



  
20 YEARS  
OF SERVICE  
**GENDER LINKS**  
FOR EQUALITY AND JUSTICE

# 2021 Annual Report







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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 which women and girls in all their diversities exercise their voice and choice in accordance with the Southern African Development Community (SADC) Protocol on Gender and Development and related regional, continental and global instruments.

GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063.

- Outcomes that contribute to the attainment of Sexual and Reproductive Health and Rights (SRHR) including ending gender violence; gender-responsive governance; gender equality in and through the media; economic and climate justice.
- Interventions that further these goals at individual, local, national, regional and global level. These are: global advocacy through Action Coalition Six of Generation Equality that GL co-leads; Movement build-

ing through the Southern African Gender Protocol Alliance; Local Action for Gender Justice; empowering partners through sub granting particularly to community-based organisations; and communicating change using new media tools.

- A strong and sustainable organisation that includes a fund raising unit; grant making and income generating capabilities.
- Results for change delivered through a robust and transparent system and processes for planning, monitoring, evaluation, learning, innovation, knowledge management and sharing.
- Engaged, capable staff, partners, and associates with the motivation, facilities and tools to deliver high quality work.
- Strong continuously updated financial and compliance policies and practices overseen by a diverse, compliant and accountable governance structure.



WHO WE ARE



# FOREWORD



Emily Brown

On 17 March 2021, GL celebrated its twentieth anniversary, defying the COVID-19 pandemic by doing what GL does best: linking up virtually across eight SADC countries and having an awesome party! This event witnessed a leadership handover from our founding CEO Colleen Lowe Morna, to our new Executive Director Kubi Rama. We are delighted that Colleen remains as Special Advisor to our new Sustainability Hub.

2021 marked the first year of implementation of our 2021 to 2025 Strategy. Our annual report this year is organised around the key themes of the strategy: what we aim to achieve; how we do this and the foundational pillars upon which we build our future.

At its virtual meetings in November 2020 and May 2021, the GL Board revisited and honed the sustainability model that is at the heart of this strategy. We strive to create an organisation that will endure and outlive all of us. In tough times, such as the ones we are going through, we *survive, secure and stabilise*, while making sure that we *replenish, renew and regenerate*.

People are at the center of who we are; what we do and the change we seek to bring about. We are able to create multiplier effects because of the web of partnerships that we have across the SADC region. Our diverse board, staff and alumni

carry the GL flag through good and bad times.

Good governance and finance will always be necessary for sustainability. After the crushing funding crisis we experienced in 2017, I am happy to report that GL is clawing its way back to 2015 funding levels, even during a pandemic. True to our slogan - "don't get angry, get smart" we are establishing a Fund Raising Unit as part of the Sustainability Hub which is also tasked with seeking out new funding streams. Grant Management represents exciting new possibilities for GL. After many years of campaigning for funding for women's rights in the global south, we are positioning ourselves to be an intermediary for such funds to reach smaller organisations. This is a true coming of age.

I will be ending my tenure as a Board member and Chair of the GL Board in April 2022. GL started the search for a new Chair in late 2021. I will hand over to her in May 2022. This too is part of GL's succession planning. On behalf of the GL Board, I would like to extend our appreciation to our sponsors, partners and beneficiaries who walked this challenging and exciting journey with us. We celebrate our successes with you and continue on this road knowing that we are not alone! It has been my singular honour to serve GL for the last nine years. I will surely remain GenderLinked!

A handwritten signature in black ink, reading "Emily Brown".

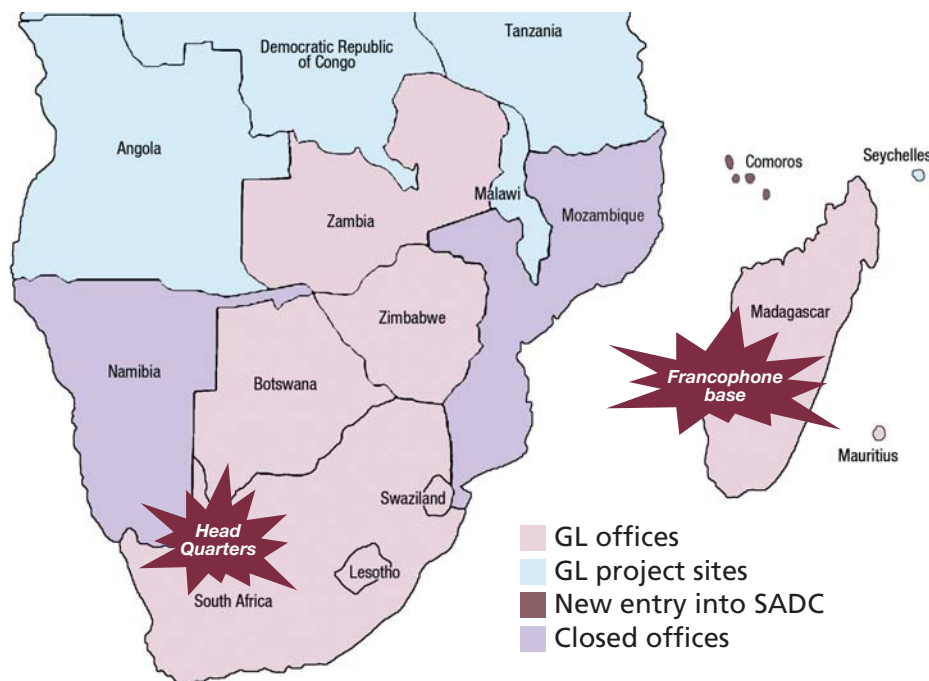
**Emily Brown**  
GL Chairperson

Gender Links has registered offices in ten SADC countries, including a Francophone base in Madagascar. GL's Botswana office also serves as a liaison office with the Southern African Development Community (SADC). GL has its headquarters in Johannesburg, South Africa and in addition to Botswana and Madagascar three five functional offices in Eswatini, Lesotho, Mauritius, Zambia and Zimbabwe. In 2021, GL offices in Namibia and Mozambique closed. GL has projects in Angola, DRC, Malawi, Mozambique, Namibia, Seychelles and Tanzania. In 2022 GL will conduct a situation analysis of the Comoros, new entry into SADC, with a view to expanding projects to that country. At national level GL works to strengthen strong women's rights movements hold government's accountable for their gender commitments.

GL has been a regional organisation from the outset and contributes to an inclusive, equal and just society in the public and

private space in accordance with the SADC Protocol on Gender and Development.

GL works at global and continental level to realise the provisions in the global and continental instruments to achieve gender equality and equity at a regional, national, local and individual level. GL is one of the civil society co-leads of the Generation Equality Action Coalition (AC) 6. Generation Equality, launched in 2021, is a civil society-centred, global gathering for gender equality, convened by UN Women and co-hosted by the governments of Mexico and France. The Action Coalitions, co-led by governments and civil society, are one of the key outcomes of the Generation Equality Forum. They cover six themes: 1) gender-based violence, 2) economic justice and rights, 3) bodily autonomy and sexual and reproductive health and rights, 4) feminist action for climate justice, 5) technology and innovation for gender equality, and 6) feminist movements and leadership.



WHERE WE WORK

“Gender Links works at **global and continental** level!”

# WHO WE REACHED DIRECTLY IN 2021



**Fanuel Hadzizi**  
Systems Administrator

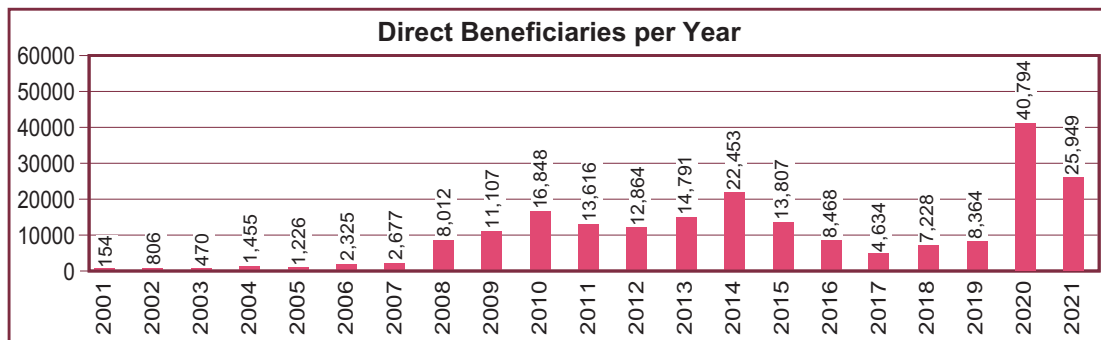
GL's Results for Change function helps with project monitoring and management across all four programmes. The data is imported, organised, and analysed as datasets using Google Data Studio reports. The reports are customisable dashboards that help partners and stakeholders visualise project data.

## Number of events in 2021

In 2021, GL held a total of 763 events. South Africa (317) had the most events for the second year. Madagascar (119), Zimbab-

we (89), Lesotho (83) and Mauritius (53) each hosted more between 50 and 120 events. It is concerning to note that the number of events in countries where GL does not have offices went down since 2020. In Namibia, Angola, DRC, Tanzania, Mozambique, Seychelles and Malawi events are lower than in previous years. This is in part due to the lack of resources for the Policy and Movement building portfolio as well the lack of face-to-face meetings for the last two years. GL is planning an Alliance meeting in 2022 as COVID 19 travel restrictions are relaxed. GL headquarters is actively seeking resources to bolster the programme.

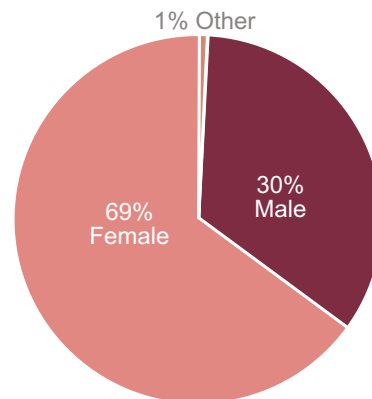
## GL beneficiaries



GL reached 25 949 direct beneficiaries in 2021. GL has reached 218 048 direct beneficiaries from its opening in 2001 till December 2021.

Women made up 69% of the participants in 2021, followed by men at 30% and gender non-conforming persons 1%. GL reached 38% female urban, 31% female rural, 17% male urban and 14% male rural beneficiaries.

**GL participants by sex**



South Africa (55%), Zimbabwe (14%), Madagascar (10%), and Lesotho (10%) registered the highest numbers of participants.

Programme	Total participants	% participants	Total events	% events
WVL-SA	12684	49%	257	34%
Economic Justice	3356	13%	191	25%
Local Action for Gender Justice	3204	12%	132	17%
Women Political Participation	3585	14%	89	12%
Policy and Movement Building	2147	8%	64	8%
GL Services	563	2%	19	2%
Gender and Media	410	2%	11	1%
	<b>25949</b>	<b>100%</b>	<b>763</b>	<b>100%</b>

The Women, Voice and Leadership South Africa (WVL-SA) sub-granting portfolio accounted for 49% of direct participants. The split between other programmes is: Women Political Participation, 14%;

Economic Justice, 13%; Local Action for Gender Justice, 12%; Policy and Movement Building, 8%; Gender and Media, 2%. GL Training and Advisory Services accounted for 2% of participants.



Botswana Participants signing up for Action and Results on women in politics at the barometer launch.

Photo by Gender Links

“The Women, Voice and Leadership South Africa (WVL-SA) sub-granting portfolio accounted for **49%** of direct participants.”



# WHAT WE ACHIEVED



**Kubi Rama**  
Executive Director

## In 2021 GL:

- **Celebrated its 20th anniversary and created the GL Sustainability Hub:** In 2021 GL achieved its goal of creating a “bird with two wings”: the NGO carrying out GL's core programme delivery, and a Sustainability Hub concerned with long term sustainability. As part of GL's succession plan, the founding CEO Colleen Lowe Morna handed over to the former Deputy CEO, Kubi Rama, now the Executive Director. Lowe-Morna is now Special Advisor to the Sustainability Hub that comprises three units: a Fund Raising Unit (FRU); Grants Management Unit (GMU) and GL's two income-generating units, GL Services and GL Cottages.
- **Strengthened its Grant Making Unit,** supporting 53 grantees in the Global

Affairs Canada-supported Women Voice and Leadership Fund in South Africa, and being named a partner of Amplify Change to manage its sub-granting in Southern Africa.

- **Launched the first ever Africa Women's Political Participation Barometer** as part of a consortium led by the Swedish-based International Idea, making the case for women's equal and effective participation in decision-making.
- **Lobbied for a 30% gender quota in Zimbabwe:** In 2020, Gender Links in partnership with the Women in Local Government Network in Zimbabwe successfully lobbied the president to adopt a 30% gender quota at the local government level.
- **Conducted the fourth Gender and Media Progress Study:** revealing that women sources in the news increased from 17% in 2003 to 21% in 2020. The study also







Youth participants in a political rally during cross generational dialogues in Palapye, Botswana.

Photo by Mboy Maswabi

provides information on media coverage of Sexual and Reproductive Health and Rights issues in the media. Beyond studying media content, GL has conducted studies on gender in media education, gender in media houses, gender in media regulation and gender in media development organisations.

- **Extended the Sunrise Campaign - Empower Women, End Violence - to reach 3,010 GBV survivors and 10,530 family members** (including some former perpetrators); gender focal persons and officials trained in running the programme; policy makers and citizens consulted in the process: a total of 13,540

beneficiaries. The programme includes business revival workshops with 1567 entrepreneurs and small grants to enable them to pivot their products and strategies during the COVID-19 pandemic.

- **Supported the creation of Women in Local Economic Development (WLED) Networks** to enhance economic opportunities, good practices and psychosocial support.
- **Integrated climate justice into Sixteen Days of Activism campaigns** and local level advocacy work.
- **Co-led of the Generation Equality Action Coalition (AC) Six** (Feminist Movements and Leadership).

# WHAT WE DO

## VOICE AND CHOICE - SRHR



**Susan Tolmay**  
Local Action for Gender  
Justice Associate

In line with GL's vision, this programme aims to ensure that women and girls exercise #Voice and Choice over their bodies through the full attainment of **Sexual and Reproductive Health** for

all. A cross cutting theme in GL's work at regional,

national and local level, the campaign has gained momentum since 2018, pushing against roll back during the COVID-19 pandemic, with a sharp focus on Adolescent SRHR; child marriages and safe abortion.

In 2021, the SADC Gender Protocol Barometer took forward the COVID-19 discussion a step forward with the #Vaccine GenderJustice Campaign. At the time less than a quarter of SADC citizens had received vaccinations, with sex disaggregated data hard to come by. Although the situation has improved, the North/South divide in access to vaccines remains a concern. As in the case of Antiretroviral Therapies (ARVs) the uptake among men is lower than among women, making this gender gap an important focus as the vaccine campaign gains momentum.

**Adolescent SRHR** has come into sharp focus with soaring teenage pregnancy and high levels of maternal mortality due to unsafe abortion. The **ASRHR Rapid Assessment** conducted by GL in eight SADC countries found that nearly two fifths of young people who sought SRHR services were denied these services because a parent or adult did not accompany them. More than two thirds had to pay a fee for the health services. Gender Links has worked with 53

Centres of Excellence for Gender in Local Government in seven countries to update their SRHR action plans to be more youth responsive.

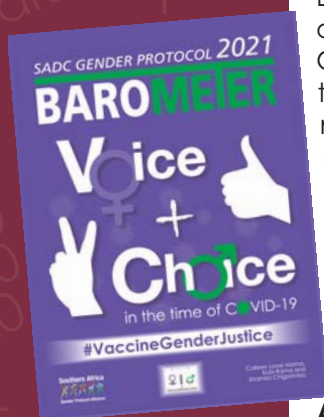


In **Zimbabwe**, Harare City Council provides multiple SRHR services through three dedicated health institutions including providing SRH services to sex workers. Data from the clinic shows that between 2019 and 2020, the uptake of contraceptive services by female clients increased from 6.4% to 43%. HIV prevalence among adolescents dropped to 2.3%.

In **Lesotho**, Siloe Council is helping young people to access ASRHR services. The council offers one of its offices as a youth corner where young people come after school and on weekends for all their health needs.

In **Madagascar**, the Basic Health Centre II in Anjozorobe provides youth-friendly ASRHR services to adolescents including, counselling, ASRHR information, orientation, education, advice, free access to contraception, quality care and treatment, as well as referrals to other nearby hospitals in the event of HIV positive tests.

Almost one quarter of all pregnancies in the region end in **unsafe abortion**, a major contributor to high maternal mortality rates. Yet only South Africa and Mozambique give women the right to choose to terminate pregnancy during the first trimester. The 2020 Gender Progress Score (GPS) regularly administered by the Alliance to





gauge gender attitudes found that only 28% of those surveyed agreed or strongly agreed that a woman should be able to choose to terminate a pregnancy in the first three months. This ranged from 47% in Zambia to 14% in Namibia. The findings underscore the urgent need for public awareness on women's sexual and reproductive health rights.

Members of the Southern African Gender Protocol Alliance commemorated **International Safe Abortion Day on 28 September in a dialogue** on the prevention of unsafe abortion in SADC. Key successes during the year under review include:

The Ministry of Health in **Namibia** has announced that it supports the repeal of the apartheid-era law and is calling on a new law that supports the choice of women on whether or not they want to continue or terminate a pregnancy. The government has embarked on regional public hearings to gather public opinion on the issue.

In **Eswatini and Lesotho**, Ministries of Health and women's affairs are conducting surveys to determine the magnitude of abortion at the constituency level and holding public gathering in an effort to solicit opinions of parents, teenagers, traditional and religious leaders of their stance regarding the enactment of an act that allows for abortion.

In **Madagascar**, which had all but outlawed abortion, parliament has tabled a Bill on therapeutic termination of pregnancy for medical reasons.

Alliance partners have also contributed to strategic campaigns to **end child marriages**. For example, in Zimbabwe activists rallied around the case of Anna Machaya, a 12 year old secretly buried after pregnancy

March 2022, the National Assembly passed the Marriages Bill, to ban child marriages.

## NEXT STEPS

- Sustain ASRHR, safe abortion and child marriage campaigns, specifically for all 16 SADC countries to commit to progressive stand-alone ASRHR policies and that the age of consent is 18 for both young women and men.
- Continue advocacy for the liberalisation of abortion laws in all countries where it is not available on demand, and amplify the collective voice through the regional *My Choice Our Choice* campaign, for a region where AGYW can access unrestricted, free from judgment, discrimination or criminalisation, safe and legal abortion services.
- Establish and strengthen young women's networks to lead the ASRHR work of the Alliance and promote youth engagement in the provision of services at the local level, especially through the Junior Councils, or other youth structure, where they exist.

“

In March 2022, the Zimbabwe National Assembly passed the Marriages Bill, to **ban child marriages**.



Photo by Colleen Lowe Morna



## GENDER AND MEDIA



**Tarisai Nyamweda**  
Communications for  
Social Change Associate

The Gender and Media programme work in 2021 focused on media training and research. As part of the International IDEA-led consortium project *Enhancing the Inclusion of Women in Political Participation in Africa*, GL trained journalists in Botswana, Eswatini and Zimbabwe to report on women's effective political participation.

The project aimed 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. Journalists produced 82 stories from across the three countries in 2021 as a follow up to media training workshops conducted in 2020.



Women journalists at the Palapye Academy in Botswana in November 2021 nail their colours to the mast.

*Photo by Mboy Maswabi*

They had the opportunity to showcase these stories at country SADC Gender Protocol@Work #VoiceandChoice Summits. Winning entries went on to

compete at the regional summit that ended in an award ceremony held back-to-back with GL's 20<sup>th</sup> anniversary.

GL continued working with journalists across the region to produce gender aware stories on Sexual and Reproductive Health and Rights (SRHR). During 2021 GL produced 27 stories covering SRHR overall; Gender Based Violence (GBV); HIV and AIDS; safe abortion and harmful practices.



Over a period of seven months GL implemented an initiative titled *Gender Sensitivity Training for News and Entertainment Media* as part of the *Step It Up for Gender equality in South Africa* media project. This work built on other initiatives spearheaded by the Step It Up campaign in South Africa with support from the German Development Corporation (GIZ). GL trained the South African Broadcasting Corporation's (SABC) radio and television stations. GL developed a training manual to support the training for use by media practitioners in their work. GL reached 164 participants, 108 women and 56 men through virtual training. Media practitioners gained a better understanding of gender equality in media reporting and how to report GBV with sensitivity.

Advancements in media and communication technologies have been typically accompanied with promises of enabling gender equality yet the region has seen growing inequalities and increasingly disturbing trends that hinder women from fully participating and amplifying their voices online. In 2021 GL started the

“  
Journalists produced 82 stories from across the three countries in 2021 as a follow up to media training workshops conducted in 2020.”



implementation of the *Engendering freedom of expression and digital equality* initiative supported by the Advancing Rights in Southern Africa (ARISA) initiative.



The initiative seeks to understand the GBV challenges faced by women online. GL gathered information on the policies and legislation in Botswana, Namibia and South Africa as they relate to online GBV and free expression.

Through this work GL seeks to influence policy and undertake an advocacy campaign to promote women's freedom of expression and online safety. GL partnered with like-minded organisations including NamTshuwe Digital, Internet Society Namibia Chapter, Meta Public Policy Southern Africa Region, the Centre for Human Rights at the University of Pretoria, Pollicy, and the Collaboration on ICT Policy for East and Southern Africa (CIPEA) in conducting the research.



The Deputy Minister of Information and Communication Technology in Namibia, Emma Inamutilla Theofelus.

To raise awareness on gender violence online GL and partner's convened two meetings including a regional online dialogue on *Understanding Online GBV* and its impact on digital rights and freedom of expression on 23 November 2021.

The Deputy Minister of Information and Communication Technology in Namibia, Emma Inamutilla Theofelus, gave the keynote address at the event reiterating the importance of digital equality and freedom of expression and participation on and offline. At the roundtable, policy makers, the academic community, civil society leaders as well as the technical community engaged and committed to working towards an Internet that is a safe, accessible, and empowering space.

During Sixteen Days of Activism 2021 GL convened a roundtable discussion on 8 December 2021 on GBV and the media attended by 55 women and men. Participants, including grassroots women's rights organisations in South Africa, academics, as well as journalists attended this session. The "Zoom bombing" of this session brought home the reality of online violence, as homophobic comments and inappropriate sexual images flooded the screen. The Zoom bombing incident demonstrated the urgent need for policies and strategies to safeguard citizens online.

## NEXT STEPS

- Build on the findings of the online GBV report and seek funding and partnerships to extend this work across the Southern African region. The research will ascertain the extent to which women are experiencing online violence and how this violence affects them in daily lives.
- Extend the WPP media reporting training to other countries in the region linked to upcoming national and/or local elections in 13 of 15 Southern African countries.
- Work with journalists across the region to increase the coverage and scope of sexual and reproductive health and rights reporting.



Zimbabwe journalists scooped regional WPP media awards.

# ECONOMIC POWER TO END VIOLENCE



**Kubi Rama**  
Executive Director

In 2021, GL worked with women and girl survivors in Eswatini, Lesotho, Madagascar, Mauritius and South Africa to exercise #VoiceandChoice through increased agency and economic power to prevent gender-based violence and take control of their lives.

GL has rolled out the programme in over 60 councils and to varying degrees in each country. It is anticipated that all councils will have completed all stages in the training by August 2022. All the women entrepreneurs have been signed up to Whats App groups to facilitate learning and sharing.

"I am Nomathemba Tema, I am in my fifties. I am from Midvaal in South Africa. My husband and I got into a fight and decided to separate. We had kids together. When we separated, he then got a girlfriend. I did not work or have any financial support since he took care of everything. The girlfriend did not want the kids around and she did not want my husband to support them financially. I refused to send my kids to my husband and his girlfriend. That is when our communication stopped, he also stopped visiting the children and stopped his financial support. Along my journey I was introduced to GL. I have learned a lot, I gained wisdom, knowledge and skills. After everything that has happened in my relationship and through the help of GL, I told myself that I do not rely on anyone to support me financially, so I

started looking for jobs and tried opening up a business so that I am able to support my children. I also used to struggle with low self-esteem, but now my confidence is back and I am happy that I am strong and I do not give up easily. All these because of GL. Thank you GL. I am happy and grateful to be one of your products."

In the next six months GL will work with all the councils to review and revise their GBV and Local Economic Development (LED) action plans. The process began in November 2021 when councils conducted stock taking exercises during the Sixteen Days of No Violence Against Women. During the action planning review processes GL will plan year-long GBV campaigns.



Training men in Anatanamitarana and Diego in Madagascar.  
*Photo by Zotonantenaina Razanadratefa*

During 2021, GL began working with significant males in the lives of the women and girls' while ensuring that the survivors are not put at risk. The workshops occurred under the banner "*Engaging men in GBV prevention*". The key objectives included:

- Understanding what the different forms of gender-based violence are and their impact on survivors.
- Identify ways that men can contribute to GBV prevention.





The GL completed training with more than half of the men targeted in the project in Eswatini, Madagascar and South Africa. The training with significant males will be concluded by April 2022.

"I am Fani Johannes Maphupha, 48 years of age, living in Lebowaqomo. I am a married man with two kids. I perpetrated GBV for many years. I used to beat my wife whom I really love, because of lack of communication with my wife. I pushed my wife to be someone she is not. Now I am totally a changed man, but I still need professional help because at the end, I want to be someone who takes care of her and loves her. I will be happy when you can organise me help like counselling. My intention is to help other men. I know, a lot of men are afraid to come out and speak about gender based violence. I want to build a better relationship my wife and I know it should firstly start with me."

GL gathered all the baseline monitoring and evaluation for women and men. GL will consolidate the results of baseline GEI and attitudes into learning papers for presentation and publication by July 2022.

This will be accompanied by relevant media articles on the subject matter.

## NEXT STEPS

- Cascade the Sunrise campaign to local councils: Work with local councils in countries to harness the Sunrise campaign and roll it out as part of their local economic development initiatives.
- Linking survivors of GBV to LED and capital: GL will build capacity of councils to link GBV survivors to LED opportunities. GL is identifying private sector companies that can sponsor survivors of GBV with start-up capital for their businesses.
- GL will lobby for the inclusion of economic power as a key element of the national GBV action plans and for this to be cascaded to local action plans.
- The Sunrise Campaign will be incorporated into both GBV and LED action plans at the local level to ensure that the programme can be taken to scale and is budgeted for, resulting in a significant in-kind contribution by local authorities.
- Strengthen and establish WLED networks.
- Entrepreneurs and councils will document and share best practices at the annual #VoiceandChoice Protocol@Work Summits.

“GL began working with significant males in the lives of the women and girls' while ensuring that the survivors are not put at risk.



Entrepreneurship training Sephokong Council, Lesotho.

Photo by Gender Links

# THE FIFTY FIFTY CAMPAIGN



**Colleen Lowe Morna**  
Special Advisor

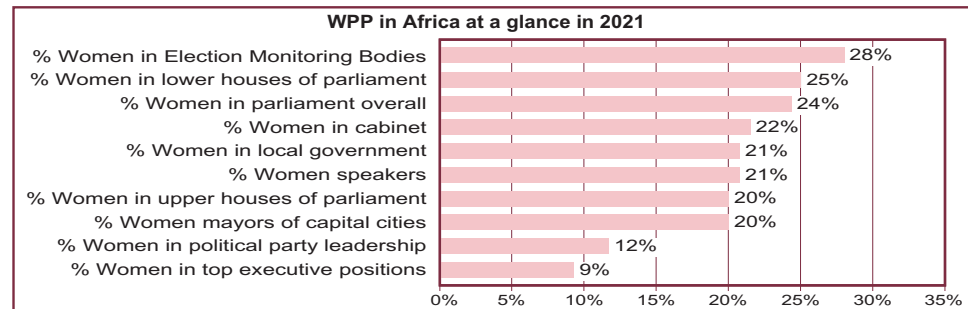
In 2021, GL played a lead role in the #VoiceandChoice Fifty-Fifty campaign in SADC and across Africa. GL is a member of the International Idea (II)-led consortium: *Enhancing the Inclusion of Women in Political Participation in Africa*<sup>1</sup>. GL produced the first *Women's Political Participation (WPP) Africa Barometer 2021*. As part of the consortium GL also accelerated advocacy in Zimbabwe on the quota for women in local government that GL has been instrumental in lobbying for. GL mounted a similar campaign in Botswana and trained media on WPP

coverage in Zimbabwe, Botswana and Eswatini (see Gender and Media).

The key finding of the Africa WPP Barometer is that as the clock ticks down to 2030, the deadline for the Sustainable Development Goals (SDGs), African countries are still far from achieving women's "equal and effective" participation in political decision-making. Women constitute 24% of the 12,113 parliamentarians in Africa - 25% in the lower houses, and 20% in the upper houses of parliament. While local government is often hailed as a training ground for women in politics, women constitute a mere 21% of councillor's in the 19 countries for which complete data could be obtained.



## “ Enhancing the Inclusion of Women in Political Participation in Africa



Out of the ten indicators measured in the Barometer, African women are best represented in Election Management Bodies (28%), still well below 50%. Women are missing in cabinet (22%) and glaringly absent from top decision-making positions. African women constitute a mere 12% of the top six party functionaries in ruling and opposition parties and 9% of women in top political executive positions (presidents,

vice presidents, prime ministers and deputy prime ministers) across the continent.

Available data shows that overall women comprise 21% of councillors in Africa, compared to 25% of MPs. These figures suggest that women face even higher levels of systemic discrimination and exclusion at community than national level in African countries. In Southern Africa,

<sup>1</sup>The six other organisations in the consortium are FAWE, FEMNET, Gender Links, IFAN Gender Laboratory, PADARE, and WLSA.



which has the most comprehensive data on women in local government thanks to GL's work in this area, women comprise 28% of MPs and 20% of councillors.

In Zimbabwe, GL's distinctive contribution to the Fifty Fifty campaign is the landmark meeting held by the Women in Local Government Forum (WiLGF) with President Emmerson Mnangagwa in December 2020 to lobby for the quota at national level to be extended to local government. Presently women constitute 31% of MPs and only 14% of councillors in Zimbabwe.

This meeting led to an amendment of the Constitution to extend the quota at national level (due to expire in 2023) for another three terms, and introduce a similar quota at the local level. At both levels, the traditional First Past the Post (FPTP) seats will be supplemented by Proportional Representation (PR) seats distributed among political parties in accordance with their performance in the elections to women only. As the quota will only guarantee 23% of the total number of seats at the local level, women will have to win at least 27% of the FPTP seats (which is almost double the proportion of women who won through this system in the 2018 elections) to attain gender parity. GL Zimbabwe is working with political parties to ensure that they put forward competent women through the quota, and double those who win FPTP seats in the 2023 elections.

Botswana has a FPTP system both at local level (where women comprise 19% of councillors) and national level (where women comprise 11% of MPs). Training academies, cross generation dialogues, work with political parties and cross-generation dialogues as part of the II

Consortium all point to the need for electoral reform to increase women's representation. Taking a leaf from the campaigns in Zimbabwe, women in Botswana identified the proposed Review of the 1966 Constitution as a key strategic entry point. The cross country learning between Zimbabwe and Botswana led to consensus on a refined version of the Zimbabwe quota that would include a mixed system but have a 50% candidate quota for women and men in both the FPTP and PR seats, to avoid the inherent shortfalls of "reserved" seats.

## NEXT STEPS

- Submission on Gender and the Constitution to the Commission of Inquiry into the Review of the Botswana Constitution.
- Update the 2021 #VoiceandChoice Southern Africa chapter of the Barometer and adopt country specific strategies with partners in the Southern Africa Gender Protocol Alliance.
- Conduct gender audits of all coming elections in the region (Lesotho and Madagascar in 2022; Zimbabwe in 2023; South Africa, Botswana, Mozambique and Namibia in 2024).

“Taking a leaf from the campaigns in Zimbabwe, women in Botswana identified the proposed Review of the 1966 Constitution as a key strategic entry point.”



Women politicians at the Palapye Academy in Botswana in November 2021 nail their colours to the mast.

Photo by Colleen Lowe Morna

# GENDER AND CLIMATE JUSTICE



**Susan Tolmay**  
Local Action for Gender  
Justice Associate

its programme work.

As global temperatures rise, extreme weather events like floods, droughts, and heatwaves threaten the health and rights of girls and women. In turn, gender, sexuality, age, wealth, indigeneity, and race are determining factors in the vulnerability to climate change. Climate justice, which took a backseat at the height of the COVID-19 outbreak, is back squarely on the agenda, and requires the same urgent action as that taken to curb COVID-19.

Climate Justice is one of the ten chapters in the 2021 *Voice and Choice Barometer*. The chapter explores the links between SRHR, the climate crisis and COVID-19. The chapter finds that development agencies and practitioners do not disaggregate climate-related indicators (such as access to renewable energy) by sex. Activists are only beginning to understand the links between climate change, SRHR and gender equality.

Gender Links and Alliance Partners launched the 2021 *Voice and Choice Barometer* at a hybrid event at the SADC Heads of State summit in Malawi in August

2021. The side event included a panel on climate justice: an opportunity for the Alliance to put gender and climate justice firmly on the #Voice andChoice SADC agenda.

Gender Links and Alliance partners produced country climate justice infographics as advocacy material, with a specific focus on climate justice and SRHR. These included messages for policy makers, women, youth with advocacy and campaigning actions, to complement the climate justice action plans that Alliance partners developed in 2020.

In September 2020, GL held a teach-in for Alliance partners on SRHR and climate justice, creating a space for learning and sharing information and resources on

gender and climate justice. GL plans to deepen knowledge on gender and the intersections with climate justice through creating more learning spaces and opportunities for women's rights activists and organisations to share best practices on campaigning and organisational practices to advance climate justice.

Climate justice is a strong cross cutting theme in the work of Centres of Excellence for Gender in Local Government. For example, Chinhoyi Municipality in Zimbabwe has turned dumps into business for women and youth.

Instead of clearing dumps on weekends, Chinhoyi allocated dump sites to individuals to conduct business such as gardening, carpentry, tyre mending services, gas selling



“  
Climate  
change...  
one of the  
biggest  
existential  
crises of our  
time!”



points as well as pool games to create entertainment. The idea is to turn poachers to gamekeepers; if the space is owned and occupied by an individual or group of people, then they will police the area, ending illegal dumping. The project has created employment opportunities; improved food and nutrition security leading to a reduction in poverty. Crime and drug abuse have gone down<sup>1</sup>.

Internally, GL put in place several mechanisms to enhance environment sustainability. GL's Green policy provides for recycling aluminium cans, white copy paper, newspapers, glass products, and cardboard in the office. Plastic is one of the biggest polluters. While it can be recycled, avoiding its use in the first place is more of a sustainable solution. GL does not use plastic bottles during events, but rather a water dispenser or glass jugs. GL does not provide plastic straws or plastic cutlery.

COVID-19 Personal Protective Equipment (PPE) has emerged as a major polluter. As the pandemic is becoming more normalised, the need for specialised PPE such as aprons and gloves has reduced. GL offices created red bins for disposal of COVID-19 PPE such as used face masks, sanitising wipes, used cleaning cloths which are not suitable for recycling. GL encourages staff to use reusable masks. GL's head office scored a goal for climate justice by converting to solar power during the pandemic. This has greatly enhanced efficiency and reduced costs during the frequent power cuts experienced in Johannesburg - another indicator of unsustainable energy consumption in a country where 80% of power is coal fired.

## NEXT STEPS

- Research for the annual #Voiceand Choice Barometer to strengthen the evidence base on the interlinkages between gender and the climate crisis.
- Focused, coordinated Gender and Just Energy Transition (JET) campaigns driven by Alliance national networks in 15 countries towards achieving "Net Zero" carbon emissions by 2050.
- Strengthening the women's and youth movement for gender climate justice in the SADC region by deepening knowledge, engagement and advocacy skills amongst the members of the Alliance to be an informed, knowledgeable and active civil society with women and youth at the centre of climate justice solutions.
- Creating a space that promotes young women's involvement and leadership in climate action to advocate for climate justice in the SADC region.
- Increasing public awareness about the links between gender and climate justice.
- Working with Alliance and local government partners to integrate gender into all areas of their work - programmatically and organisationally.

“  
Increase  
**public**  
**awareness**  
about the  
**links** between  
gender and  
climate  
justice.”



<sup>1</sup>Source: Gender Links Summit Case Study 2020.

## POLICY AND MOVEMENT BUILDING



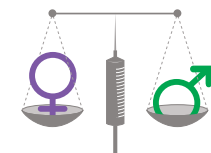
**Shamiso Chigorimbo**  
Alliance Manager

As coordinator of the Southern African Gender Protocol Alliance (the Alliance) GL works to build a strong feminist **women's movement** advocating for #VoiceandChoice and **holding government to account** for global, African and regional commitments. The Alliance comprises 15 women's rights networks around the SADC region that campaigned for 2008 the SADC Protocol on Gender and Development, and now for its implementation.

**Evidence driven advocacy** is at the heart of how the Alliance works. In 2021, the #VoiceandChoice Barometer turned 13. Since the first Barometer in 2009, it has measured progress of SADC countries in implementing the SADC Gender Protocol and other regional and international instruments to advance women's rights and gender equality. This Barometer is the second produced during the COVID-19 pandemic that began in 2019 and spread rapidly across the globe in 2020 and 2021. This edition provides crucial information on the pandemic; its impact on Southern Africa in general and gender equality in particular. It provides information on the global disparities in accessing vaccines (vaccine apartheid) as well as key gender considerations in vaccine roll out. The Barometer sharpened its focus on SRHR under the umbrella of the #VoiceandChoice campaign, including maternal and menstrual health; adolescent SRHR; safe abortion; gender violence; HIV and AIDS; harmful practises and sexual diversity. In addition, the 2021 Barometer includes chapters on

the media; climate justice; gender and governance - all key components of #VoiceandChoice.

The Alliance launched the **SADC Gender Barometer** in the wings of the SADC Heads of State Summit in Lilongwe in August with a call to SADC leaders, among others, to accelerate vaccine roll out, provide gender data and step it up for gender equality, specifically women's SRHR. At the time almost half of the European Union population had been fully vaccinated only 2% of Africa's population had been fully vaccinated. The Alliance joined the People's Vaccine Alliance (PVA), a coalition of organisations and activists united under the common aim of campaigning for A People's Vaccine. GL held a series of



#VaccineGenderJustice

webinars on vaccine justice to raise awareness amongst Alliance partners on the issue and to mount a campaign on vaccine gender justice.

To contribute to **changing attitudes and behaviours**, GL and Alliance partners conducted the Gender Progress Score (GPS) or gender attitude survey in 15 SADC countries (34 323 respondents from 2019 to 2021). Citizens in the region scored an average of 61%. While 60% of respondents agreed or strongly agreed that women and men should be treated equally, 68% agreed or strongly agreed that a woman should obey her husband. Further interrogation in shifting gender attitudes is required.





**and campaigning** is instrumental to the Alliance work as is staying abreast of ever-changing technology. In August Alliance and media partners participated in a 5-day virtual Communications Training that brought together 216 participants from 15 SADC countries, 144 women and 75 men. Participants engaged with the research and content for the campaigns, including the 2021 Barometer, Gender Progress Score, and Gender and Media Progress Study. They learned new skills in social media; new ways of communicating like vlogging as well as learning how to use analytical tools to track results.

As the majority of the population in Africa is young, it is essential that **young women** play a central role in advancing women's rights, specifically related to Adolescent SRHR. The Eswatini Young Women's Alliance is leading the way in showing how young women organise. Alliance partners in each of the 15 SADC countries identified 10 youth

organisations who could become Alliance youth members, with the goal of establishing young women's alliances in all SADC countries.

## NEXT STEPS

- Continue advocating for legislation and policy reform, especially on the three interrelated issues - ASRHR, teenage pregnancy, child marriage and safe abortion.
- Strengthen movement building in the countdown to 2030, specifically building a regional Young Women's Alliance to champion ASRHR issues.
- Document success stories to highlighting the gains made in the ASRHR advocacy and campaigns.
- Produce evidence-based research on key themes such as ASRHR, governance and climate justice.
- Accelerate the 50/50 Voice and Choice campaign at national and regional level, making the links between WPP, SRHR and climate justice.



Anushka and Preetima at the Alliance Strategy meeting.

Photo by Gender Links

“

As the majority of the population in Africa is young, it is essential that **young women** play a central role in **advancing women's rights...**

# GRANT MANAGEMENT: EMPOWERING PARTNERS THROUGH SUB-GRANTING



Nomthi Makazana-Mokoa  
Grants Coordinator

After almost twenty years of implementing grants, GL made its first foray into the world of grant making in 2019, as an intermediary for the Global Affairs Canada (GAC) Women's Voice and Leadership South Africa (WVL-SA) Fund. The ultimate outcome of WVL-SA Project is "increased enjoyment of human rights by women and girls and the advancement of gender equality in South Africa". The WVL-SA Project aims to support WROs in building sustainable organisations that ultimately benefit men, women, boys and girls in their different communities.

GL's task is to manage the CAD 4 million over a period of four years ending in 2023. Specifically, the fund aims to reach organisations that might find it difficult to

access mainstream funds and help them grow institutionally through on-the-job requirements and training as part of this grant. In all, GL has managed 69 grants through this fund, and an additional 15 through the UKAID supplementary funds channelled through WVL-SA at the peak of the COVID-19 crisis in 2021 (84 grants). WVL-SA announced a fourth and final Rapid Response (RR) call for the remaining project implementation period in October 2021, for grants double the size of the first three calls (R100, 0000 each) following the agreement with GAC to have fewer but larger RR grants. WVL-SA also contracted two Gender and Disability core grants following the termination of two multi-year core grantees. Total funds granted stand at over R25 million (see table).



GRANT MAKING



Grant Type	Number of grantees	ZAR Amount granted
Rapid Respond	46	2 983 880
Multiyear	20	13 806 435
Networking	3	7 713 539
RR DFID	15	918 011
<b>Total</b>	<b>84</b>	<b>25 421 865</b>

Key achievements in the project include:

- Through capacity building and references, Multi-year Core and Networking grantees have raised R22 245 451, almost as much as what they have received in WVL funds.
- WVL-SA grantees ran a vibrant #Vaccine GenderJusticeCampaign in August including a petition to the President's

office calling for sex-disaggregated data on vaccine roll out in South Africa. On 12 September 2021, the President referred to sex disaggregated data on vaccines showing that vaccine uptake is much higher among women than men in his national address. This led to a drive to increase the uptake of vaccines among men.



- Hosting successful hybrid events in partnership with the SADC Gender Protocol Alliance such as the dialogue on International Women's Day in partnership with African Women in Energy and Power (AWEaP), on gender equality for sustainable development and climate justice. The Alliance and WVL partnered in a joyous welcome back to SADC of the former Executive Director of UN Women and former Deputy President of South Africa, Dr Phumzile Mlambo-Ngcuka.
- GL and The Great People of South Africa (TGPSA) a WVL-SA grantee successfully hosted a live conversation on Gender Based Violence with TikTok Africa. TikTok Creator and South Africa influencer, Perseverance Maremeni (@madam\_speaker), moderated and guided the conversation.
- Two WVL Rapid Response grantees, The Archive Amambali Wethu - Yolanda Dyantyi and MT Foundation beneficiary - Lesley Anne Foster, won awards in the Young Womens' Entrepreneurship Challenge and awards co-facilitated by Gender Links and the Generation Equality Forum.
- Increased partnerships, learning and sharing between the grantees through teams of grantees anchoring 16 Days of Activism events.

“

“Our organisation is very grateful to have met Gender Links, because they developed us from the ground up. For example, we attached their contract to other applications we were doing. We used it when people wanted audited financial statements. We could tell people that they could contact Gender Links and that Gender Links could give them information about our work. Gender Links made it possible for us to rise. They assisted us in writing proposals; they provided financial training for our staff; they helped us to network; and they linked us to all the other grantees. They also assisted with Facebook, Instagram, and Twitter... they share everything”.

- Resoketswe Lebjeane Foundation

Some key challenges faced in the project include:

- COVID-19 and lockdown restrictions and poor health hampered implementation.
- Partly due to the COVID-19 pandemic, overall burn rate stood at 55% in 2022, with just one year to go.
- Slow implementation and unsatisfactory finance reporting, at times result in late disbursement of funds. GL had to terminate two grants, one for non-performance and the other on suspected fraud. This however opened the door for two new gender and disability grants advertised in the last quarter of 2021.

## NEXT STEPS

The main focus in 2022 will be on implementation in the remaining year of the grant. GL also received the welcome news that following a highly competitive bidding process, the Amplify Change has selected GL as a partner to sub-grant SRHR funds in Southern Africa. The Grant Making Unit (GMU) is gearing up to manage many more funds for women's rights!



WVL is a powerful network of Women's Rights Organisations across South Africa.  
Photo by Colleen Lowe Morna

# COMMUNICATION FOR SOCIAL CHANGE

“  
As lockdown regulations persisted... GL increased use of mainstream, digital and social media platforms.

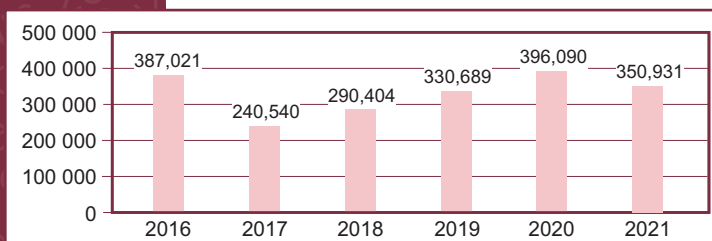


Tarisai Nyamweda  
Communication for  
Social Change Manager

As lockdown regulations persisted, digital organising and engagement remained a lifeline. GL increased use of mainstream, digital and social media platforms which effectively helped the organisation to create content, campaign, facilitate, engage, network, in line with its strategy. GL continues to see an improvement in the growth of its online footprint as detailed below.

## Website visits

GL had 350 931 website visits in 2021 mostly from South Africa and Zimbabwe. The GL News and Blogs pages remain the most popular especially the stories written by journalists whom we train. The decline in website visits between 2021 and 2020 can be attributed to greater use of social media.



## Petitions

As part of its #VaccineGenderJustice campaign, GL and 51 partners in the Women Voice and Leadership South Africa programme initiated a petition asking that the President of South Africa publish sex-disaggregated data on the vaccine roll out. The campaign resulted in sex disaggre-

gated data being made available for the first time. South Africa has become one of the few countries providing sex disaggregated data on vaccine roll out.



## Training and digital empowerment

GL undertook digital training of Alliance members and WVL grantees. These digital training workshops were hosted online by GL in August 2021. Partners shared and learnt across countries on how to strengthen their work through digital technologies. In a space where women technology users especially feminists receive backlash women's rights organisations in the region are managing to claim the digital space to amplify their voices and push their activism.

## Twitter

GL's Twitter following grew by 886 followers to reach 8537 by end of the year. Some of GL's most popular tweets were on its research and information products including the Africa Women's Political Participation (WPP) Barometer, the #VoiceandChoice SADC Gender Protocol Barometer as well as the interim eight country report on Understanding Online GBV in SADC.



# Facebook

	Page followers	Page likes	Posts
Regional	8673	7067	127
Mauritius	4572	4464	99
Madagascar	4460	4385	39
Botswana	3932	3828	27
Zambia	2329	2294	10
Lesotho	2128	2048	88
Eswatini	1293	1170	53
South Africa	733	613	54
Zimbabwe	698	652	21

The GL Regional page had 8673 followers by end of the year. GL Mauritius and GL Madagascar remain the most active country Facebook pages.

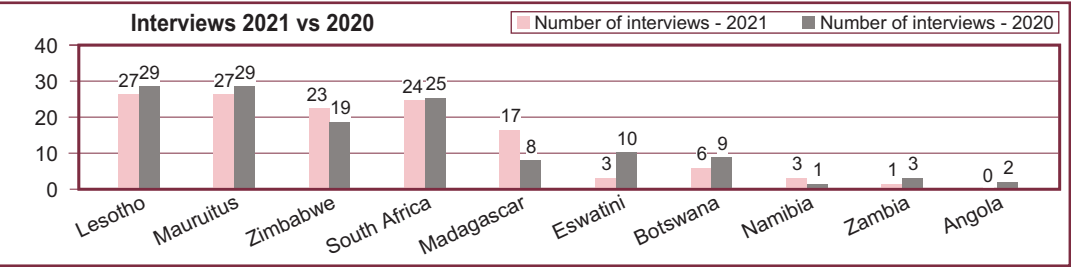
## Community of Practice (COP)

In 2021, the COP came alive as the epi centre of hybrid events notably GL's 20th anniversary, the #VoiceandChoice Barometer launch as well as training workshops. A total of 79 events took place on the COP. It attracted 2370 registered participants as follows.

Year	No. of events	Women	Men	Other
2020	16	708	156	12
2021	79	1901	469	

## GL in the News

GL recorded 134 interviews in the mainstream news. Mauritius and Lesotho were the countries that had the most media appearances. The least number of interviews came from Zambia. GL has appeared in news that is aligned to the thematic areas it works on including SRHR, GBV and WPP.



## Whats App

WhatsApp groups are emerging as an effective mobilisation tool. GL operated 35 WhatsApp groups comprising journalists, Alliance partners, gender focal persons, hub and spoke project participants, as well as entrepreneurs.

“  
The GL  
Regional  
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## LOCAL ACTION FOR GENDER JUSTICE

“Over the years GL has worked with over 400 local authorities in ten SADC countries.



**Priscilla Maposa**  
Local Action for Gender  
Justice Regional  
Networking Manager

In 2021, GL undertook a comprehensive ten-year review of the Centres of Excellence (COE) for Gender in Local Government programme. Over the years GL has worked with over 400 local authorities in ten SADC countries. The study compared performance in 166 councils for which there is comparative data. The key findings show that the programme made a significant impact on local government over the decade. A summary of the findings is presented below.

**There has been an increase in women chairing committees:** This is an area in which the COE programme has made an immediate impact. The figures compare performance in the 166 councils in the sample between 2016 and 2020. These show an increase in women chairing committees in six out of the ten countries. In some countries, the gains are substantial: Mozambique (29 percentage points); Eswatini (19 percentage points) and Madagascar (18 percentage points).



workplace policies and practices; gender specific programmes; gender in mainstream programmes; budgeting; monitoring and evaluation. For the COE councils in the sample, the score increased from 54% in 2016 to 67% in 2020, an increase of 13 percentage points. Zimbabwe, Madagascar, Eswatini and Botswana all averaged over sixty percent. The three countries in which the score declined (Mauritius, Mozambique and Zambia) are also countries in which GL faced political and or operational challenges. The general conclusion from the scores is that if the process is supported and sustained, it can deliver more gender responsive local governance.

**Communities call on their councils to account:** In every council in the study, communities scored the councils lower than the judges' scores in the #VoiceandChoice Protocol@Work summits. Overall, the community score for the period is 52% compared to the judges' score of 67%. Tough scoring by citizens is a positive indicator of critical consumers. This is also wakeup call to the councils to engage communities or citizens much more actively in their gender action plans.

**Overall, there has been a significant increase in the Gender and Local Government scorecard:** This score measures performance across all areas of gender responsiveness including gender policy framework; management system;

**COEs are starting to put their money where their mouth is:** The scorecard includes detailed questions on the gender responsiveness of budgets. Councils are asked to report on allocations for gender specific programmes, as well as gender considerations within mainstream programmes. Altogether, the 166 councils allocated just over \$27 million in gender specific expenditure in 2019/2020. Zimbabwe

Harare Council hub and spoke launch.  
Photo by Tapiwa Zvaraya



and Lesotho, accounting for 56% of the sample, account for the bulk of these allocations.

**COE's approaching gender parity in the workplace and in management:** Although there has not been a significant increase between 2016 and 2020, it is heartening to note that overall women constitute 41% employees and 40% managers in the COE councils. Because these are appointees as opposed to elected officials, this is an important gender indicator in the relatively short time span of the programme. Madagascar COEs registered the most significant gains: from 29% to 39% women employees and 22% to 35% in management.

**Increase in land and housing allocations:**

Another heartening indicator of change is in allocations of land and housing, two core indicators of gender responsive governance, as these allocations have traditionally been made to men as the "heads of households". Overall, the 166 COE councils allocated 40% of land to women in the year past (a three percentage point increase) and 49% of housing to women (a four percentage point increase). Where these are local government competencies, all COE councils have surpassed the one third mark. This is a remarkable achievement.

**Councils have shown innovation and versatility in the face of extreme hardships posed by COVID-19:** In April 2020, GL conducted a rapid assessment of the impact of the pandemic. This showed that councils had limited budgets for responding to the several demands they faced. However, they participated actively in drawing up a gender checklist for emergencies. Murehwa Council in Zimbabwe

devised an SRHR strategy to ensure that these vital services continued. The response is a promising indicator of versatility and ownership.



Minister of Women Affairs Zimbabwe, Dr Sithembiso Nyoni officiating at the Regional SADC Protocol@Work Summit.

Photo by Tapiwa Zvaraya

The COE programme has succeeded best where there has been high level political support, for example in Zimbabwe, where the programme has been named the "programme of choice" for gender mainstreaming by the Ministry of Local Government and Public Works.

## NEXT STEPS

- Embark on intensive resource mobilisation to continue the Local Government Centres of Excellence programme.
- Engage with ministries of local government in nine countries to harness gender in local government programme "the programme of choice" that is included in performance management standards of public servants.
- While GL's role is evolving into one of "managing from behind" the need for continued standard setting, coordination, cross country and regional learning remain vital, especially in the countdown to 2030, and with all the added hardships of COVID-19.

“  
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land and  
housing





**Chigedzi Chinyepi**  
GL Board Member



**Keleiso Serale**  
Local Action for Gender  
Justice Senior Botswana  
Senior Finance and  
Programme Officer



**Mboyi Maswabi**  
Botswana Intern

Gender Links Botswana opened in 2008 as a liaison office with the Southern Africa Development Community (SADC) and country office. In 2021, the Botswana office:

- Held 27 events and reached a total of 550 people, 359 women and 191 men.
- Conducted a Fifty Fifty Media Learning and Sharing meeting in Gaborone in March 2021.
- Participated in the regional virtual *#VoiceandChoice Protocol@Work* Summit and GL's 20th anniversary at the Masa Hotel in Gaborone in March 2021.
- Conducted cross-generational academies in Palapye and Francistown, aimed at enhancing the inclusion and effective participation of women in political decision-making with a strong emphasis on local government.
- Produced of information, education and communication materials on the Botswana National Relationship Study (BNRS) and sharing the results with all districts.
- Strengthened GBV Action plans for 16 local government COEs for to integrate the findings of the BNRS and held workshops with men in the 16 councils to strengthen male involvement in GBV prevention.
- Conducted entrepreneurship training with councils to survivors of GBV as part of GL's Sunrise Campaign for empowering women and ending violence in Francistown, Selebi Phikwe and North East.
- Held seven training workshops in partnership with Men and Boys for Gender Equality GL Botswana for Men Care Peer educators to train other men on the men care programme which covers importance of male engagement, father impact/ legacy, letter to my father, children's needs and rights and non-violence in Gaborone, South East, Lobatse, Francistown, Maun, Gantsi and Francistown.

- Enhanced 365 Days Flagship programmes to End Gender Based Violence (GBV) developed by the 16 Centres of Excellence for Gender in Local Government. The 365 Campaigns training occurred in Maun, Gantsi, Selebi Phikwe, Palapye, Francistown Gaborone, Tutume, Lobatse and South East.
- Launched the Women in Politics in Botswana Situation Analysis in Gaborone in June 2021.
- Launched the SADC Gender Protocol 2021 Barometer in Gaborone October 2021.

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 disabilities.



Youth Political Party Participants Political Rally WPP Cross Generation Academy training Palapye BotswanaMM08112021.

Photo by Mboy Maswabi

GL Eswatini has been in operation since July 2012. 2021 was a difficult year for GL Eswatini and the GL family. On 21 June 2021, GL lost one of its most loyal foot soldiers, Ncane Maziya, GL Eswatini country facilitator, she died leaving a remarkable legacy in the fight for gender equality in Eswatini. To honour Ncane Maziya, GL renamed the reception room in the GL Offices in Johannesburg, South Africa the Ncane Maziya Reception Room. Our dearest sister will never be forgotten. During 2021, Gender Links Eswatini:

- Held 41 events and reached 671 people, 564 women and 109 men.
- Had a Fifty Media Learning and Sharing meeting in Mbabane in March 2021.
- Participated in the regional virtual *#VoiceandChoice Protocol@Work* Summit and GL's 20th anniversary in Mbabane in March 2021.
- Completed a GEI baseline survey with 197 GBV survivors from 12 councils.
- Conducted a training of trainers with gender focal points in 12 COE's Gender focal persons and youth mentors in preparation for councils to start rolling out the sunrise programme.

- Disbursed start-up finance of \$150 to 197 sunrise participants in December 2021 to assist in reviving businesses that were affected by the COVID-19 pandemic.
- Strengthened the Women in Local Economic Development (WLED) networks formed in 2020 as part of the roll out of the Jo Cox project, in partnership with the Commonwealth Local Government Forum. By the end of the project, the networks had developed action plans to guide their work beyond the project period. For example, in Eswatini, mentoring and business support continued through the Canadian High Commission funding.
- Worked with the Eswatini WLED Network to set up a Facebook and Instagram Store. As at the end of September 2021, the Gwacatela Nsika Facebook page had 1607 likes and 1638 people following.

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 disabilities.



Entrepreneurs in Siteki entering their data into the Gender Empower Index (GEI) on tablets.  
Photo by Thandokuhle Dlamini



# ESWATINI



Mbuso Simelane  
GL Board Member



Ncane Maziya  
Former Country  
Facilitator



Thandokuhle Dlamini,  
Local Action for Gender  
Justice Eswatini Officer



Alice Mavuso  
Eswatini Intern





**Rethabile Pholo**  
GL Board Member



**Mabetha Manjebheleng**  
Local Action for Gender  
Justice Manager



**Ntolo Lekau**  
Local Action for Gender  
Justice Senior Finance  
and Programmes Officer

Gender Links Lesotho (GLL) was registered on 1 February 2011. In 2021, Gender Links Lesotho:

- Held 83 events and reached 2485 people, 1474 women, 990 men and 21 gender non-conforming persons.
- Had two annual meetings for the members of the Women in Local Government Forum (WLGF), Young Women in Local Government (YWLG) and Women in Local Economic Development (WLED).
- Supported members of the WLED and YWLG through the provision of mentorship.
- Conducted the WLGF district consultations to increase the number of women in the 2022 Local Government elections.
- Rolled out YWLG led service delivery campaigns through radio talk shows and social media.
- Organised two mini exhibitions for WLED members to help them to increase sales and enter new markets.
- Held the Project Dissemination Summit and Evaluation for the members of the WLGF, YWLG and WLED members.
- Facilitated the participation of the members of the WLGF, YWLG and WLED in regional dialogues on Community of Practice to share their experiences in running the networks.
- Held capacity building workshops for local councils in prevention of violence against women and girls in 10 councils.
- Trained 74 women survivors of GBV on life and entrepreneurship skills in the five councils of Manka council, Mohlakeng council, Phuthiatsana council, Qacha's Nek Urban council and Seate council.
- Held community dialogues on gender transformative social norms in four councils namely Manka Council, Mokhotlong Urban council, Phuthiatsana council and Seate council.
- Provided training for 40 men in Mokhotlong and Quthing under the husband



Mini trade show for Sunrise entrepreneurs at the Masia Shopping Centre.  
Photo by Ntolo Lekau

school to reduce gender-based violence in Lesotho.

- Reviewed the data collection tools for the Lesotho Mounted Police Services (LMPS) to include gender based violence in police data.
- Produced a simplified Gender and Gender Based Violence laws booklet and disseminated this with principal chiefs and local chiefs in Mokhotlong and Quthing Districts.
- Assisted the Alliance network to hold the country level meetings and to develop campaigns on Adolescent Sexual Reproductive Health Rights, Child Marriages and Safe Abortion and launching of the 2021 #VoiceandChoice Barometer.

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

- **Representation of women** in local councils in Lesotho is 41% and 6% in political leadership positions.
- **Employment of women** in councils is 50%.
- **Women in council management** constitute 58%.
- **Land:** 41% is allocated to women for various uses in the councils.
- **Disability facilities:** 57% of councils have facilities that cater for people with disabilities. As a key provider of services to citizens at local level, this area requires attention.



Gender Links Madagascar (GLM) has been operational since 2011 and is the Franco-phone head office of Gender Links. In 2021, GLM implemented the following activities:

- Held 119 events and 2687 people, 2201 women, 485 men and one gender non-conforming person.
- Finalised the implementation of the specific COVID-19 response project called *Sunrise business revival* to technically and financially support 184 local women entrepreneurs; former beneficiaries of the empowering women and ending violence programmes; in 14 local authorities.
- Participated in the regional hybrid format SADC Protocol@Work Summit and GL@20 celebration. Madagascar's online delegates took home three awards, including two winners and one runner-up.
- Developed 2021 - 2025 GL country strategies on policy and movement building, communication for social change and local action for gender justice.
- Integrated of a new cohort of "sunrise campaign" for empowering women and ending violence, with 326 beneficiaries across 13 councils.

- Introduced training for men on as champions of GBV prevention in 14 councils and with 144 men, involving them in the development of GBV action plans and attitude change towards women.
- Launched the SADC 2021 #Voiceandchoice Barometer with the contribution of the Alliance. Developed and started implementing of three campaign strategies based on ASRHR, child marriage, early pregnancy and safe abortion including climate justice cross-cuttingly.

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 51% in COE chairing committees.
- **Women represent** 39% of the employees and 35% of managers in the COEs.
- **Land:** 41% of all land in COE councils is allocated to women.
- **Housing:** 64% of COE housing is allocated to women.
- **Disability facilities:** 55% of councils have facilities that cater for people with disabilities.



Working with men on GBV prevention in Mahavelona Foulpointe.

Photo by Zotonantenaina Razanadratefa



**Ialilfine Papisy**  
Local Action For Gender  
Justice Madagascar  
Facilitator



**Zotonantenaina  
Razanadratefa**  
Local Action For  
Gender Justice Senior  
Finance And  
Programme Officer



**Jannie Betrasimplice**  
Madagascar Intern

# MADAGASCAR

# MAURITIUS



**Marie-Annick Savripène**  
GL Board Member



**Anushka Virahsawmy**  
Local Action for  
Gender Justice  
Manager



**Sheistah Bundhoo**  
Local Action for  
Gender Justice Senior  
Finance and  
Programmes Officer



**Preetima Moteea**  
Local Action for  
Gender Justice  
Monitoring and  
Evaluation Officer



**Devan Saitee**  
Co-ordinator



**Annabelle Marie Pierre**  
Officer



**Kelly Figaro**  
Assistant

Sunrise workshop group  
discussion at the Safe Haven  
Halfway Home.  
Photo by Preetima Moteea



Gender Links Mauritius began operations in 2008. In 2021, GL Mauritius:

- Held 53 events with 919 people including 609 women, 307 men and three gender non-conforming persons.
- Identified new ways of conceptualising, budgeting and executing work at the Safe Haven Halfway Home. The organisation had to work smartly with the residents and use our budget sparingly, while not jeopardising quality. The National Social Inclusion Fund made it possible to accommodate 75 residents in 2021, 43 of which were domestic violence survivors.
- Partnered with Kolektif Drwa Zanfan Morisien (KDZM) and Collectif Arc en Ciel (CAEC) to undertake a study on the perception of Gender issues in Mauritius under the Kaleidoscope Trust 2021 project.
- Launched a social media campaign on child marriage, domestic violence survivors' kit and perpetrators kit, as well as LGBTI rights.
- 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.
- Participated in the High Level Committee on GBV chaired by the Prime Minister

where discussions on the Domestic Violence Bill and the new telephone application Lespwar were on the agenda.

- Received in kind support amounting to nearly Rs500 000 (Rand 200 000) for the tough year.

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 disabilities.



The South Africa programme has run by GL headquarters in Johannesburg since the founding of the organisation in 2001. In 2021, GLSA:

- Held 60 events with 1572 people, 1178 women, 381 men and 13 gender non-conforming persons.
- Hosted a hybrid South Africa and regional Summit and GL's 20th anniversary event.
- Rolled out the Sunrise programme to 19 councils in the Gauteng, Limpopo and Western Cape Provinces of South Africa.
- Conducted 10 Business Revival workshops for 10 councils in Limpopo, Western Cape and Gauteng. 112 women attended in 3 Provinces, Limpopo, Gauteng and Western Cape.
- Coordinated the Business Rescue Fund payments for 112 Entrepreneurs from three Provinces, Limpopo, Western Cape and Gauteng.
- Provided three Training of Trainers workshops for 31 Gender Focal Points, 20 women and 11 men in 3 Provinces, Western Cape, Limpopo and Gauteng. The aim of the workshops was to officially handing over Sunrise Campaign to Councils for sustainability of the program.
- Conducted two buy meetings with 18 officials, 8 men and 10 women. The aim of meetings was to forge partnership with new Councils, Lesedi and City of Joburg.



Life skills training for GBV survivors at Ba Phalaborwa council, Limpopo.  
Photo by Gender Links



Sunrise campaign training of trainers workshop at the Blouberg Municipality in Limpopo.  
Photo by Gender Links

- Provided Life Skills workshops for 205 women in 12 Councils from two Provinces, Limpopo and Gauteng. The workshops equipped women with social and interpersonal skills that enable them to cope with the demands of everyday life. The objectives were to build their self-confidence, encourage critical thinking, and foster independence and helped women to communicate more effectively.
- Ran four workshops for the news media in South Africa on Gender Sensitive coverage of gender based violence.

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 disabilities. This shows that councils are sensitive to the needs of different groups in their communities.



Thoko Mpumlwana  
GL Board Member



Naledi Masipa  
Local Action for  
Gender Justice South  
Africa Facilitator

# SOUTH AFRICA



# ZAMBIA



**Sara Longwe**  
GL Board Member



**Albert Ngosa**  
Local Action for  
Gender Justice  
Zambia Facilitator

Gender Links Zambia (GLZ) began operations in 2011. In 2021, GLZ:

- Held 20 events and reached a total of 489 people, 415 women and 74 men.
- Participated in the regional virtual #VoiceandChoice Protocol@work Summit and GL's 20th anniversary in March 2021.
- Ran five workshops with the local government Centres of Excellence to strengthen the hub and spoke model.
- Conducted 11 Sunrise workshops with councils to build their capacity to implement the campaign as part of their local economic development programmes.
- Supported women through the Jo Cox project to improve their chance of being elected in the local government elections through training, profiling and running adverts that promote women's participation.
- Lobbied for the introduction of a quota for women's participation in politics through the Zambia Women in Local Government Forum (WLGf) network.
- Launched the 2021 #VoiceandChoice Barometer.
- Lobbied for the increase in the number of women elected to local councils. In Zambia, local government elections were held in August 2021. The proportion of women councillors remained at 8% against the planned 20%. However, the number of women mayors who were



Hub and spoke workshop with the Kasama Municipality.  
Photo by Albert Ngosa

directly elected increased from 10 to 15, a 30% increase.

- Developed an advocacy and lobbying strategy with WLGf in Zambia to address the barriers to women's participation in local government.
- Assisted WLED members in Zambia form village savings clubs through the Jo Cox project.
- Held two SRHR meeting to discuss progress on the safe abortion and ASRHR campaigns.

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

- **Representation of women** in the COE local councils in Zambia 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 disabilities.



Sunrise training of trainers with the Lusaka Municipality.  
Photo by Albert Ngosa

Gender Links Zimbabwe began operations in 2012. From 2021, the GL Zimbabwe Office has transitioned into the regional hub for country offices. GL Zimbabwe manages and provides support to GL country operations in five countries. In 2021, GL Zimbabwe conducted the following activities:

- Held 89 events with 3533 people, 2122 women and 1431 men.
- Supported the Women in Local Government Forum (WLGF) to successfully lobby for a 30% local government quota which has been passed into law through the Constitutional Amendment Bill No. 2.
- The Zimbabwe Women's Parliamentary Caucus was instrumental in the awarding of the 30% quota at local Government.
- Held follow up meetings in partnership with the Ministry of Local Government and Public Works, ZWPC, WLGF with the Attorney General's Office, and Zimbabwe Electoral Commission unpack legal modalities and operationalisation of the local government quota.
- Participated in the Regional SADC Protocol@Work Summit which coincided with the GL 20th anniversary celebrations. Zimbabwe emerged as the best overall country with 13 awards.
- Conducted gender-responsive meetings in partnership with the Ministry of Local Government and Public Works with local authorities.
- Enhanced learning and sharing between councils and partners through the hub and spoke, TRACE, Jo Cox, and programmes. These included face to face meetings, study visits, community dia-

logues and youth/junior councillors' mentorship.

- Conducted project closeout meetings with all hub and spoke councils, strengthening ownership of the hub and spoke programme.
- Strengthened and nurtured relationships with existing and new partners including the ZWPC, Silveira House, International Centre for Local Democracy, National Junior Councillors Association of Zimbabwe.
- Conducted capacity building workshops for junior councillors in partnership with the National Junior Councillors Association.

GL has a vibrant Monitoring and Evaluation system that enables 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.



# ZIMBABWE



**Priscilla Maposa**  
Regional Networking  
Manager



**Tapiwa Zvaraya**,  
Local Action for  
Gender Justice  
Co-ordinator



**Juliet Rusawu**  
Senior Finance  
Officer



Women in Local Government Forum at a Women's Dialogue to discuss the legal modalities of the local government quota.

Photo by Tapiwa Zvaraya



# INSTITUTIONAL EFFECTIVENESS

## SUSTAINABILITY



**Colleen Lowe Morna**  
Special Advisor



**Debrah Mukuku**  
General Manager, GL  
Sustainability Hub

GL's "bird with two wings" took off in 2021 with the official inauguration of the GL Sustainability Hub (GLSH). Long part of GL's succession planning, GL's founding CEO stepped down to become Special Advisor to this portfolio. The Marketing and Compliance Manager assumed the post of General Manager of the hub.

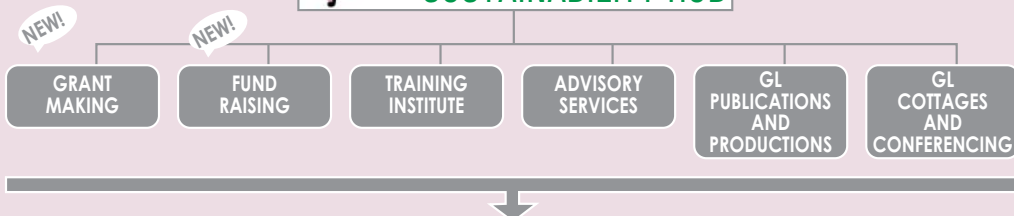
GL strives to create an organisation that will *endure and outlive* all of us. In tough times, such as the ones we went through during COVID-19, we *survive, secure and stabilise*, while making sure that we replenish, renew and regenerate. While *finance* is a key component of **sustainability** so are *people, natural resources, physical*

*assets, our work and programmes, ideas and conceptual capital.*

GL Services, which has existed from inception, comprised the GL Training Institute, GL Advisory Services, GL Publications and Productions, GL Cottages and Conferencing. The GL Sustainability Hub has added two portfolios - Grant Making and Fund Raising. Untied donations, surpluses in unrestricted funds, interest and operating surpluses from the income generating units are invested in GL's endowment fund, rechristened in 2020 the GL Future Fund for Generation Equality.

The **Grant Making Unit (GMU)** is responsible for GL sub-granting. After many years of lobbying for funding for women's rights, GL has positioned itself to be an intermediary for donor funds targeting smaller women's rights organisations that might struggle to access mainstreaming funding. Empowering partners through sub-granting is now a key strategy for achieving GL's vision (see p20-p21). In 2021, GL managed the Global Affairs Canada Women Voice and Leadership Fund and additional resources received from UKAID to support women's rights during the COVID-19 pandemic. Against stiff global competition (over 650 applications), the GMU successfully applied to become one of three global south partners of Amplify Change, the UK-based SRHR Fund. The GMU, will manage grants across Southern Africa.

The **Fund Raising Unit** supported GL NPO in submitting several major bilateral and multilateral funding





applications and made a spirited start in prizing open new areas of fund raising, notably online giving during GL's twentieth anniversary. Key priorities include developing better intelligence gathering, targeting and tracking tools, as well as expanding the scope of non-traditional fund raising.

The **GL Training Institute** delivered media training for UN Women in Tanzania through a hybrid model of virtual back stopping and support by a local partner on the ground. A key priority going forward is to secure GL's accreditation with the South African Qualifications Authority (SAQA), as well as offer more customized and online training.

**GL Advisory Services (GLAS)** supported GL programmes in the delivery of the first Africa WPP Barometer and the Southern Africa #Voiceand Choice Barometer launched at the SADC Heads of State Summit in Malawi in August. GLAS curated the Gender Progress Score (GPS) results by country and region, in multi-media formats. GLAS also developed gender profiles on four Southern African countries for Agence Française de Développement (AFD).

**GL Publications and Productions** worked with Africa Books Collective (ABC) at Oxford University in making GL publications available on demand to broader audiences. GLPP also patented the GL trade mark. A key priority is to strengthen copy right and intellectual property safeguards. GLSH will also develop a data base of service providers (trainers, researchers, editors, proof readers) whom GL can call on in responding to the wide variety of Expressions of Interest that we are invited to participate in. The key concern of the intellectual resources services units is "how to turn a wealth of knowledge into wealth."<sup>1</sup>

In 2021, **GL Cottages and Conferencing** became GL's standard bearer of resilience, emerging from months of lock down and restricted business as an NGO conference centre of choice through dogged determination; proactive adoption of COVID-19 precaution measures; partnering with the Observatory Golf Course for more spacious conference facilities; adopting more flexible staff arrangements; cutting costs and going green. Key priorities now that the pandemic has eased are to continue expanding the customer base and expand the Africa Conference Centre.

Key finance figures GL Sustainability Hub 2021					
	Income	Expenditure	Surplus	Invested in GLFF	%
GL Cottages	R3 606 514	-R2 536 447	R1 070 067	R301 480	28%
GL Services	R2 388 522	-R1 393 477	R995 045	R125 000	13%
GL Productions and Publications	R1 960	R0	R1 960	R1 960	100%
Individual giving	R75 997	R0	R75 997	R75 997	100%
Corporate giving	R239 586	R0	R239 586	R239 586	100%
Grant management unrestricted funds	R1 619 931	-R945 597	R674 334	R674 334	100%
GL Reserves <sup>2</sup>	R81 643	R0	R0	R81 643	100%
	R8 014 153	-R2 984 327	R3 056 989	R1 500 000	49%

The figures show a net surplus of just over R3million for the GLSG in 2021. GLSH invested half of this in the GL Future Fund. This is R200, 000 less than withdrawals from the fund during the year to cater for exchange rate losses and systems development. The fund closed the year at R21, 2 million. Overall this represents a 42% increase on funds invested

since inception. However the Board laid down strict guidelines in 2022 for further withdrawals from the GLFF to ensure that these are used for key strategic interventions.

<sup>1</sup> Challenge put to GL during a 2010 evaluation.  
<sup>2</sup> Interest plus surplus on unrestricted reserves.

# GENDER LINKS ASSOCIATION

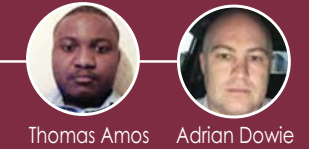


# GENDER LINKS BOARD



# GENDER LINKS ORGANISATIONAL CHART

## Audit Committee



## GL NPO

## Executive Director



## Communications for Social Change



## M&E



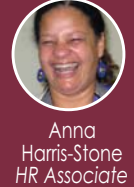
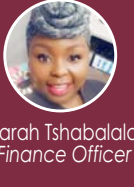
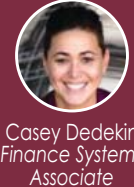
## Finance Manager



## Finance Admin & HR



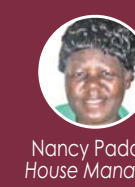
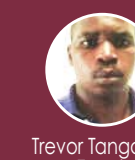
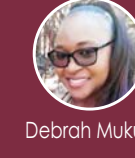
## Finance Systems



## Special Advisor

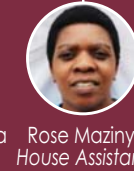


## General Manager

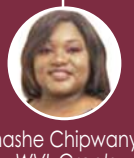


## Cottages

## 28 Marcia



## Grants Management Unit



## Local Action for Gender Justice



## Zimbabwe



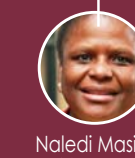
## Eswatini



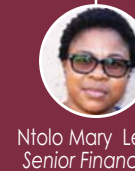
## Mauritius



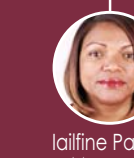
## South Africa



## Lesotho



## Madagascar & Francophone



## RESULTS FOR CHANGE



**Fanuel Hadzizi**  
Systems Administrator

As part of its evidence-based approach to all its work, GL is constantly undergoing self-evaluation measure achievements and outcomes related to set objectives. GL's Results for Change (RFC) model includes monitoring, evaluation, knowledge creation, learning, innovation and Value for Money.



GL has shifted from monitoring and tracking to analysing data/information regularly. In 2021, GL undertook a major analysis of the Gender Progress Score (GPS), the attitudes quiz regularly administered at all our functions. GL disseminated the results in multiple formats including pamphlets, PowerPoint presentations and booklets. The results also feature in various chapters of the #VoiceandChoice Barometer.

GL has changed the regularity with which it administered the GPS to every five years, a more reasonable period in which to measure changes in attitudes.



GL is continuously learning from the qualitative data gathered. GL gathered "I" Stories or personal accounts of gender based violence through the *Sunrise Campaign: Economic power to end violence* project at baseline and endline. The comparative analysis forms part of the impact assessment of this project on beneficiaries. GL can assess the significance of the Sunrise project outcomes, influence, and overall change through these "I" stories.

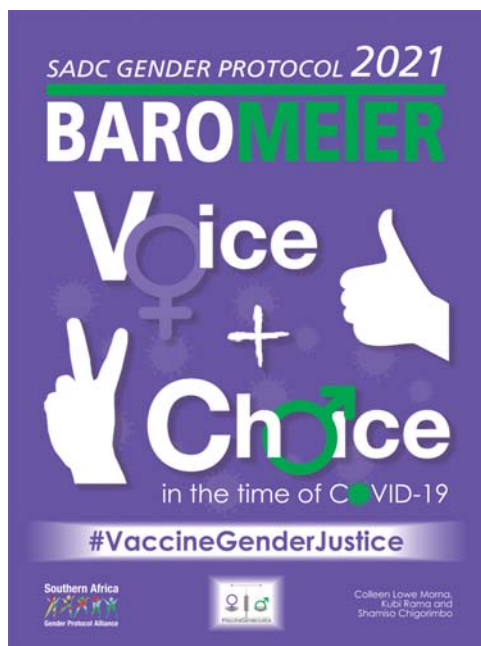
GL's RFC system allows the programme team to gain a deeper grasp of the demands of the target population. The evaluation form has produced qualitative





and quantitative feedback from GL's work with beneficiaries.

GL produces outcome stories to document key results, intended or unintended, that are emanating from the organisation's programmes. The annual SADC Protocol@Work summits yield rich case studies in various topic categories that we analyse in the #VoiceandChoice Barometer.



The Barometer remains the flagship publication of GL and the Southern Africa Gender Protocol Alliance, tracking progress against commitments made by governments in regional and international instruments. In 2021, the Alliance launched the Barometer in Malawi, with a virtual link to the region. GL Advisory Services produced the first Africa Women's Political Participation (WPP) Barometer in partnership with International Idea.



In 2021, the GL Grant Making Unit refined and shared its M and E tools with grantees of the Women Voice and Leadership South Africa Fund. GL placed a strong emphasis on communicating results through social media training linked to Women's Month in August as well as the Sixteen Days of Activism from November to December.

The Results for Change function has allowed GL to look internally, reflect, and build institutional knowledge. In 2021, GL staff undertook a "Lessons in Lockdown" series, reflecting on their experiences during the COVID-19 pandemic. These stories are a mix of humour, candour and reflection on how we chose to remain positive. Resilience is the corollary to results. 2021 tested all our systems, and vindicated the emphasis we have placed from inception in Making IT work for Gender Justice.

“GL is constantly undergoing self-evaluation measure achievements and outcomes related to set objectives.”

## INVESTING IN PEOPLE



**Kubi Rama**  
Executive Director

GL prides itself on a diverse and vibrant team of staff, associates and trusted service providers many with over six years of service to the organisation. As donor funding and priorities have shifted, GL has struggled

to maintain full-time offices and staff in its ten registered offices across the SADC region. From a peak of 50 full time staff in ten offices 2015, full-time staff dropped to 26 in nine offices in 2021. However, together with associates (consultants on Service Level Agreements who work mostly for GL) and interns, GL had an HR complement of 44, 80% of whom were women.

“GL prides itself on a diverse and vibrant team of staff, associates and trusted service providers many with over six years of service to the organisation.”

2021 HR breakdown					
Where	Full-time	Associates	Interns	Total	F
HQ	11	9	0	20	17
Botswana	1	1	1	3	2
Eswatini	1	1	2	4	3
Lesotho	2	0	0	2	2
Madagascar	1	1	1	3	2
Mauritius	6	0	0	6	5
Namibia	0	1	1	2	1
South Africa	0	1	0	1	1
Zambia	1	0	0	1	0
Zimbabwe	3	0	0	3	2
<b>Total</b>	<b>26</b>	<b>13</b>	<b>4</b>	<b>44</b>	<b>35</b>

Creating flexible and agile structures is now the norm in NGOs. Most of the personnel in the GL Sustainability Hub and some in programme delivery are on pay-as-you-go contracts; in other words their remuneration is linked to deliverables and is not fixed to any period or amount. This relieves the organisation of excessive HR liabilities and overheads. The downside of this model is that it may affect retention and sustainability.



GL is fortunate that many of its service providers have a long-standing commitment to the organisation and have been at the core of innovating better systems, products and ways of working. They bring to their work and the organisation the excellent service culture that we seek to foster. To ensure that this pool of expertise is constantly expanded, regionally diverse and grows the next generation of activists, the GL Sustainability Hub will put

out a call for of experts in a wide variety of fields in 2021 to be maintained in a searchable database. This also forms part of GL's procurement policy and strategy.

There are certain cross cutting functions such as strategy, planning, finance, monitoring, evaluation and communication that require core staff. These staff are the engine room of GL. In future fundraising GL will always make a case for a proportion for core costs.

For staff and consultants, the COVID-19 pandemic opened our eyes to new possi-

bilities and ways of working. We learned that our offices are our laptops and the Internet; we do not require huge offices to be able to operate; we do not need to travel to our offices every day; we do not need realms of paper and printing to be able to work. Work- from- home (WFH) has many benefits in creating greener work habits and enhancing work life balance. WFH only "work" however if we are transparent and accountable in our use of time. In 2021 GL rolled out the electronic time-sheet system in Orange HR Management that is improving time management and accountability.



## NEXT STEPS

In 2022, GL will

- Prioritise staff-wellness and team building, which suffered during the pandemic.
- Put in place a supplier's database in which all associates will be assessed and benchmarked against market rates.
- Review and update HR policies in line with the vision of a flexible, responsive, agile organisation with a strong service culture.

Lighter moments in a tough year: GL Executive Director Kubi Rama and Special Advisor Colleen Lowe Morna.  
Photo by Gender Links

“

Work-from-home has many **benefits** in creating greener work habits and enhancing work life balance.





## GOOD GOVERNANCE



**Debrah Mukuku**  
GL Sustainability Hub  
Manager and Company  
Secretary

Good Governance is at the heart of institutional effectiveness. GL's goal (2021 to 2025 Strategy) is "strong, continuously updated policies and practices overseen by a diverse, compliant and accountable governance structure." Key

milestones in 2021 include:

- **Revision of the Gender Links Memorandum of Incorporation (MOI)** to clarify the role of the Board and Association, as well as the "bird with two wings" - the core NPO and GL Sustainability Hub.
- **Patenting of the Gender Links logo across all SADC countries:** IP and Patent Lawyers Moore Attorneys registered the GL trademark for patent rights in all the country offices.
- **Strengthening and standardising policies:** GL reviewed and updated core Integrity Policies including Human Resources, Safeguarding and Finance. GL has adopted a standard template for recording policy update dates and sign off.
- **Registering of GL offices:** GL explored registering branches in the US and France to boost fund raising while deregistering its office in the UK due to challenges with opening a bank account there.
- **New Board Members:** Two new members joined the GL Board: Marie-Annick Savripène (Mauritius) and Celine Via Yolande (Madagascar).
- **Board succession planning:** The November 2021 Board meeting established a search committee for a new chair to replace Emily Brown, stepping down in April 2022 after serving three terms, in accordance with the MOI.

- **Board training:** Board Members who are signatories to GL accounts received training on GL finance policies.
- **Risk register analysis:** This resulted in GL championing COVID vaccinations among staff, beneficiaries and grantees. The analysis also led to GL changing its exchange rate policy from spot rate to income rate, i.e the rate on the date of receipt.
- **Compliance register:** GL introduced a register to track statutory compliance in all its countries of operation. Management reviews the register monthly and the Board twice a year.

## NEXT STEPS

- **Business Continuity Policy** in response to concerns raised by donors during due diligence and as a way of anticipating and managing change.
- **Safeguarding Training:** GL will engage a reputable trainer to ensure knowledge and compliance by Staff and Board.
- **Change management:** An Organisational Development consultant will support executive management in giving flesh to "the bird with two wings".
- **Country registration:** GL will re-evaluate its registration in various SADC countries to optimise possibilities for in-country fund-raising.

“  
Good  
Governance is  
at the heart of  
institutional  
effectiveness.”



GL Chair, Emily Brown, with Women, Voice and Leadership training grantees undergoing HR training. Photo by Colleen Lowe Morna

# WHO FUNDS US

Donor	Total budget	%
Global Affairs Canada - Women Voice and Leadership Project	23 580 231	34%
Amplify Change - Strategic Grant 2	9 113 151	13%
International Idea	4 243 815	6%
FCDO Jo Cox Fund	4 243 492	6%
NSIF Safe Haven Mauritius	3 559 128	5%
United Nations Trust Fund (UNTF)	3 135 796	5%
Diakonia Zimbabwe	3 055 594	4%
Amplify Change - Strategic Grant 1	2 087 926	3%
Gender Links Services - General	2 066 862	3%
Gender Links Services - Unrestricted Operations	1 920 850	3%
European Union - Lesotho 2	1 862 893	3%
European Union - Lesotho	1 708 989	2%
European Union - Botswana (MAB)	1 240 238	2%
Other*	6 659 220	10%
<b>TOTAL</b>	<b>68 478 185</b>	<b>100%</b>

\*Other donors included: Solidarity Fund, United Nations Population Fund (UNFPA) Lesotho, TRACE - Zimbabwe, State Bank of Mauritius (SBM), Hivos - Regional, German Society for International Cooperation - HQ, Canada Fund For Local Initiative - Namibia, Hongkong and Shanghai Banking Corporation (HSBC) - Mauritius, Canada Fund For Local Initiative - Lesotho, Climate Justice Resilience Fund, CIM Finance - Mauritius, SANGB, Freedom House - ARISA, Corporate Social Responsibility Donors Mauritius & Gender Links Services, The African Women's Development Fund: Leading From The South, Southern Africa Trust - Women's Rights Rapid Response, German Society for International Cooperation Lesotho, United Nations Population Fund (UNFPA) Lesotho 2, International Centre for Local Democracy (ICLD) Zimbabwe, European Union - Botswana, British Council - Botswana, Kaleidoscope, Canada Fund For Local Initiative - Mauritius.

In 2021, GL managed 34 donor contracts, the same number as in 2020. The budget decreased from R69,468,404 to R68,478,185, a 1% decrease. Actual spend amounted to R48,720,977 with the balance carried over to 2022. The spend in 2021 is a 6% decrease from 2020. This is largely due to COVID-19 restrictions on movement and gatherings.

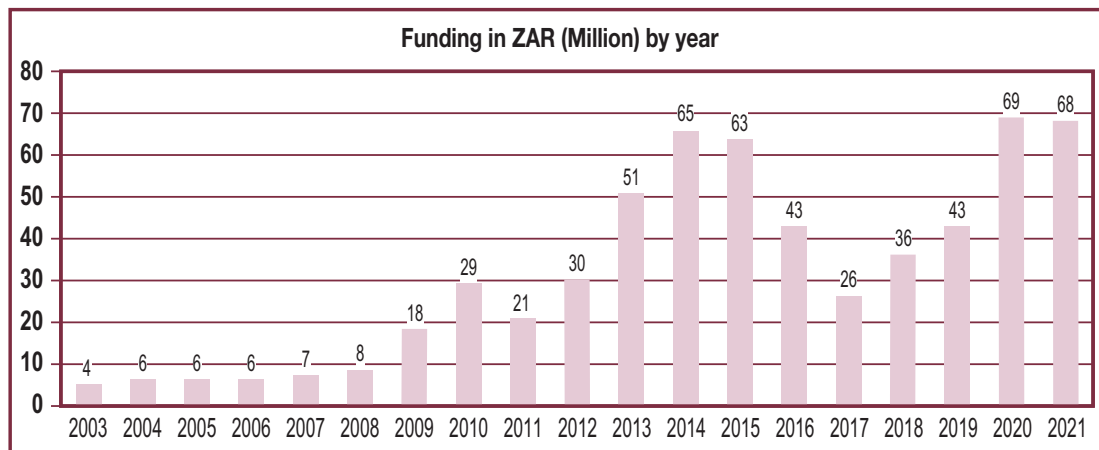
The Global Affairs Canada's Women Voice and Leadership Fund accounted for 34% the overall budget, constituting GL's largest donor in 2021. International IDEA, FCDO Jo Cox and Amplify Change Strategic contribute between six and 13% of GL's budget in 2021. The other donors contribute 5% and less to the total budget.

The effects of the COVID-19 continued to impact GL and programme delivery in 2021. Continued restrictions on movement and gatherings were limited and required ongoing budget review and revision. The predicted impact of COVID-19 started to manifest with fewer opportunities available for fundraising.

During 2021, GL submitted 54 reports to donors and corporate social funders from headquarters and in country. This is an average of 4,5 reports per month. Servicing a large number of small donors puts the organisation under immense pressure. GL is actively seeking core funding which is challenging post COVID-19.



“  
In-country  
fundraising  
increased from  
to **20%** in 2020  
to **24%**.”



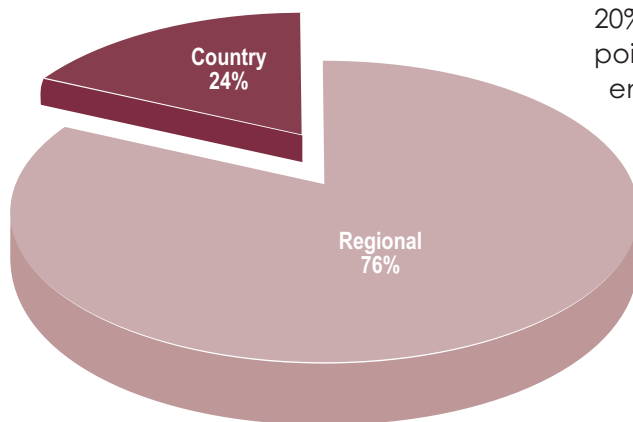
GL is holding steady with fundraising between 2020 and 2021 after a drop in 2017 and gradual increase in 2018 and 2019. GL's main challenges in the last year are donors who pay in arrears and managing exchange rate fluctuations.

Donors who pay in arrears require the organisation to subsidise donors until they complete final review of reports and audits. GL does not have additional resources on hand to cover spending in arrears. GL is

actively engaging with donors to ensure that spending in arrears is not a contract requirement.

GL changed the organisation's exchange rate policy in 2021. In 2017, GL's auditor recommended the use of spot rates. This resulted in substantial exchange losses in 2020. After consultation with the auditor and reviewing the South African Companies Act 71 of 2008, GL changed the exchange rate policy to utilise the rate at which the funds were received.

### Regional vs Country Funds in 2021



In-country fundraising increased from 20% in 2020 to 24%. The four percentage point increase in in-country fundraising is encouraging. In 2020, in-country fundraising dropped from 45% in 2019 to 35% in 2020. GL is actively working in every country to raise additional funding. This has been particularly challenging in Eswatini, Madagascar and led to the closure of the Zambia office. In 2022, post-COVID GL will embark on vigorous fundraising efforts at country level.



## Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2021

### Directors' Responsibilities and Approval

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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 in conformity with the basis of accounting as set out in Note 1 to the annual financial statements. 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 all meetings of the directors. The directors believe that all independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is representations made to the presented on pages 7 to 8.

The annual financial statements set out on pages 9 to 46, and the supplementary information set out on pages 47 to 48 which have been prepared on the going concern basis, were approved by the directors and were signed on 29 July 2022 on their behalf by:



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K Govender Jones  
(Chairperson)



---

K Rama (Executive  
director)



Tel: +27 12 433 0160

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South Africa

## Independent Auditor's Report

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### To the Director of Gender Links (Non-Profit Company)

#### Opinion

I have audited the financial statements of Gender Links (Non-Profit Company) set out on pages 9 to 46, which comprise the statement of financial position as at 31 December 2021, and the statement of surplus or deficit and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Gender Links (Non-Profit Company) as at 31 December 2021, 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

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am 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. I have fulfilled my 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). I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my 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 2021", which includes the Directors' Report, and the statement of Directors' Responsibilities and Approval as required by the Companies Act of South Africa, which I obtained prior to the date of this report, and the supplementary information set out on pages 47 to 48. The other information does not include the financial statements and my auditor's report thereon.

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

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





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**

My 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 my 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, I exercise professional judgement and maintain professional skepticism throughout the audit. I 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 my 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my 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.

I 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 I identify during my audit.

**BDO South Africa Incorporated**

**29 July 2022**

*BDO South Africa Inc.*

\_\_\_\_\_  
**Per:**  
**Director / Partner**  
**Chartered Accountant (SA)**

**Summit Place Office Park**  
**221 Garsfontein Road**  
**Menlyn**  
**Pretoria**  
**0181**



## Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2021

### Statement of Changes in Equity

Figures in R	Operational reserve	Accumulated surplus	Total
<b>Balance at 1 January 2020</b>	219,155	33,838,571	34,057,726
<b>Changes in equity</b>			
Deficit for the year	-	(724,221)	(724,221)
Total comprehensive income for the year	-	(724,221)	(724,221)
Transfers between equity	927,466	-	927,466
<b>Balance at 31 December 2020</b>	<b>1,146,622</b>	<b>33,114,350</b>	<b>34,260,972</b>
<b>Balance at 1 January 2021</b>	1,146,622	33,114,350	34,260,972
<b>Changes in equity</b>			
Surplus for the year	-	5,356,223	5,356,223
Total comprehensive income for the year	-	5,356,223	5,356,223
Transfers between equity	(703,101)	703,101	-
<b>Balance at 31 December 2021</b>	<b>443,521</b>	<b>39,173,674</b>	<b>39,617,195</b>

## Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2021

### Notes to the Financial Statements

Figures in R

2021

2020

#### 14. Funds Received in Advance

Funds Received in Advance comprise:

Amplify Change - Strategic Grant	-	2,087,926
Amplify Change - Strategic Grant 2	3,770,014	-
British Council - Botswana	-	42,816
Canada Fund for Local Initiative - Lesotho	98,573	-
Canada Fund For Local Initiative - Mauritius	-	22,549
Canada Fund For Local Initiative - Namibia	-	348,553
CIM Finance - Mauritius	219,205	281,749
Climate Justice Resilience Fund	27,625	301,514
Corporate Social Responsibility Donors Mauritius & Gender Links Services	153,324	176,398
European Union - Botswana (MAB)	-	432,432
European Union - Lesotho	653,197	426,880
European Union - Mauritius	766,230	-
Freedom House - ARISA	11,443	-
Gender Links Services - General funds received in advance	-	478,510
German Society for International Cooperation - HQ	25,475	-
German Society for International Cooperation - Lesotho	-	92,459
Global Affairs Canada - Women Voice and Leadership Project	9,033,748	5,032,969
Hivos - Regional	-	393,262
Hongkong and Shanghai Banking Corporation - Mauritius	317,830	58,956
International Idea	1,883,132	2,141,319
FCDO JoCox Fund	-	73,454
Kaleidoscope	127,552	-
Safe Haven Mauritius	2,076,843	1,073,152
Solidarity Fund	747,373	-
SANGB	-	239,586
Southern Africa Trust - Women's Rights Rapid Response	-	116,989
State Bank of Mauritius (SBM)	354,649	494,538
TRACE - Zimbabwe	-	555,965
UN Trust Fund	2,439,842	3,135,796
	<u>22,706,055</u>	<u>18,007,772</u>
Non-current liabilities	22,706,056	18,007,772
Current liabilities	-	-
	<u>22,706,056</u>	<u>18,007,772</u>

## Gender Links (Non-Profit Company)

(Registration Number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2021

### Detailed Income Statement

Figures in R

	Notes	2021	2020
<b>Gross Revenue</b>	15		
Donor funds		48,557,671	52,350,555
Revenue from Gender Links Cottages		3,600,669	1,893,684
Revenue from Gender Links Services		2,388,522	691,415
		<b>54,546,862</b>	<b>54,935,654</b>
<b>Cost of sales</b>	16		
Cost of Sales - Gender Links Services		(1,393,477)	(736,400)
Cost of Sales - Gender Links Cottages		(1,142,970)	(1,016,500)
Cost of Sales - Gender Links Services		-	(17,575)
		<b>(2,536,447)</b>	<b>(1,752,900)</b>
<b>Gross surplus</b>		<b>52,010,415</b>	<b>53,182,754</b>
<b>Other income</b>	17		
Gender Links Cottages - Services rendered to NPC		-	218,704
Individual donations		75,997	-
Profit on foreign exchange		76,659	-
Recognition of operational reserve		142,864	425,835
Recoveries		5,845	2,315
Staff rental		-	1,500
Unrestricted operations income		2,063,451	-
		<b>2,364,816</b>	<b>648,354</b>
<b>Administrative expenses</b>	18		
Auditors remuneration - Fees		(393,066)	(459,635)
Bank charges		(93,805)	(109,137)
Operational costs		(5,930,772)	(6,328,265)
Utilisation of Reserve Operations		(1,670,091)	(850,946)
		<b>(8,087,734)</b>	<b>(7,747,983)</b>



# HOW YOU CAN HELP

Fund a project



Contribute to our Endowment Fund



Support an emerging entrepreneur



Volunteer your time and expertise



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



Stay at the GL Cottages



@GenderLinks



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LIKE US



www.genderlinks.org.za  
DONATE



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