently received good reports from its major donors. In 2020, BDO Auditors awarded Gender Links an A-class evaluation report after carrying out the GL Organisational Risk and Integrity Assessment (ORIA). The GL Board reviews bi-annually the Risk Register and debates risk mitigating factors presented by management at every Board meeting.
- **Setting up an Integrity and Compliance Unit:** Towards the end of 2019, Gender Links successfully set up a division that commits to the Integrity and Compliance aspects of the organisation. This department ensures integrity policies are continually monitored and reviewed by the GL Board and staff.
- **Absence of lawsuits over a period of 20 years:** Gender Links has been in existence for 20 years and there has not been a single lawsuit filed against the organisation in all of its country offices across the SADC region

GL takes
pride in the
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donors

BOTSWANA



Chigedze Chinyepi
Gender Links Board member



Onneetse Makhumalo
Local Action for Gender Justice
Botswana Facilitator



Keletso Metsing
Local Action for Gender Justice
Senior Finance and
Programme Officer

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:

- Strengthen GBV Action plans for 16 COEs for Gender in Local Government to include the BNRS and male involvement.
- Production of information, Education and Communication materials on the Botswana National Relationship Study and sharing study results with districts.
- Conducted entrepreneurship training with councils to survivors of GBV as part of GL's Sunrise Campaign for empowering women and ending violence. In Moshupa, Lobatse, Mabutsane, South East and Good Hope.
- In partnership with M&B we held 6 trainings, men were introduced to the men care program which covers importance of male engagement, father impact/legacy, letter to my father, children's needs and rights and non-violence. In Moshupa, Lobatse, Mabutsane, South East, Tonota and Good Hope.

- The short film documentary was produced during the first lockdown; minor adjustments were made to make it possible for the filming of the documentary to be done during that period. This included the incorporation of COVID-19 messages in the documentary and shooting it only in Gaborone.
- Produce and air Radio Drama on GBV and COVID-19 - 28 episodes.
- Updating of SRHR Action plan by 16 COEs to include COVID-19.
- Conducted HUB and SPOKE training. Trained 4 hubs Lobatse, Francistown, Maun and Moshupa. And 6 spokes Tonota, Mabutsane, Good-hope, South East, Hukuntsi and Okavango.
- Conducted training for journalist on reporting on women political participation.

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 18% and 29% in political leadership positions.
- **Employment of women** in councils is 55%.
- **Women in council management** constitute 41%.
- **Land:** 66% is allocated to women for various uses in the councils.
- **Housing:** 53% 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.



Lobatse Town Council receiving an award during hub and spoke training.
Photo by Mboy Maswabi

Gender Links Eswatini has been in operation since July 2012. In 2020 GL Eswatini:

- In partnership with Young Women Alliance conducted SRHR campaign analyses.
- Launched the 2020 Barometer and gathered the monitoring and evaluation tools to measure changes in gender attitudes.
- Facilitated two meetings on the impact of SRHR campaigns and two radio talk shows on the impact of COVID-19 on SRHR.
- Conducted the Barometer and SRHR Learning on SRHR and COVID-19; and 16 Days of Activism meeting in Eswatini.
- Worked with Eswatini Local Government Association (ELGA) to advocate and lobby for an increase of women in local government.
- In partnership with the Commonwealth Local Government Forum (CLGF) Gender Links launched three networks Women in Local Government Forum (WiLGF), Young Women in Local Government Forum (YWILGF) and the Women in Local Economic Development (WLED) Networks in August 2020 by the Prince HRH Simelane, Minister of Housing Urban and Development.



Cllr Thembisile Dlamini-Ngcamphalala, engaging with journalists on the coverage of women in politics.
Photo by Thandokuhle Dlamini

- The two partners also collected "I" stories from members of the three networks to document their experiences, these will be followed up in 2021 to measure changes over the year.
- Supported entrepreneurs in three councils, Mbababne, Ezulwini and Ngwenya, with business revival workshops and start-up funds to mitigate the impact of COVID-19.
- GL Eswatini held a #Voice and Choice national summit that brought together and the launch of the Women Local Economic Development network (WLED) in Eswatini.
- Ran a workshop for media practitioners on Women's Effective Political Participation. The workshop included session with women politicians, local government representatives and election management bodies.

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 14% 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.

ESWATINI



Mbuso Simelane
Gender Links Board member



Ncane Maziya
Local Action for Gender Justice
Eswatini Facilitator



Thandokuhle Dlamini
Local Action for Gender Justice
Eswatini Officer



Ialilne Papisy
Local Action For Gender Justice
Madagascar Facilitator



Zotonantendaina Razanandrateta
Local Action For Gender Justice
Madagascar Senior Finance and
Programme Officer



Jannie Betrasimplice
Madagascar Intern

Gender Links Madagascar (GLM) has been operational since 2011 and is the Franco-phone head office of GL. In 2020, GLM organized and participated in 77 events, reached 1156 beneficiary, including 601 women, 540 men and 15 other. GLM implemented the following activities in 2020:

- Faced with travel restrictions as a result of the COVID-19 pandemic mobilised nine facilitators in local councils. Using Zoom and Whats App, GLM trained the facilitators to roll out the GL programmes in partnership with local councils.
- The trained facilitators implemented the business revival programme with Sunrise entrepreneurs in 14 councils. The programme brought together 185 beneficiaries who succeeded in revising their business plans to mitigate the effects of COVID-19. Of the total, 184 of them have restarted their businesses as a result of mentoring and the distribution of start-up funds. The start-up funds were paid into 175 bank accounts, opened for the first time because of the business revival initiative.
- Launched the SADC 2020 Barometer in partnership with Alliance partner Federation pour la Promotion Feminine et Enfantine (FPFE).
- 50/50 advocacy in Madagascar resulted in the adoption of a mixed FPTP and Proportional Representation (PR) electoral system without a gender quota at the local level. GL Madagascar held a 50/50 election workshop. The workshop resulted in a draft submission to Parliament on Women's Participation in Decision-Making Positions in Madagascar. The draft bill was tabled with the Ministry of Justice in December 2020.

- Conducted quantitative and qualitative research for the 2020 Gender Media Progress Study, and the Global Media Monitoring Project of 16 national news-rooms and monitored the representation of women in these media.
- Rolled out the programme in 14 hub councils and 28 spoke councils. The process comprised induction workshops followed by action planning workshops. The spoke councils reviewed and updated their gender action plans and the hub councils developed support and mentorship plans.
- Established a Women in Local Economic Development Network (WLED).

GL's Monitoring and Evaluation through the COE scorecard based on the data for 27 councils show that:

- **Representation of women** in COEs in Madagascar is 15% (8% points higher than the national statistic) and 36% in COE chairing committees.
- **Women represent** 39% of the employees and 32% of managers in the COEs
- **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.



Hub and Spoke induction and planning workshop in Fianarantsoa. Photo by Zotonantendaina Razanandrateta



Gender Links Mauritius began operations in 2008. In 2020 GLM organized 50 events and we touched the lives of 767 women, 390 men and 9 other. GL Mauritius:

- Invited to be part of the High Level Committee on GBV chaired by the Prime Minister where discussions on the Domestic Violence bill and the new telephone application Lespwar and other GBV realities were on the agenda.
- The Safe Haven Halfway Home accommodated 28 residents in 2020 including one from the Correctional Youth Centre, eight domestic violence cases, four homeless and 15 young women with no fixed abode (finding temporary housing every week).
- Part of a consortium called the Kolektif Drwa Imin (KDI) with CSO partners including Kolektif Drwa Zanfan Morisien (KDZM), PILS, Young Queer Alliance and Collectif Arc en Ciel (CAEC). The KDI received funding from the Kaleidoscope Trust to develop a legal environment assessment and a research on the perception of violence on women, children and the LGBTI community. KDI research findings were used to design and implement a social media campaign.
- Conducted seven training sessions on gender mainstreaming and GBV with officers from various ministries. The training allowed public officers to understand the GBV context and find sustainable solutions to address gender issues in their work.
- Had workshops with 10 COE councils to discuss on the impact of COVID and to integrate COVID-19 responses in their Gender Action Plans.
- Conducted business revival workshops with Sunrise entrepreneurs in August 2020.

- Monitored 270 articles for the 2020 GMPS study in Mauritius. It was noted that women voice is under-represented in media with only 26% female sources for media articles, 0% female sources for media stories around economics and only 25% female sources for media stories around politics.

GL's Monitoring and Evaluation through the COE scorecard based on the data for 27 councils show that:

- **Representation of women** in COEs in Mauritius 26% (3% points higher than the national statistic) and 29% in COE chairing committees, 33% Mayors or Chairpersons of councils.
- **Women represent** 21% of the employees and 26% of managers in the COEs.
- **Land:** The Ministry of Local Government in Mauritius including the District and Municipal Councils are not mandated for land allocation and housing. These areas fall under the responsibility of the Ministry of Land and Housing.
- **Housing:** 62% of COE housing is allocated to women.
- **HIV and AIDS:** 60% of councils have an HIV and AIDS policy.
- **Disability facilities** 20% of councils have facilities that cater for people with disability.



Marie-Annick Savripène
Gender Links Board Member



Anushka Virahsawmy
Local Action for Gender Justice
Mauritius Manager



Sheistah Bundhoo Deenoo
Local Action for Gender Justice
Senior Finance and
Programme Officer

Training young women on IT at Safehaven Halfway Home.
Photo by Sheistah Bundhoo Deenoo





Emily Brown
Gender Links Chairperson



Fabian Sampaya
Local Action for Gender Justice
Namibia Facilitator



Kaino Kamweka
Namibia Intern

Gender Links Namibia (GLN) was officially registered in February 2012. In 2020 GLN:

- Held three-day consultative workshops, including discussions on the impact of COVID-19 on rolling out gender action plans in Helao Nafidi, Eenhana, Rundu and Katima Mulilo.
- The three-day workshops served to initiate the Sunrise Campaigns in each council and put in place selection processes for entrepreneurs and the scheduling for baseline monitoring and evaluation.
- Rolled out life skills and COVID-19 awareness and mitigation strategies workshops for entrepreneurs in four councils. Participants increased their understanding of key gender concepts and the links between GBV and economic empowerment and developed personal action plans aimed to grow participants' confidence and agency.
- Conducted five-day entrepreneurship workshops with women in Helao Nafidi, Eenhana, Rundu and Katima Mulilo councils. Participants learned key business concepts and how to start a business; gained knowledge and information of sources of funding for business start-up, strengthened relationships between participants, improved communication skills and all developed business plans.
- Mentoring and follow up workshop with participants (three-day workshop in four councils). It was noted that participants are growing their businesses. The participants are keeping records of their stock and profit gained and are doing proper financial planning. Participants said that the programme helped them to think out of the box when planning for business. The programme has en-

couraged participants to open bank accounts for their businesses.

- Worked on SRHR campaigns by empowering adolescents and young people in comprehensive sexuality education including awareness raising campaigns on closing the gaps and misconception on where to obtain contraceptive methods and how to use them.
- Young women have been championing the campaigns through social media such as Facebook Twitter, and Instagram and community outreaches aimed at creating awareness. This has been done by incorporating meaningful youth participation, which sees young people not only advocating for the campaigns but assisting with initiating them.
- Conducted youth drama used as one of the strategy to educate adolescents and young people in comprehensive sexuality education.
- Launched the #Voice and Choice Barometer in November 2020.

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 council employees and 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.



In 2020, Gender Links South Africa:

- Replicated the “hub and spoke” model strengthened by a study visit by GL country managers to Zimbabwe that piloted this unique model in which stronger and more seasoned “hub” COE’s mentor neighbouring “spoke” councils.
- Strengthened the COE model by anchoring the COE model within councils to ensure sustainability.
- Completing and consolidating the hand-over of the Sunrise Economic Power to End Violence campaign in Gauteng, Limpopo and Western Cape. The entrepreneurs form a Women in Local Economic Development (WLED) Network.
- Alliance partners met to assess the impact of the #VoiceandChoice campaigns between 2018 and 2020. The meeting identified the need for policy mobilisation to take place on social media to effectively promote the constitutional rights of the most marginalised groups. Secondary victimisation of victims that happens in shelters, hospitals, clinic was a case in point.
- The meeting identified the need to have a standalone campaign on the rights of children and raised concern on the absence of relevant and key campaigns to promote children's rights. There was also an increasing concern on child/teen pregnancy related suicides due to sexual gender based violence; the absence of dialogues with the girl child.

- The Alliance emphasised the need to review national gender statistics, women's effective political participation and the Women's Empowerment and Gender Equality Bill.

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 Association Member



Mbuyiselo Botha
Gender Links Board Member



Kubi Rama
Gender Links Executive Director



South Africa Alliance meeting to track progress on the #VoiceandChoice Campaigns.
Photo by Lindiwe Khoza

ZAMBIA



Sarah Longwe
Gender Links Board Member



Albert Ngosa
Local Action for Gender Justice
Zambia Coordinator



Samuel Biemba
Zambia Finance Officer

Gender Links Zambia (GLZ) began operations in 2011. In 2020 GLZ:

- Worked with the Commonwealth local government Forum and the Local Government association of Zambia to facilitate capacity building training for the Jo Cox network members in 10 districts.
- Held a 50/50 expert mission meeting with the Ministry of Gender and Alliance partners. The objective of the Zambia and Elections Strategy Meeting that was held in Lusaka between 16 and 17 November 2020 was to launch Zambia's 50/50 campaign. A Gender and Elections Action Plan was drafted that listed activities that need to be implemented by various stakeholders that would lead to an increase in women's political participation ahead of the 2021 General Elections. Key among the proposed activities was to support the establishment of national and local level women's caucuses and networks including Women in Local Government Forums, National Women in Politics networks and Civil Society Organizations Supporting Women in Politics by April 2021.
- Held three Young women in Local Government (YWLG) and Youth Retreats on Gender Inclusive Political Participation and Service Delivery were successfully held in the reporting period. The topics covered were a response to the baseline report and the YWLG network action plan and included harmful social norms and women's political participation, legal and policy framework for gender equality in Zambia, inclusive service delivery, achieving gender equality through the SDGs, resource mobilisation, entre-

preneurship and effective communication.

- Facilitated the establishments of Women in Local Economic development (WLED) district Chapters.
- Held the SADC Protocol @ Work country summit that brought together 120 participants from 10 local authorities.

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

- **Events Participants:** GLZ held 31 programme events and recorded a total of 651 participants in the year 2020.
- **Representation of women** in the COE local councils in Zambia remains at 8%, in line with the national figure. There are only 4 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.



Engwase B. Mwale - Executive Director, NGOCC speaking at the launch of the 50/50 campaign strategy in Lusaka Zambia.
Photo by Albert Ngosa

In 2020 Gender Links Zimbabwe operations were affected by COVID-19 as programme activities were slowed down due to lockdowns, restrictions on movements and gatherings. GL Zimbabwe conducted the following activities:

- In partnership with the Ministry of Local Government and Public Works, Zimbabwe Local Government Association and Women in Local Government Forum, GLZ successfully lobbied the President for a 30% local government quota which will increase the representation of women at the local level.
- Through the hub and spoke programme, GLZ supported various local level activities conducted by local authorities. This included review of gender action plans and Sexual Reproductive Health and Rights (SRHR) action plans in line with the COVID-19 pandemic.
- Local authorities conducted COVID-19 awareness campaigns using various platforms including radio talk shows, sending of bulk short messages on service delivery issues, roadshows, and social media platforms.
- Strengthened local authorities' gender responsive budgeting GLZ conducted multi-stakeholder budget meetings with all the 92 local authorities. These were done in partnership with the Ministry of Local Government and Public Works, and the Commonwealth Local Government Forum.
- Enhanced learning and sharing between councils, GLZ conducted three SADC Protocol@Work Summits. These included the Local Government, different thematic areas (climate change, media, GBV) and entrepreneurship summits. The summits received high level support from the Ministries of Women Affairs, Community,

Small and Medium Enterprises and Local Government and Public Works.

- GLZ strengthened its partnership with the National Junior Councillors Association by conducting online dialogues on various service delivery aspects like SRHR, governance, early child marriages, and teenage pregnancies. This built the capacity of youths to hold local authorities accountable for service delivery.
- Trained 24 journalists on covering women's effective political participation.

GL has a vibrant Monitoring and Evaluation system that enables for the collection of data. The data revealed the following:

- **Women's political representation and participation:** Women constitute 14% of councilors in Zimbabwe. Women also make up 13% of mayors/chairpersons of council and 32% of deputy mayors/chairpersons of councils. Only 85 female councilors chair committees of council.
- **Gender-responsive budgeting:** Zimbabwe's councils allocated 95 million USD to gender programmes in 2020, though Gender Responsive Budgeting is an area where local authorities need to improve.
- **Infrastructure and social development:** 14% of women were allocated housing. Councils are allocating land and housing on a first come, first serve basis. Given the economic barriers that women have in accessing funds to buy stands, there are very few women on the housing waiting lists of councils.
- **Direct beneficiaries reached:** In 2020, GLZ and local authorities reached a total of 12190 individuals (7935 females; 4255 male).
- **Number of events conducted:** GLZ in partnership with councils conducted a total of 100 events in 2020.

ZIMBABWE



Priscilla Maposa
Local Action for Gender Justice
Zimbabwe Regional Manager



Tapiwa Zvaraya
Local Action for Gender Justice
Zimbabwe Coordinator



Juliet Rusawu
Zimbabwe Senior Finance Officer

WHO FUNDS US



Bhekiwe Ncube
Director of Operations



Ricardo Sibanda
Finance Officer



Mary Banga
Finance &
Administration Officer

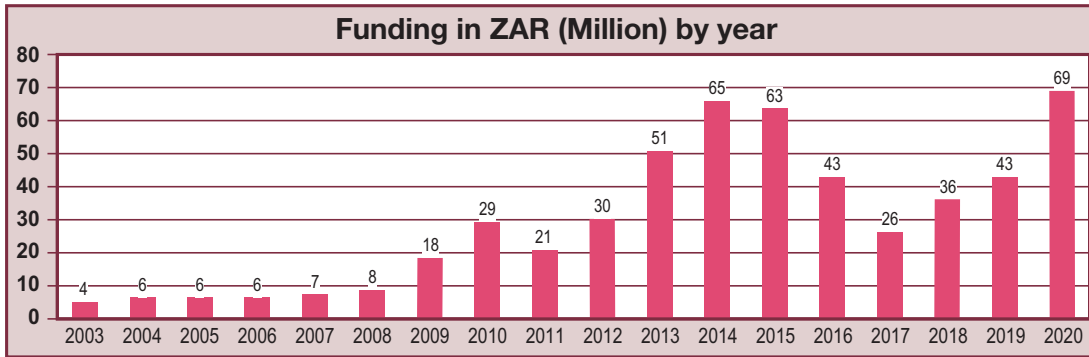
Donor	Total budget	%
Global Affairs Canada - Women Voice and Leadership Project	16 009 172	23%
Amplify Change - Strategic Grant	8 866 319	13%
The African Women's Development Fund: Leading From The South	6 831 547	10%
UN Trust Fund	6 351 259	9%
International Idea	5 684 416	8%
Jo Cox	4 191 028	6%
Diakonia Zimbabwe	3 045 572	4%
NSIF Safe Haven Mauritius	2 244 495	3%
Amplify Change - Networking Grant	2 185 148	3%
Hivos - Regional	1 379 548	2%
United Nations Population Fund (UNFPA) - Lesotho 2	1 370 445	2%
TRACE- Zimbabwe	1 281 177	2%
Diakonia HQ	1 200 657	2%
Southern Africa Trust - Women's Rights Rapid Response	1 150 000	2%
European Union - Botswana (MAB)	1 148 875	2%
European Union - Lesotho	1 095 408	2%
Gender Links Services - General	1 053 432	2%
Other	4 379 907	6%
Total	69 468 404	100%

*Other donors included: Hivos - Zimbabwe; State Bank of Mauritius (SBM); United Nations Population Fund (UNFPA) - Lesotho; Climate Justice Resilience Fund; European Union - Botswana; CIM Finance - Mauritius; Hongkong and Shanghai Banking Corporation (HSBC) - Mauritius; South Africa; National Gambling Board; Corporate Social Responsibility Donors Mauritius & Gender Links Services; Canada Fund For Local Initiative - Mauritius; German Society for International Cooperation - Lesotho; British Council - Botswana
 **Consultancy contracts included: FEMNET; International Centre for Local Democracy (ICLD) Zimbabwe; United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

In 2020, as in 2019, GL managed 34 donor and consultancy contracts. The budget increased from R55 839 035 to R69 468 404, a 24% increase. Actual spend amounted to R51,828,114 (see page 50) with the balance carried over to 2021. GL secured two additional donors, International Idea and the United Nations Trust Fund (UNTF), in 2020. The Global Affairs Canada's Women Voice and Leadership Fund accounted for 23% the overall budget, constituting GL's largest donor in 2020. The Amplify Change Strategic grant, African Women's Development Fund, UNTF, International IDEA and Jo Cox contribute between 6 and 13% of GL's budget in 2020. The other donors contribute 5% and less to the total budget.

From March 2020, the organisation pivoted to dealing with the effects of the COVID-19 pandemic on the organisation and its work. The pandemic impacted on programme delivery significantly due to lockdowns and restrictions of movement. COVID-19 necessitated multiple budget revisions and re-allocations to accommodate re-programming due to COVID-19. The impact of the pandemic on actual funding is likely to be felt in 2022, as previously raised funding pipelines dry up.

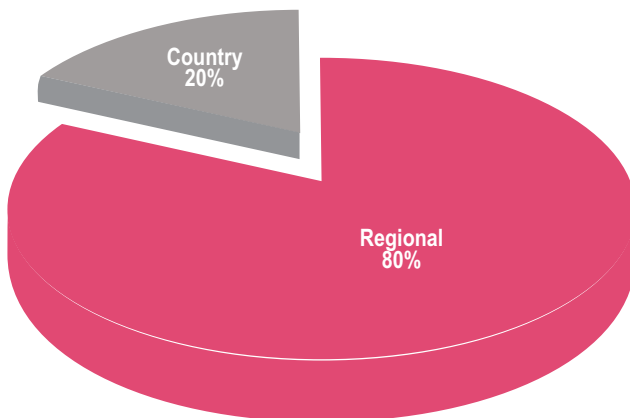
The administrative burden of managing a large number of small funders is a challenge for the organisation as reporting demands are complex and many.



From a budget of R65 million in 2014, GL experienced a substantial drop in funding in 2017 to R26 million. Since 2017, the budget has increased to R69 million in 2020 in rand terms. This however, is a substantial drop in dollar terms. This points to the need for multiple income streams and diversification. According to the Council of Non-Profits the top three trends for charitable

non-profits will continue to be: limited resources; increased demands on non-profits, stemming from increased needs in communities; and the growing awareness that every non-profit needs to be an active, vocal advocate for their mission to effect changes in the community and at national level.

Regional vs Country Funds in 2020



In-country fundraising decreased from 45% in 2018 to 35% in 2019 to 20% in 2020. The reduction in in-country funding increased country dependence on GL Headquarters. This trend is concerning as the availability of regional pool funds decreased. In 2021, GL will focus on building sustainability and resilience in-country and at regional level. This will include a strong focus on non-traditional funding streams, consortium funding and country level contextualised programming.



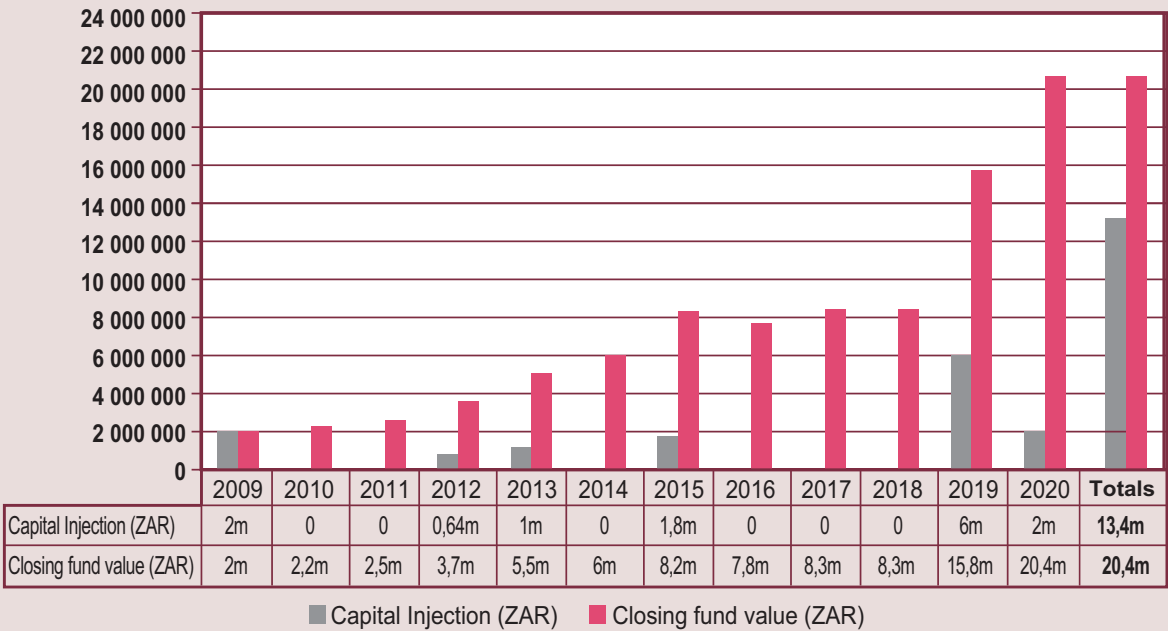
...every non-profit needs to be an active, vocal advocate for their mission to effect changes in the community and at national level



FUTUREFUND

for GENERATION EQUALITY

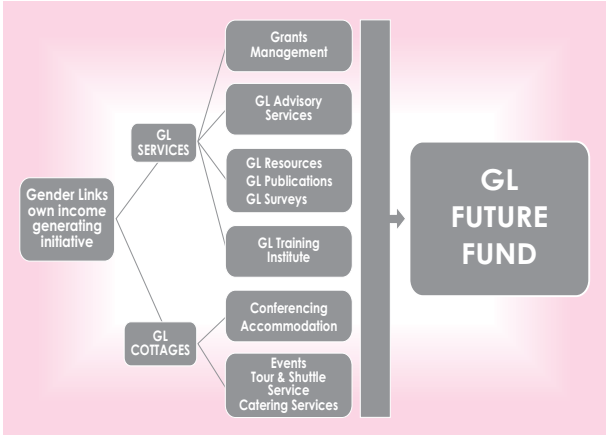
GL Endowment Fund growth from inception to date



Gender Links Future Fund with Allan Gray reached the R20.352 million mark at the end of 2020. GL injected R2 million into the fund in 2020 that resulted in an overall increase of R4.477 million in the Fund. From an initial investment of R2 million in 2009

the Fund has grown to its current level representing a 917% growth over 11 years. To date GL has injected R13.365 million into the Endowment Fund, a 52% increase. The objective of the fund is to raise the rand equivalent of \$1 million by 2025.

Across the globe, the COVID-19 pandemic turned all plans upside-down and threw income generating efforts into disarray. But the lockdowns also provided the head room we needed to consolidate GL's income generating units into the Gender Links Sustainability Hub (GLSH). This strengthens GL's "bird with two wings" -



the non-profit and income generating units. The consolidation and growth of this portfolio is part of GL's succession plan. GL's founding CEO, Colleen Lowe Morna, who stepped down in December 2020, will serve as Special Advisor responsible for the GLSH.

Gender Links "own income" portfolio comprises Grants Management, Advisory/Consultancy Services, Resources (publications, productions, photos, survey tools) and the Training Institute under GL Services. GL Cottages comprises conferencing and accommodation; events; shuttle services and property management. In 2021, GL will add a fund raising unit to this mix. All proceeds from GL income generating units are invested in the endowment fund, renamed the GL Future Fund in 2020.

GENDER LINKS SUSTAINABILITY HUB



Colleen Lowe Morna
Special Advisor - Sustainability



Kevin Chiramba
GLS Associate

“Failed plans should not be interpreted as a failed vision. Visions don't change, they are only refined. Plans rarely stay the same, and are scrapped or adjusted as needed. Be stubborn about the vision, but flexible with your plan.

- John C. Maxwell;
Author

Gender Links Sustainability Hub 2020 Performance

GLS Division	Income (ZAR)	Expenditure (ZAR)	Operating profit (ZAR)
Grants Management	1 076 031		1 076 031
GL Advisory Services; Training; Publications.	1 122 651	702 842	419 809
GL Cottages and Conferencing	2 169 114	2 230 037	- 60 923
Total	4 367 796	2 932 879	1 434 917

In 2020, despite the pandemic- GLSH realised a consolidated net operating profit of R1 423 917. This includes grant management fees, income from consultancy services; accommodation, conferencing, catering and shuttle services at GL

Cottages. The latter ran at a small loss (covered by prior year operating profits) for the first time since operations began in 2011 as the COVID-19 pandemic resulted in a complete closure of hospitality services for more than half of the year.

GRANTS MANAGEMENT



Tinashe Chipwanya
WVL Grants Manager



Nomthandazo Mankazana Mokoa
WVL Coordinator



Fikile Maviya
WVL Grants Assistant

Launched in April 2019 after Global Affairs Canada (GAC) contracted Gender Links (GL) to manage the Women's Voice and Leadership (WVL) Fund in South Africa, the unit took shape in 2020. The fund covers three grant types: Networking, Multi-year Core Support, and Rapid



Response Grants, targeting local women's rights and feminist organisations. One of GL's KPI's is to raise additional sources of funding from other sources. In 2020, UKAID channelled R1million of rapid response funding for the COVID-19 pandemic through WVL.

	Networking	MYCore	Rapid Response (RR)	RR COVID-19	RR DFID	Total
# of applications	78	285	84	13	39	499
# of grants	3	20	8	9	20	60
Amount disbursed in 2020 (R)	1,431,119	3,239,149	340,870	439,825	918,011	6,368,974

During 2020 the Grants Management Unit working with an independent Grants Selection Committee reviewed nearly 500

grant applications. As reflected in the table, the unit awarded 60 grants valued at ZAR 6,368,974. Due to COVID-19 safety protocols, most meetings with project staff, the Grants Selection Committee and due diligence took place virtually to ensure timely contracting and grant disbursements. Grantees moved swiftly to begin project implementation during the hard COVID-19 lockdown and throughout 2020. In addition to sub-granting, the unit worked with grantee organisations to strengthen their capacity in organisational development, capacity building and training in financial management systems, monitoring, evaluation and reporting.



WVL-SA Grantee - Sibanisizwe Community Development Team distributing food parcels in their community.

This division provides services to GL Programmes through specialised research and reporting in key programme areas. During 2020, the unit collaborated with the SADC Gender Protocol Alliance programme to produce the annual #VoiceandChoice Barometer that focused on sexual rights and reproductive rights (SRHR). The unit managed production of the Africa Women's Political Participation Barometer commissioned by International Idea and launched at the UN Commission on the Status of Women (CSW) annual meeting on 17 March 2021.

External projects included media training on Women's Political Participation in Tanzania, in partnership with UN Women Tanzania. GL worked with the African Women's Development and Communication Network (FEMNET) to undertake research on SRHR in Tanzania, Rwanda, Guinea Conakry, Liberia, Mozambique and Zambia.



Mukayi Makaya networking at the Women's Voice & Leadership launch on 28 May 2019.



GL Resources (Publications and Productions)

In 2020, the unit collaborated with the GL Gender and Governance unit to produce a learning video on the Gender and Local Government Centres of Excellence for gender mainstreaming, including developing country specific learning papers on Botswana, Eswatini, Lesotho, Madagascar, Mauritius, Mozambique, Zambia, and Zimbabwe. The unit provides rigorous research and quality assurance by ensuring that GL editorial and production standards are upheld throughout the production process from concept to delivery and sign off on the finished product. Services also include fact checking, filling in content gaps, proof-reading, editing, packaging, marketing and distribution of GL publications and productions. Marketing and distribution is done through various channels that include through a distribution arrangement with the African Books Collective, distributors servicing the United States of America, Europe and Africa; and also through the Gender Links online shop.

Fund raising

In 2020 the GLSH began planning and researching the establishment of a Fund Raising unit that will have a special focus on non-traditional funding raising including private and online giving.

ADVISORY/ CONSULTANCY SERVICES



Mukayi Makaya
GL Services and Training Manager

GL publi-
cations,
books,
reports,
photos and
videos are
on sale
through the
GL Shop on
the website

GL COTTAGES, CONFERENCING AND PROPERTY



Debrah Mukuku
Marketing & Compliance
Manager



Nancy Padare
House Manager

GL Cottages (GLC) provides accommodation, conferencing facilities, property management, catering services, shuttle services and events management. Traditionally January and February are slow months in the hospitality and conferencing industry as the year starts up after the Christmas holidays. Just as business picked up with bookings secured for March 2020 and beyond, COVID-19 led to a series of lockdowns throughout 2020. GLC turned lemons into lemonade, using this downtime to undertake routine maintenance and creative projects such as putting up an outdoor pizza oven and boma for outdoor dining. GLC also oversaw the “greening” of GL offices and significant areas of the GLC property to solar energy.

The GL Marketing and Compliance manager put in place stringent COVID-19 compliance systems and mechanisms at GLC and across all GL offices. GLC staff

pivoted with the pandemic. The manager moved to assisting grantees in the grant management unit. The fulltime Chef transitioned to freelance catering for GLC and others.

By the time lockdown restrictions eased, GLC had shifted into new, more cost effective ways of working. COVID compliance positioned GLC to become a venue of choice for organisations that needed to meet in person but do so safely. The outdoor facilities built during lockdown - the safest spots at GL Cottages - came into their own. GLC hosted several small GL and other events in early 2021, restoring hope that GLC can return to profitability in 2021. GLC also developed systems and processes for managing all GL Property. This includes the GL HQ Office at 9 Derrick Avenue, and adjoining house on 28 Marcia, now let out on Air B and B.

“

“One of the most comfortable places I have visited and the delicious meals served completes the experience splendidly.”
Sarah Hunt



Looking ahead: GL Marketing and Compliance Manager Debrah Mukuku and former GL Cottages Manager Fikile Maviya in the new boma at the Cottages.
Photo: Colleen Lowe Morna

Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2020

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 annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the company, and explain the transactions and financial position of the business of the company at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the company 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 directors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the directors have no reason to believe that the company will not be a going concern in the foreseeable future. The financial statements support the viability of the company.

The annual financial statements have been audited by the independent auditing firm, BDO South Africa Incorporated, who has been given unrestricted access to all financial records and related data, including minutes of meetings of the directors and committees of the directors. The directors believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 8 to 9.

The annual financial statements set out on pages 10 to 47, and the supplementary information set out on pages 48 to 49 which have been prepared on the going concern basis, were approved by the directors and were signed on 30 August 2021 on their behalf by:



EM Brown (Non executive Chairperson)



K Rama (Executive director)



Tel: +27 12 433 0160
www.bdo.co.za

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221 Garsfontein Road
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Menlyn, Pretoria, 0081
PO Box 95438
Waterkloof, 0145
South Africa

Independent Auditors' 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 10 to 47, which comprise the statement of financial position as at 31 December 2020, and the statement of surplus or deficit 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 2020, 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 2020", which includes the Directors' Report as required by the Companies Act of South Africa and the Detailed Income Statement. 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.



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Summit Place
221 Garsfontein Road
Building 5, 2nd Floor
Menlyn, Pretoria, 0081
PO Box 95438
Waterkloof, 0145
South Africa

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

BDO South Africa Inc.

BDO South Africa Incorporated
Registered Auditors

Ntokozo Mojapelo
Director
Registered Auditor

31 August 2021

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

Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2020

Statement of Changes in Equity

Figures in R	Revaluation surplus	Operational reserve	Accumulated surplus	Total
Balance at 1 January 2019	1,829,616	342,386	34,413,012	36,585,014
Changes in equity				
Deficit for the year	-	-	(574,441)	(574,441)
Total comprehensive income for the year	-	-	(574,441)	(574,441)
Transfers between equity	(1,829,616)	-	-	(1,829,616)
Transfer to/(from) operational reserve	-	(123,231)	-	(123,231)
Balance at 31 December 2019	-	219,155	33,838,571	34,057,726
Balance at 1 January 2020	-	219,155	33,838,571	34,057,726
Changes in equity				
Deficit for the year	-	-	(724,221)	(724,221)
Total comprehensive income for the year	-	-	(724,221)	(724,221)
Transfer to/(from) operational reserve	-	927,466	-	927,466
Balance at 31 December 2020	-	1,146,622	33,114,350	34,260,972

Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2020

Notes to the Financial Statements

Figures in R

2020

2019

25. Donor Funds Spent

Donor	Donor Funds Spent 2020	Donor Funds Spent 2019
Amplify Change Strategic Grant	6,733,593	10,392,834
Amplify Change Networking Grant	2,185,152	3,160,789
British council - Botswana	11,677	14,027
Canada Fund For Local Initiative - Lesotho	-	54,127
Canada Fund For Local Initiative - Mauritius	122,848	65,419
Canada Fund For Local Initiative - Namibia	246,704	-
CIM Finance - Mauritius	9,125	212,112
Climate Justice Resilience Fund	82,073	-
Corporate Social Responsibility Donors Mauritius & Gender Links Services	63,956	53,603
Diakonia HQ	1,200,656	940,133
Diakonia Mozambique	-	3,660,189
Diakonia Zimbabwe	3,051,774	2,592,237
European Union - Botswana	529,673	976,056
European Union - Botswana (MAB)	716,179	-
European Union - Lesotho	651,179	70,393
European Union - Zimbabwe	-	422,922
FEMNET	116,101	130,839
German Society for International Cooperation - Lesotho	4,542	156,078
German Society for International Cooperation - Lesotho 2	-	310,865
German Society for International Cooperation - Madagascar	-	57,021
German Society for International Cooperation - Madagascar 2	-	382,666
German Society for International Cooperation (GIZ)	-	569,565
Gender Links Services - General	574,572	142,822
Global Affairs Canada - Women Voice and Leadership Project	10,976,203	2,794,944
Grand Challenge Canada - Mozambique	-	319,568
Hivos - Regional	986,286	-
Hivos - Zimbabwe	484,785	388,162
Hongkong and Shanghai Banking Corporation (HSBC) - Mauritius	257,088	175,927
International Centre for Local Democracy (ICLD) Zimbabwe	69,861	1,139
International Idea	3,543,097	-
Indian Ocean Commission (IOC) - Madagascar	37,394	345,576
JoCox	4,117,574	-
NSIF Safe Haven Mauritius	978,437	1,076,016
UKAID	-	396,891
State Bank of Mauritius (SBM)	41,515	-
South Africa National Gambling Board	-	141,613
Southern Africa Trust - Women's Rights Rapid Response	1,033,011	-
The African Women's Development Fund : Leading From The South	6,979,517	4,470,790
TRACE- Zimbabwe	725,212	412,072
United Nations Population Fund (UNFPA) - Lesotho	614,198	483,521
United Nations Population Fund (UNFPA) - Lesotho 2	1,454,498	-
United Nations Population Fund (UNFPA) - Namibia	-	30,023
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	12,169	180,270
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) - Mozambique	-	1,517,514
UN Trust Fund	3,215,463	-
US Embassy - Mozambique	-	166,558
	51,826,114.	37,265,281.

Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2020

Detailed Income Statement

Figures in R	Notes	2020	2019
Other expenses			
Capital expenditure		(78,370)	(124,541)
Consulting fees		(94,041)	(181,727)
Depreciation - property, plant and equipment		(617,035)	(454,069)
Direct Programme Costs - Monitoring and Evaluation		(1,675,737)	(1,346,439)
Direct Programme Costs - Publications and productions		(560,239)	(760,143)
Direct Programme Costs - Research cost		(4,229,496)	(2,491,474)
Direct Programme Costs - Training and Centres of Excellence (Workshops)		(15,342,558)	(10,589,423)
Grants Spent		(6,394,616)	-
Impairments and reversals - property, plant and equip.		(1,660,321)	-
Insurance		(80,826)	(104,001)
Licences and permits		(46,311)	(61,463)
Loss on foreign exchange		(691,295)	(1,023,174)
Marketing and advertising		(18,350)	(37,469)
Motor vehicle expense		(97,988)	(163,477)
Municipal charges		(28,188)	(37,163)
Printing and stationery		(62,180)	(114,821)
Rent		(175,303)	(379,917)
Repairs and maintenance		(126,085)	(270,317)
Salaries		(16,950,867)	(18,972,070)
Security		(26,060)	-
Staff development		(621,483)	(556,801)
Travel - Local		(2,200)	(151,116)
		(49,579,549)	(37,819,605)
Other gains and losses	19		
Fair value changes - Investment property		(1,866,182)	(404,202)
Fair value gain		2,481,706	1,630,246
		615,524	1,226,044
Deficit from operating activities		(1,176,807)	(1,178,174)
Finance income	20		
Interest received		452,586	603,733
Deficit for the year		(724,221)	(574,441)

HOW YOU CAN HELP

Fund a project



Contribute to our Endowment Fund



Support an emerging entrepreneur



Volunteer your time and expertise



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BUY BOOKS/PHOTOS



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