WHO WE ARE

Formed in March 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa, that promotes gender equality and justice across the sixteen countries of the Southern African Development Community (SADC) region. GL is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development. GL’s Vision 2020 is of:
• An independent, strong, vibrant, principled self-sustaining organisation guiding Southern Africa to a free, democratic region based on equality for all.
• A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.
• A leading African NGO and globally renowned centre of excellence on gender.
• An organisation with deeper roots.
• An organisation with two wings: one not for profit and the other generating income to help sustain the organisation.
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Another year has passed, and we are counting our blessings that the bitter funding winter of 2017 is beginning to thaw. Thanks to the tireless efforts of all our staff, GL secured funds in mid-2017 from the few regional funds that began to open up for Women's Rights Organisations in the global south such as Leading from the South and Amplify Change. GL scored a new goal for gender equality with the decision by Global Affairs Canada to entrust the management of its Women, Voice and Leadership Fund in South Africa to Gender Links, another hopeful sign of donors walking the talk of empowering local organisations.

We became adept at forming partnerships with local and international NGOs to bid for funds. At GL we believe firmly that when partners work well together the whole is greater than the sum of the parts. In 2018, our country offices raised 35% of GL’s budget, another key indicator of sustainability. Our GL Services portfolio contributed to about one third of our budget, showing that we never rested on our laurels. As the year ended, we could begin to talk about winter turning to spring. Our budget started creeping back to its 2016 levels. Offices that had gone into hibernation like Zambia, Swaziland and Namibia sprang up like desert flowers after the rains.

We begin 2019 on a hopeful note. Nowhere is this optimism more clear than in our new ventures, such as registering a branch of GL in the UK, and recruiting a Director of Programmes - former head of the SADC Gender Unit Magdeline Madibela. In the #MeToo, #TimesUp and #TotalShutdown era, we have streamlined our programmes, making Sexual and Reproductive Health and Rights (SRHR) a strong cross cutting theme in all our work.

All around us, we see resilience in the face of climate change. The lessons of nature serve us well, as we continue to pursue our vision of a region in which gender equality and justice flourish. Aluta continua!

Emily Brown
Chairperson

“Gender Links major strength is its ability to constantly reinvent itself. We welcome the sharper focus on Sexual and Reproductive Health and Rights (SRHR).”

Nomkhitha Gysman, Head of Gender Unit, SADC Parliamentary Forum, speaking at the launch of the 2018 Barometer.
GL’s Theory of Change recognises that gender is the most cross-cutting of all forms of inequality and exclusion. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and state. While society readily identifies other forms of inequality, gender discrimination is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the life cycle of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives - under their fathers, husbands, even sons, and as widows subject to male relatives. Women and girls in Southern Africa remain the majority of the poor; the dispossessed; the unemployed; the voiceless; those whose rights and dignity are daily violated and denied; those infected and affected by HIV and AIDS.
HOW WE WORK

Conduct evidence-based research; baseline studies

Engage with key stakeholders on results

Use the media to publicise findings

Develop corrective policies and action plans

Empower change agents; train them on-the-job through implementing policies

Affirm good practice through summits and awards; document these using multimedia formats and gathering testimonial evidence
Described in an evaluation as a “small organisation with a large footprint,” GL has a web of close to 600 partners, with 150 formal MOUs. Through its media and local government COE work, GL has over 500 institutional partners. There are 25 civil society partners in the Alliance, and these connect with hundreds more NGOs, CBOs and Faith Based Organisations (FBOs) on the ground. GL also partners with ministries of gender and local government. GL is partnering with UN Women in a Gender and Media Summit in Tanzania. GL is the founding chair of the Global Alliance on Media and Gender (GAMAG), is a member of FEMNET and of the Women’s Major Group. GL shares learning with partners at annual SADC Protocol@Work Summits. In 2017, GL held SADC Protocol@Work summits in six SADC countries - Botswana, Lesotho, Madagascar, Mauritius, eSwatini, South Africa and Zimbabwe.
### WHAT WE DO

<table>
<thead>
<tr>
<th>GLOBAL AND CONTINENTAL</th>
<th>SGG 5, CEDAW, BEIJING PLUS 25, ICPD, MAPUTO PROTOCOL</th>
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<tr>
<td>REGIONAL</td>
<td>SADC PROTOCOL ON GENDER AND DEVELOPMENT, SADC SRHR STRATEGY</td>
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<tr>
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<td><strong>Voice</strong> + <strong>Choice</strong></td>
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<td>Voice Choice</td>
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<td>SADC Protocol@Work Summit</td>
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<td><strong>Voix</strong> + <strong>Choix</strong></td>
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<td>Sommet Protocole au travail de la SADC</td>
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<td><strong>Vozes</strong> + <strong>Escolhas</strong></td>
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<td>Cimeira do Protocolo@Work da SADC</td>
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<td>PILLARS</td>
<td><strong>VOICE</strong></td>
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<td><strong>CHOICE</strong></td>
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<td><strong>CONTROL</strong></td>
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<tr>
<td>Cross cutting themes</td>
<td><strong>SEXUAL &amp; REPRODUCTIVE HEALTH RIGHTS</strong></td>
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<td><strong>ECONOMIC JUSTICE</strong></td>
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### PROBLEM STATEMENT
Rhetoric- reality gap. Patriarchy & contradiction between constitutional and legal provisions and the realities of women’s lives: political, social, economic, expressed at the individual, family, community, societal level.
At the policy level, GL coordinates the Southern African Gender Protocol Alliance that campaigned for the adoption of this unique instrument in 2008. Originally aligned to the Millennium Development Goals, the Protocol brings together global and international commitments to gender equality. In 2016, gender ministers aligned the Protocol to the Sustainable Development Goals. GL and 25 partners produce an annual Barometer tracking progress towards attaining gender equality in SADC under three major themes: voice, choice and control. GL integrates the targets of the Protocol into its cutting edge work on gender and the media that includes research, monitoring and on-the-job training of journalists. GL also uses the media to get information to a wide variety of audiences. In its gender and governance work GL spearheads the 50/50 campaign in the region, with a special focus on local government where GL works with councils in ten countries on gender responsive budgeting and service delivery. Pioneering work on the Sixteen Days of Activism in the gender justice programme has expanded to include 365 day action plans to end gender violence; gender prevalence and attitude surveys in seven countries; and ground-breaking work on ending violence and empowering women: community by community. In 2018, GL expanded its gender justice programme to include Sexual and Reproductive Rights (SRHR) more broadly, and to incorporate economic justice. These are key cross cutting themes in GL’s work.
**WHO WE REACHED DIRECTLY**

**Brenda Dlamini** from Ngwenya Town Board in Swaziland says, “I am not my job, not my industry but a black woman who works in the construction industry. I don’t need to change to fit within the industry. The industry needs to change to make everyone feel included and accepted.”

**2018 GL events**

From 01 January to 31 December 2018, GL ran 266 events. This is more than double the 101 events in 2017, consistent with increased funding. GL managed to strengthen and expand work across SADC. Zimbabwe (47), Lesotho (43) and Mauritius (42) had the most number of events in 2018.

**2018 Participants reached**

GL reached a total of 7228 participants directly, compared to 4634 participants reached directly in 2017. South Africa and Lesotho recorded the highest number of workshop participants. From GL’s inception in 2001 to December 2018, GL has reached a total of 142,941 beneficiaries directly through its programme work.
In 2017, men comprised 32% of the participants reached. This proportion decreased to 24% in 2018, due to GL’s focus on the Sunrise - Empower Women, End Violence Campaign, that primarily targets women survivors of gender based violence.

### 2018 Participants by programme area

2018 participants by programme area

The governance programme (that focuses on local government) reached the largest number of participants (2313). The Justice programme reached 2007 participants; the Alliance 2140 participants, Media reached 508 and GL Services programme reached 260 participants. The Justice programme includes the Sunrise Campaign being rolled out by councils.

### 2018 Participants by country

At 1303, South Africa recorded the highest number of beneficiaries, (88% women, and 12% men). Lesotho and Zimbabwe featured second and third respectively.
Media is both a programme area and a tool in GL’s work. We use traditional, mainstream and new media to amplify our work and reach as many audiences as possible.

### Website hits

During 2018, GL had a total of 290,404 website hits, almost 50,000 more hits than in the previous year, but less than half the number of hits in 2015, the year when GL had its highest level of funding. Website hits are closely linked to programme activity.

### Social Media

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

### GL Twitter growth

In the year under review GL Twitter followers increased steadily by 985 followers closing the year at 5,873. Throughout the year GL received most followers in March, May and August where its involvement in key events such as the Commission on the Status Women, International Women’s Day, World Press Freedom Day as well as Women’s Month in South Africa attracted more followers of GL activities. The account gained an average of 82 new followers per month: an increase from the 68 followers per month in the previous year.
By December 2018, GL regional and country Facebook pages had accumulated 19,304 followers and 19,241 page likes. Of these, the most followed page is the GL Main page which made accounts for 5851 followers and 5883 likes.

Analytical data on the GL Regional page shows that 61% of Facebook followers are women, and 37% men. 25% of women followers and 16% of men followers are in the 25 to 24 year old age bracket, showing the power of this medium in engaging the youth.

GL mentions in the news
GL recorded 69 mentions in the mainstream media. South Africa, where GL is headquartered, had the highest GL media mentions in 2018.

The graph shows a comparison of GL in the news mentions by country and by year since 2015. South Africa, and Mauritius have maintained consistency over the years recording some of the highest mentions compared to other countries. GL will continue to strengthen its presence in the news with the upcoming country summits in 2019.
GL has shifted from a simple focus on Monitoring & Evaluation to Results for Change including learning, knowledge, innovation and Value for Money. GL tracks all its activities using Survey Gizmo and has developed a range of online score cards, surveys and reports to monitor and reflect its work. Survey Gizmo data is analysed using Google Data Studio automated reports. GL also measure impact using longitudinal tracking of participants in the Sunrise project. GL gathers “I” stories or first-hand accounts, Drivers of Change and Emerging Entrepreneur profiles housed in data bases and multi-media formats on the website. Qualitative and quantitative data collection and analysis are the main ways GL measures results.

Gweru City Council cyber dialogues in Zimbabwe.
Key achievements in 2018 include:

• Demonstrating resilience through raising 50% more funds than in 2017, largely through tapping into every bilateral and multilateral source available to WRO in the global south; through country offices raising 45% of the revenue base; and 24% raised through GL Services.

• Expanding GL’s work on GBV, HIV and AIDS to encompass Sexual, Reproductive Health and Rights (SRHR) and crafting the #VoiceandChoice campaign that resonates with the #MoToo, #TimesUp, #TotalShoutdown and other campaigns demanding action on women’s rights.

• Leveraging off the well-established bases at local, national and regional level to provide a solid base for the campaign.

• Revisiting the Centres of Excellence for Gender in Local Government and crafting new ways of working through the Councils, such as handing over the running of the Sunrise Campaign.

• Continued innovation in documenting Results for Change. This includes creating Google Data reports for over 70 surveys; use of tablets for conducting M and E and use of GL Surveys in leveraging GL Services.

GL is two times winner of the “Investing in the Future Award” administered by the Mail and Guardian; Top Gender Empowered Government Agency or Parastatal Award” from the Top Women Awards; three times finalist in the Drivers of Change Award - Civil Society Category administered by the Southern African Trust. In 2013 the African Union recognised GL’s outstanding contribution to women’s rights during the tenth anniversary of the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa.
The Southern African Development Community (SADC) Gender Protocol Alliance (the Alliance) is a coalition of 15 national gender networks and five regional organisations that promote gender equality. Established in 2005, the Alliance campaigned for a regionally binding instrument and later its review in line with the Sustainable Development Goals. The Alliance works in five clusters (Governance, Economic Justice, Sexual Reproductive Health Rights (SRHR), Media and ICTs, Climate Change and Sustainable Development). Key achievements in 2018 include:

A decade of publishing the Barometer

In the 2018 edition of the Barometer, GL and the Alliance launched the #VoiceandChoice campaign by putting a spotlight on Sexual and Reproductive Health and Rights (SRHR). The 2018 Barometer abounds with evidence on the need for bold action on this front. The launch of the 2018 Barometer in Johannesburg on the eve of Women's Day (9 August); in Windhoek (host of the 2018 SADC Heads of State Summit) and in all countries in the region will be accompanied by year-long campaigns to give women voice, choice and control of their lives. #TheTimeIsNow!

Alliance Annual Meeting 2018

With support from Amplify Change, the Alliance mapped key #VoiceandChoice campaigns across the region at national and local level at its August 2018 annual meeting, followed by consultations in each country. GL formed a partnership with the UK-based Equality and Justice Alliance to document the comprehensive review of the Penal Code in Mozambique that paved the way for the legalisation of homosexuality and choice of termination of pregnancy. This approach is being used in advocacy work, notably with the SADC Parliamentary Forum (SADC PF) Women's Caucus.

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### Campaign name

<table>
<thead>
<tr>
<th>Campaign name</th>
<th>Angola</th>
<th>Botswana</th>
<th>DRC</th>
<th>Lesotho</th>
<th>Madagascar</th>
<th>Malawi</th>
<th>Mauritius</th>
<th>Mozambique</th>
<th>Namibia</th>
<th>Seychelles</th>
<th>South Africa</th>
<th>eSwatini</th>
<th>Tanzania</th>
<th>Zambia</th>
<th>Zimbabwe</th>
<th>Totals</th>
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<td>1. Menstrual health</td>
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<td>2. Maternal health</td>
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<td>3. Comprehensive sexual education and services &amp; Teenage pregnancies</td>
<td>15</td>
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<td>4. Safe Abortion</td>
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<td>5. HIV and AIDS &amp; GBV</td>
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<td>6. Child marriages</td>
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<td>7. Sexual diversity</td>
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<td><strong>Local Campaigns</strong></td>
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Sexual Reproductive Health Rights (SRHR) Audit of laws and policies in 15 SADC Countries

In November and December 2018 the Alliance partners in the 15 SADC countries conducted an audit of over 250 policies and laws to inform campaign strategies and plans for 2019. 14 SRHR national and 67 local government council meetings resulted in 41 national and 177 local council campaigns being designed. These are being rolled out in 2019.

Mapping of partners
In strengthening the SRHR cluster of the Southern African Gender Protocol Alliance, Alliance partners conducted a mapping exercise at the national SRHR consultation meetings. At the start of the exercise, the Alliance had 80 partner organisations. A further 123 organisations joined during the SRHR strategy meetings from November to December 2018. Of these, 91 (45%) are SRHR organisations; 21 Youth (10%) organisations and 9 LGBTI organisations (4% of the total membership).

<table>
<thead>
<tr>
<th>Mapped Organisations</th>
<th>Total submitted</th>
<th>SRHR</th>
<th>Youth</th>
<th>LGBTI</th>
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<tbody>
<tr>
<td>Before 2018 Mapping</td>
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<tr>
<td>SRHR Organisations</td>
<td>91</td>
<td>45%</td>
<td>10%</td>
<td>4%</td>
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<tr>
<td>Youth Organisations</td>
<td>21</td>
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<tr>
<td>LGBTI Organisations</td>
<td>9</td>
<td></td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>203</strong></td>
<td><strong>91</strong></td>
<td><strong>21</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>


Community of Practise Campaigns
The SADC Gender Protocol Alliance hosted 8 cyber dialogues through the Community of Practice (COP) forum during the Sixteen Days of Activism in 2018. A total of 144 participants engaged from 7 SADC countries engaged in the discussions. The COP online tool allows for chat, audio visual as well as recorded conversation.

GRA Meetings
The Alliance convened expert meetings to conduct the Gender and Rights Assessment of Constitutional Rights, special measures, domestic legislation, equality in accessing justice, marriage and family rights, persons with disabilities, widows and widowers' rights, the girl and the boy child for the 2019 Barometer.

The Alliance Economic Justice cluster reviewed a checklist for a model economic justice policy, aligned with the SADC Industrialisation strategy. The cluster agreed to take forward:

- Entrepreneurial support mechanisms for women and youth including Women's Banks to enable access to credit.
- Advocacy on procurement policies that give priority to local SMEs, especially those owned by women and youth, without compromising quality.

GL is working with the Commonwealth Local Government Forum (CLGF) on mainstreaming gender in Local Economic Development (LED) in Zimbabwe, Zambia, Swaziland and Lesotho.
The media continues to be a tool and target in GL’s work. GL works on the transformation of gender relations in and through the media through supporting media houses, journalists, journalism and media studies departments and students to mainstream gender and diversity in institutional practices, editorial content, curricula and training. GL uses traditional, mainstream and new media to amplify its reach.

Gender and Media Community of Practise

In 2018, the Gender and Media Community of Practise hosted a number of webinars in which university students, academics and other civil society organisations and activists joined in on the discussions. Members of the community were able to access key resources on gender and the media including research, training toolkits, surveys, case studies on gender in media education a resource which is scarce in Southern Africa. A major highlight of the COP was the convening of 3 Zoom webinars and 3 Facebook Live events. GL convened a World Press Freedom Day Webinar under the theme Rewriting herstory: Women in Politics, lessons from Winnie Madikizela-Mandela focusing on media reportage on women in politics.

The International Women’s Day 2018 (IWD) webinar ran under the banner From Hashtags to Action - Young women speak out! In 2018, GL worked with nine interns from Lesotho, Malawi, South Africa and Tanzania at the GL regional and country offices.
Commission on the Status of Women
GL took part in the sixty-second session of the Commission on the Status of Women from 12 to 23 March 2018 with women and media as a sub-theme. GL in partnership with the International Association of Women in Radio and Television (IAWRT) convened a parallel event under the banner #MeToo Online aimed at developing guidelines on protecting women working in the media against sexual violence. GL also launched its innovative online media monitoring tool “Mirror on the Media”: the product of over 15 years of media monitoring.

Glass Ceilings - Women in South Africa media houses
GL in partnership with the South Africa National Editors Forum (SANEF) with support from Media Development and Diversity (MDDA) undertook the Glass Ceiling: Women in South Africa media houses follow up research.

The third Glass Ceilings survey of South African media launched on 19 October 2018 - National Press Freedom Day - shows that there have been dramatic shifts in the race and gender composition of the media since the first study 12 years ago, with black men playing a more dominant role. But black women are still not fairly represented in media decision-making; the gender pay gap is widening, especially in the age of digitisation; and the old boys’ network is alive and well. In the #MeToo and #TotalShutDown era, the conversation is moving beyond numbers, to the underlying patriarchal norms that fuel sexist attitudes, harassment and its newest ugly form - cyber misogyny. Some of the key messages emanating from the research are that #TimesUp for the South African media and #TimeisNow to walk the talk of gender equality!

Gender and News Summit
The media programme partnered with UN Women in a Programme funded by the Bill & Melinda Gates Foundation that included: Media monitoring; field work and writing grants; Mentorship; development of a reporting handbook as well as the Gender and Media Summit.

This project culminated in the Gender and News Summit which took place over two and a half day in Dar es Salaam. The summit included plenary discussions on gender equality in the media and ICTs with editors, media managers and media house owners, gender and media activists, media trainers as well as civil society organisations. The agenda also focused on powerful networking designed to forge strong relationships amongst the media in Tanzania. During the summit journalists shared best practices in creating media content that is more responsive to gender equality and women’s empowerment in parallel sessions for each category of the summit entries. The summit featured an awards night, affirming outstanding gender equality coverage within the context of the SDGs in all mediums (print, radio, broadcast).
The Gender and Governance programme promotes gender responsive and sensitive local governance. GL’s Centres of Excellence (COE) for Gender in Local Government project localises the Sustainable Development Goals (SDGs), Agenda 2030 SADC Gender Protocol and other key international and regional instruments. These are given effect through work with 442 councils in Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, eSwatini, South Africa, Zambia and Zimbabwe. The councils cover a population of 42 million people or 31% of the population in the ten countries. The programme has grown to include Ending Violence, Empowering Women and the Voice and Choice programmes. Key achievements in 2018 include:

Gender and Elections
• Convened a political party dialogue in Botswana to discuss women’s representation in the 2019 election. GL Botswana trained the candidates on campaigning and communication strategies.
• Produced the gender and elections report for the Lesotho 2017 elections. Through partnership with UNFPA, GL Lesotho convened a gender and elections training with women parliamentarians, which saw a number joining social media to highlight governance issues.
• Convened a meeting of Mauritius political parties to discuss the country’s political gender discourse as the country has lagged behind in prioritising gender in governance.
• ESwatini convened a 50/50 meeting focusing on representation of women with disabilities. Two women out of 59 candidates were elected as Members of Parliament. The King and the National House of Assembly appointed four additional women parliamentarians. GL was part of the campaign that led to the passing of a law to strengthen constitutional provisions for 30% women in politics.
• In Zimbabwe, the Women in Local Government Forum (WLGF) wrote a letter to parliament to lobby for a gender quota at a local level. Overall, representation of women in local government dropped from 16% to 14% in the 2018 elections.
• Supported women candidates ahead of Mozambique’s elections held in October 2018. Of the 53 councils, women mayors lead only six councils and men lead 47.
GL strengthened the local government Centres of Excellence programme through adopting a Hub and Spoke methodology for gender mainstreaming. The method will ensure sustainability as "hub" councils will become resource centres to mentor and support neighbouring councils in institutionalising gender and gathering evidence of what works. The programme is piloted in Zimbabwe and Lesotho.

Learning and sharing at Protocol@ Work summits
Six countries held gender summits that showcased over 700 local government, civil society, entrepreneurs and media best practices. Capricorn District municipality in South Africa collaborated with eSwatini to host a colourful summit highlighting 56 best practices. The summits included launches of the 10th edition of the SADC Gender Protocol Barometer.

Empowering women, Ending Violence
GL reached 893 survivors of Gender Based Violence through the Sunrise Campaign. The programme has grown with councils taking over the training of survivors to ensure sustainability. A total of 234 Gender Focal Persons were trained to 'take over' the programme.

#Voice and Choice - taking SRHR to the local level
The Sexual and Reproductive Health and Rights (SRHR) programme goals are to ensure universal access to healthcare, including reproductive healthcare, family planning, sexual health and rights through advocacy and capacity building. At the local government level, the programme is set to raise awareness of the policy framework, build capacity of local authorities on SRHR, in particular the youth, and foster positive sexual practices behavioural change. In 2018 the programme:
- Reached 429 youth through the training and action planning.
- Trained 83 councils on including youth and council health officials.
- Reviewed 80 local government action plans on SRHR.
- Developed 102 youth led SRHR campaigns including on Child Marriages, Menstrual Health, Maternal Health, Safe Abortion, HIV and AIDS, Comprehensive Sexual Education and Teenage Pregnancy and Sexual Diversity.
- Raised awareness of SRHR through 13 local community dramas during the 16 Days of Activism.
- Held eight SRHR dialogues during the 16 Days of activism.
- Collaborated with My Body, My Choice on the Safe Abortion campaign.

Alliance march for SRHR with residents of Orange Farm during the Annual General Meeting in August 2018.

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

**What makes GL a SADC organisation**

*Our vision:* Unlike some NGOs that have developed a regional identity as they have grown or to better position themselves for funding, GL has been a regional organisation from the outset. Our vision is: “Gender Links (GL) is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.”

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

*Our partnerships:* Described in one evaluation as a “small organisation with a large footprint”, GL’s work is built on a web of partnerships from local to regional to global level – 144 MOUs spanning all 15 SADC countries.

“Gender Links is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.”
Gender Links apex structure is an Association chaired by founder member and communications expert Kubeshni Govender Jones. Members include well known editor and media personality Ferial Haffajee (South Africa); International Ideas programme manager Pinkie Mekgwe (Botswana); Ambassador Thenjiwe Mtintso (South Africa), Botswana Ambassador and Permanent Representative, Botswana Permanent Office to the UN in Geneva Dr Athalia Molokomme; Monique Rakotoanoso (Madagascar) and Keabonye Ntsabane (Botswana). GL is governed by a 12 member board from eight SADC countries. The Board is chaired by Emily Brown (media studies expert, South Africa/Namibia). Members include Pat Made (former Director General, Inter Press Service); Loga Virasawmy (G.O.S.K,Mauritius); renowned gender activist Sara Longwe (Zambia); former deputy chair of the Lesotho Independent Electoral Commission Rethabile Pholo; former head of the SADC Gender Unit Magdeline Madibela (Botswana); founder member of Emang Basadi in Botswana Ntombi Setwaelo; Chair of FEMNET and the NGO Coordinating Council of Malawi Emma Kaliya; Commission for Gender Equality Commissioner Mbuyiselo Botha and former Deputy Chair of the South African Commission for Gender Equality Thoko Mpumlwana. Adrian Dowie (CA, South Africa) chairs the audit committee, with Magdeline Madibela as a member. CEO Colleen Lowe Morna (Zimbabwe/South Africa) is an ex-officio member of the Board.
Gender Links Botswana (GLB) opened in 2008 as a liaison office with the Southern Africa Development Community (SADC) and country office. In 2018, GL carried out and completed a follow up to the GBV indicators study contracted by the Government of Botswana. GLB also undertook a consultancy with the Botswana Open University through the Commonwealth of Learning to sensitise the university on gender issues.

GLB’s COE programme extends to all 31 of the country’s district councils. In 2018 the Botswana office:
- Conducted a national SADC Gender Protocol at work Summit on 6-7 March 2018 with 19 COE entries and 52 case studies in total.
- Trained 120 women standing for council and parliament positions in the 2019 general elections and facilitated six media engagements on women political representation.
- Trained 16 councils to take over the running of the Sunrise Campaign. The councils to date have trained 174 survivors of GBV.
- Conducted two meeting to strengthen council Gender Action Plans.
- Conducted one SRHR training for 15 local councils and youth organisations working on SRHR issues.
- Conducted one SRHR policy mapping meeting with nine organisations represented.

GL’s Monitoring and Evaluation through the Gender and Local Government Score card shows that in Botswana there are:
- 20% women in local government.
- 39% women in council management.
- 24% women chairing committees.
- COE’s allocated land to 15% women.
- COE’s allocated housing to 30% women.

The **Lobatse Town Council** has over the years built a strong gender structure with a gender champion and gender focal person. The council has an annual activity plan derived from the Gender Action Plan. It is in the process of developing a gender policy. 44% of the council management are women. The current Mayor and Town clerk are both women. The Finance and Works Committee is chaired by a woman. The youth focal person is a young woman. The council keeps sex disaggregated data. 74% of funds from financial schemes in the council go towards women empowerment. The Council has hosted commemoration events for International Women’s Day; the Sixteen days of Activism on GBV; a Gender vs. Culture workshop including traditional healers, pastors and community elders in discussion about practices that perpetuate GBV. GLB and Lobatse collaborated in a workshop on the “I stories” for men.
Gender Links Lesotho (GLL) was registered on 1 February 2011. The office works with 50 councils across the country (about two thirds of the councils in Lesotho) as part of its COE programme. In 2018 GLL:

- Compiled a gender and elections report for the 2017 local government elections accompanied by a policy brief on Gender and Elections in Lesotho.
- Conducted gender and elections training for parliamentarians, including use of social media, through a partnership with UNFPA.
- Worked with 10 councils on the Sunrise Campaign. These provide training on entrepreneurship and life skills for 136 survivors of GBV through the funding provided by Canadian Fund for Local Initiatives (CFLI).
- Piloted “Nokaneng-Breaking the silence” app to promote awareness on GBV through digital solutions in Lesotho in twelve COE councils in the three districts of Mafeteng, Mohale’s Hoek and Thaba Tseka. The project is a partnership with Participatory Initiative for Social Accountability (PISA) and Main level Consulting (as digital partner). The purpose of the application is to raise awareness on GBV; share information on rights, and support services. The application also has an emergency alert system for reporting GBV. The smart phone application was officially launched by the Minister of Gender, Youth, Sports and Recreation, Mahali Phamotse. The smart phone application can be accessed by all Lesotho users on Google play store on all android-enabled devices.

- Supported the Alliance network meeting to strengthen SRHR National Alliance cluster and to prioritise the three areas of focus for the SRHR campaigns namely; Menstrual health, Child marriages and Abortion.
- Trained ten COE councils on SRHR and drew Action Plans that will be implemented in partnership with youth and local clinics.
- Organised community dramas on SRHR and GLL supported those councils to carry out such campaigns during Sixteen days of Activism against violence on women and children.

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

- 40% women in local government.
- 59% women in council management in COE.
- 43% women chairing committees in COEs.
- 34% women allocated land by COEs.
- To date, 295 case studies have been collected during Lesotho SADC Protocol @Work summits.
GL Madagascar (GLM) began operations in 2011 and is the Francophone head office of Gender Links. GLM works with 67 Centres of Excellence for Gender in Local Government.

In 2018 GLM:
- Launch the "Sunrise Campaign" in eight councils of Madagascar, Manjakandriana, Toamasina, Mahajanga, Andoharanomaintso, Antanamitarana, Fort Dauphin, Bongatsara and Anjozorobe. GLM signed a Memorandum of Understanding with each Municipality and integrated the Sexual and Reproductive Health and Rights - SRHR in the gender action plan of the targeted councils.
- Established partnership with GIZ-ProDéCID/GIZ to implement the project "Increased participation of women in local government for inclusive development" and a study "Flash" to update the gender analysis in the Decentralisation sector of 2016.
- Signed a contract with the PAGE / GIZ Environmental Management Support Program to implement the project "Capacity Building for Women Entrepreneurs' Associations".

GL’s Monitoring and Evaluation through the Gender and Local Government Score card shows that:
- Women comprise 12% Councillors in the COEs; 14% mayor/political heads; 22% deputy mayors/political heads. Women chair 21% committees overall and 88% water and sanitation committees in the COE.
- 92% of the COE councils have Junior Councillors; young women chair 33% of these.
- Women comprise 28% of COE employees and 19% of management.
- 17% of COE councils have disability friendly facilities.
- Women comprise 40% COE employees.
- Youth comprise 72% and People with Disabilities 1% those employed through COE council projects.
- 36% COE councils keep sex disaggregated data on procurement; 86% set a target for increasing the number and value of contracts allocated to women, PWD and youth.
- Women comprised 27% of those allocated land; 28% those allocated housing.
- 85% of the COE councils have street lights.
GL Mauritius began operations in 2008 and has played a strategic role in bridging GL’s Anglophone and Francophone operations. In 2018, GL Mauritius office:

• Convened entrepreneurship training targeting 63 vulnerable women in the regions of Cite Barkly; Cite Chebel; Cite La Chaux and Dubreuil. The training programme aimed at empowering women to be economically independent. The State Bank of Mauritius and the Honkong and Shanghai Banking Corporation (HSBC) funded the project. Average income increased by Rs 5600 per month.

• GL assisted the LUX collective to identify four women to undergo an in-house tailoring training course in Savanne. At the end of the programme, they received sewing machines and tailoring kit worth Rs 62,000.

• With the various entrepreneurship programmes, GL Mauritius reinforced working links with the COEs, in particular Grand Port, Savanne and Moka. A meeting was held with the Chief Executives and the Chairpersons of the Councils.

• GL Mauritius worked with Cite CIM’s youth on an after-school club programme which aimed at enhancing the skills of the youth, training them on self-esteem through personal action plans and art therapies; gave them academic guidance and training on health and hygiene.

• GL Mauritius conducted an assessment on safe abortion in Mauritius for SAFAIDS. The project reinforced the advocacy work around SRHR in Mauritius and ending child marriage.

• GL Mauritius held its SADC Protocol@Work summit in June 2018 in partnership with the Mauritius Association of Social Service (MACOSS). Twenty NGOs participated and showcased 18 best practices while COEs showcased six best practices. Five emerging entrepreneurs participated.

• In October 2018, GL Mauritius in collaboration with Alliance partners presented a shadow report on Mauritius at the 71st session of the Convention for the Elimination of All Forms of Discrimination (CEDAW) in Geneva.

• In November 2018, GL Mauritius partnered with the Kaleidoscope Trust under the Equality and Justice Alliance to work on an advocacy project on Gender Based Violence; LGBTI and SRHR.

• Throughout 2018, GL Mauritius continued its service-based project, the Safe Haven Halfway Home (SHHH), supporting 25 beneficiaries. The SHHH project accounted for 39% of the 2018 annual expenditure of GL Mauritius. This included individual donations; the Lux Collective; Mooneeram Associates and a charity dinner organised by the Australian High Commission and ‘Les Chefs du Coeur’.

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

• Women comprise 20% of chairs of committees in the COE and comprised 20% those who participated in public consultations.

• Women constitute 36% those employed by COE councils and 35% management.

• 50% councils have disability friendly facilities.
Gender Links Mozambique (GLM), has been operating since 2011, serving both as country office and Lusophone base. In 2015 GL Mozambique registered as a national entity. In 2018, GLM:

- Revised 21 Gender Based Violence Action Plans to include Sexual Reproductive Health and Rights (SRHR) and early child marriage.
- Conducted three regional meetings with political parties, journalists and women’s leagues to disseminate the new decentralisation electoral law.
- Disseminated and launched the SRHR, Child Marriages Book and Video at a High level National Summit, opened by the President and First Lady.
- Through life stories on child marriages, raised support to send two victims of child/forced marriage back to school. In partnership with the Office of the First Lady Office, Ministry of Gender, schools, councils, local districts, communities the books and videos are continuously distributed and disseminated.
- Increased buy-in from four schools (in Mandlakazi, Mocuba, Namaacha and Massinga) to 10 schools (Boane, Chokwe, Chibuto, Vilankulos, Bilene, Marionaldo in Manica) in collaboration with the Ministry of Gender.
- Strengthened partnership with the National Municipalities Association and Ministry of Local Government.
- Championed the visibility of GLs programmes on local government, entrepreneurship, and SRHR and child marriage.
- Increased media coverage of Gender Links work through print and TV Programmes every two months.

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

- Following the 2018 elections, women constitute 453 out of 1196 councillors (38%), a two percentage point increase from the year before.
- Women constitute 6 of the 53 mayors (11.3%); a slight increase on the 9.4% before.
- Women on water/sanitation committees decreased from 80% in 2017 to 73.5% in 2018. The percentage of women who chair these committees increased from 32% in 2017 to 44% in 2018.
- Women constitute 44.5% of COE council employees.
- COE councils’ allocation of land to women decreased from 48% in 2017 to 46.31 in 2018 in the year under review.
Gender Links Namibia (GLN) became operational in 2012. The office works with 37 local authorities in Namibia. After three years as a “project site” (i.e., programme but no operational presence) in 2018, GLN:

- Held a stakeholders meeting with COE representatives, local government associations’ representatives and civil society to revive operations in Namibia.
- Resuscitated the partnership with the Association of Local Authorities in Namibia (ALAN) and the Association of Mayors (AMICALL) resulting in GLN sharing offices with ALAN.
- Conducted Sexual Reproductive Health and Rights (SRHR) training and Action Planning with five local authorities (Eenahna, Outapi, Oshikuku, Ongwediva and Oshakati) reaching 55 local government participants including youth and LGBTI+ groups.
- Developed five youth-led campaigns on SRHR on menstrual health, maternal health, sexual identity, child marriages and safe abortion.
- Reached 23 youth and junior councillors through the SRHR programme.
- Established a partnership with UNFPA for GLN to implement GBV programmes at the local level. The programme will be implemented in the Zambezi and Ohangwena regions of Namibia.

- Launched the 10th edition of the SADC Gender Protocol Barometer in the wings of the SADC Civil Society Forum and the Heads of State summit.
- Formed a partnership with the Kaleidoscope Trust (KT), which brought together organisations working on Sexual Orientation and Gender Identities (SOGIE). GLN will work with these partners as part of the #Voice and Choice Programme.
- Lobbied with civil society activists for Namibia as the chair of SADC to adopt the SADC SRHR strategy in Windhoek in November 2018.

The Government of Namibia received the Gender Award from the Gender is My Agenda Campaign. Namibia is second highest proportion of women in defence forces in the SADC region at 23%. The 2018 Barometer shows that Namibia has 48% proportion of women in local government, a large portion of which are local government COEs. This is due to the adoption of the zebra system by the ruling party SWAPO with a voluntary quota of 50%. The country has a legislated quota of 30%.
The South Africa local government programme started in 2009. It has reached 20 local government Centres of Excellence in three provinces (Gauteng, Limpopo, Western Cape). In 2018 GL:
- In partnership with Let us Grow, trained 48 survivors of Gender Based Violence in Limpopo and Orange Farm under the Sunrise Campaign.
- Hosted over 1000 women from across Southern Africa in partnership with the African Women in Dialogue.
- Trained four localities in Limpopo on Sexual Reproductive Health and Rights under the #Voice and Choice campaign.
- Collaborated with My Body My Choice in the Safe Abortion campaign.
- Developed four campaigns (Safe Abortion, Menstrual Health and Gender Based Violence) linked to the #Voice and Choice Programme.
- Collaborated with the SRHR Trust (formerly Southern Africa Aids Trust) in popularising the SADC SRHR strategy that both organisations contributed to.
- Held a policy consultation on SRHR policies in collaboration with SAWID featuring highlights of SA’s reviewed policy (2018).
- Worked with the Total Shutdown movement, SAWID and the Office of the President to host the inaugural Gender Based Violence Summit. GL is a member of the interim steering committee of the South African National Gender Based Violence Council. Specific activities of the council will take effect in 2019.
- Capricorn District municipality hosted a joint summit with eSwatini, gathering a total of 54 best practices in gender mainstreaming.

GL’s 2018 Barometer shows that women comprise 41% Councillors in all local authorities. Only the ruling party has a quota for women although there is increasing pressure for the opposition parties in particular the Economic Freedom Fighter (EFF) to follow suit.

South Africa is set for national elections on 8 May 2019. GL will produce a Gender and Elections report that will be launched at the South Africa national summit in June 2019.
Registered in 2012, Gender Links eSwatini (GLeS) has worked with 12 urban councils on the Centres of Excellence programme. The work is delivered in partnership with eSwatini Local Government Association (ELGA); Coordinating Assembly of NGOs (CANGO); Sexual Reproductive Health and Rights (SRHR) Task Team, Deputy Prime Minister (DPM) Office (Gender and Family Affairs Department); Ministry of Housing Urban and Development (MoHUD) and Tinkhundla Development and Administration Ministries.

Key achievements:

- Held a joint summit with Capricorn District Municipality (CDM) in eSwatini. The second joint summit took place at Esibayeni Lodge on 09-10 May 2018.
- Completed the LG SRHR Communications and planning training with 11 councils. Each council developed #VoiceandChoice campaign action plans and came out with two documentaries.
- Provided training of trainers for three councils from Shiselweni Region, Nhlangano, Lavumisa and Hlatikulu and 49 women survivors of GBV on the Sunrise Campaign.
- Trained 21 women with disabilities on 50/50 in June 2018.
- Participated in the Ezulwini Town Council Mayor’s Walk on Menstrual Health (LG SRHR Campaign).
- Participated in the Commemoration of the International Women's Day hosted by the DPM's office.
- Collaborated with eSwatini Young Women’s Alliance on the Walk in Her Shoes March in fight against Gender Based Violence.
- Launched the 2018 SADC Protocol Barometer.

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

- Women’s proportion in local government is 23%.
- Women constitute 46% women in council management in the COEs; 53% women chairing committees.
- Women constituted 40% of those allocated land by COEs but none of those allocated housing.
Gender Links Zambia began operations in October 2009 with full registration in 2011. Since then, GL Zambia has been operating from the offices of the Local Government Association of Zambia (LGAZ). Through this partnership, GL managed to sustain its work during the funding crisis of 2017.

In 2018, GL Zambia:
• Reopened through support from Amplify Change. GL Zambia is now working with LGAZ and the SADC Gender Protocol Alliance to build capacity from the local level to the policy level on Sexual and Reproductive Health (SRHR).
• Conducted two SRHR training workshops with seven Local Authorities and the Alliance Cluster members. The SRHR programme has seen local government, in particular the youth, working closely with civil society to advocate for improved SRHR service delivery in the districts.
• Identified three campaigns on SRHR including ending child marriages, ending gender based violence and maternal health.
• Re-launched the Sunrise Campaign targeting five councils to roll out of the Entrepreneurship programme. These councils will assist GL Zambia, with support from LGAZ to identify GBV survivors in their localities and later provide training in entrepreneurship skills. The councils selected are: Rufunsa, Kafue, Kitwe, Luanshya and Kabwe.
• Collaborated with the Commonwealth Local Government Forum (CLGF) in its efforts to mainstream gender in Local Economic Development. In 2019, through a partnership under the Jo Cox Fund of DFID, GL Zambia and the CLGF will work to create a network of women councillors, as well as networks of participants in the Sunrise Campaign.
Gender Links Zimbabwe (GLZ) became operational in 2009. The office works with 83 (51 rural and 32 urban) local authorities as part of the COE programme covering 90% of all local authorities in Zimbabwe. In 2018 the office:

• In partnership with local authorities held 50/50 advocacy campaigns.
• Developed a 50/50 policy brief.
• In partnership with the Women’s Coalition of Zimbabwe and Hivos participated in the National 50/50 launch strategy.
• Conducted capacity building workshops on gender and elections with aspiring candidates.
• Conducted a gender audit of the 2018 elections, especially the local government elections.
• Created infographics from the results of the 2018 local government elections report.
• Reviewed Sexual Reproductive Health and Rights (SRHR) Action Plans with 11 local authorities.
• Trained 11 local authorities and junior councillors on SRHR.
• In partnership with the Women's Coalition of Zimbabwe, held national consultative meetings on SRHR policies.
• Fifteen local authorities joined the Centres of Excellence programme under a partnership with Commonwealth Local Government Forum (CLGF).
• The national SADC Protocol@ Work Summit gathered 165 best practices on SRHR, Climate Change, Gender Based Violence and Economic development.

• Worked with 159 female entrepreneurs from nine local authorities in the sunrise campaign project.
• In partnership with the Ministry of Local Government, Public Works and National Housing, GLZ conducted a Training of Trainers induction programme for local authorities was conducted for District Administrators post the 2018 election. The DAs extended the training to local authorities.

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

• Women comprise 14% Councillors in the COE (same as the national average).
• 42% of all councils have active junior councils; 41% have inactive junior councillors; 17% have no junior council structure in place.
• Women comprise 24% of COE council management.
• 40% of councils keep sex disaggregated data on procurement.
• COE Councils allocated women 41% of land and 35% of the housing under their authority.
• Women constitute 55% of those on water and sanitation committees.

Zimbabwe local government SRHR workshop. Photo: Tapiwa Zvaraya
In 2018 Gender Links donors increased in number from 18 to 33, an 83% increase whereas actual funding increased from R26,376,721 to R39,691,255, a 50% increase. The three Amplify Change grants - strategic, networking and strengthening (Mozambique) accounted for 28% of the budget. African Women's Development Fund, through the Leading from the South (LFS) Fund, accounted for 16% of the total. This shows that, bar a few significant regional funds, GL in 2018 remained reliant on an ever larger number of small funders. This trend, that seems set to continue, places an enormous administrative burden on the organisation.
Could it be that middle size Women’s Rights Organisations are falling between the cracks – too small for the big funds and too big for the small funds?

Colleen Lowe Morna, GL CEO
GL Sustainability strategy

- Regional/country fund raising
  - Traditional
    - Bilateral
    - Multilateral
    - Foundations
    - INGOs
    - High Networth Individuals
    - Corporate Fund Raising
    - Public giving
    - Online giving
  - New
    - INCOME GENERATION
    - GL Cottages
    - GL Resources
    - GL Publications and Surveys
    - GL Services
      - GL Advisory Services
      - GL Training Institute
  - Consortia
    - GL Endowment Fund
Gender Links Services (GLS) is GL NPO’s answer to GL sustainability, brand enhancement and growth while generating own income leveraging off its intellectual and physical resources. The GLS portfolio comprises two strategic business units, the Consultancy arm and the GL Cottages (GLC), Accommodation and Conferencing.

The Consultancy arm consists of three portfolio’s: GL Advisory Services, GL Resources (Publications and On-line Surveys) and the Gender Links Training Institute (GTI). GL Cottages is grounded in conferencing, accommodation, events, catering, touring and shuttles services. Throughout 2018, GLS and GLC remained profitable, self-sustaining and made significant contributions to the Gender Links Endowment Fund.

GLS Performance in 2018

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<th>Income - R</th>
<th>Expenditure - R</th>
<th>Operating profit - R</th>
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<td>1 192 565</td>
<td>2 673 027</td>
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<tr>
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<td>6 513 465</td>
<td>1 732 508</td>
<td>4 780 957</td>
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(1) HQ only. This does not include several projects undertaken in-country on a consultancy basis.
GLS consists of three inter-related business units that include GL Advisory Services, GL Resources and GTI. **GL Advisory Services** is demand-driven and responds to identified market needs/gaps in gender training, research and gender audits, facilitation and presentations, gender strategy and policy work.

In 2018 key clients included the African Union Women and Gender Department (in this assignment GL developed the African Union Gender Strategy that was launch at the 2019 Commission on the Status of Women - CSW in New York); and The Commonwealth Secretariat that supported the development of a Gender in Sports Policy for the Government of Botswana - Ministry of Youth, Sports and Culture.

As Women’s Rights Organisations and NGOs face funding challenges, GLS facilitated rapid research and shared GL’s own experience at the FEMNET #FundHerAfrica forum. GLS extended the initiative to a Funder/Donor & Women’s Rights Organisations (WROs) Roundtable co-hosted with The Southern Africa Trust (The Trust) in Johannesburg.

**GL Resources** comprises several online surveys developed by Gender Links; some track and monitor institutional gender mainstreaming, while others are used in gender and media monitoring. These resources present an income generating stream for GLS, currently contributing 1% of the total income received in 2018, with great potential to grow this area of business.

**Gender Links Publications**, notably the annual SADC Gender Protocol Barometer, are sold online and through the Oxford-based African Books Collective. The most significant value is profiling and brand enhancement as the research is widely used, and quoted as a reliable resource.

**Gender Links Training Institute (GTI)** is the big upcoming future project of GLS. GTI is GL's SETA Accredited Training Institute that will provide accredited training in gender and diversity, gender mainstreaming, gender and the media training courses amongst others. SETA Accreditation and compliance processes are underway, as GLS prepares to launch GTI in the near future. In 2018 GTI worked with the Government of Lesotho - Ministry of Gender to provide Leadership and Communications Training to the Women’s Caucus. The training programme ended on a high note with all female Members of Parliament and Members of the Women’s Caucus who participated creating Twitter accounts and posting live throughout the training!

**Grant management:** In 2019, GLS will venture into new territory, as the fund manager for Global Affairs Canada Women, Voice and Leadership (WVL) Fund in South Africa. In addition to managing funds, GTI will design on-the-job training for core grantees.
During the financial year ending December 2018, GL Cottages experienced substantial growth in its customer diversity and product but only reached 70% of its financial target. In 2018, GLC also supported GL NPC unmet operational and staff costs of approximately R1 million, as GL emerged from its funding crisis. Across South Africa, the hospitality industry experienced a 6% dip in 2018 due to the introduction of visa requirements which affected international travel. Air BnB is a stiff form of competition. Nonetheless, GLC soldiered on.

Accommodation accounted for 52% of 2018 annual GL Cottages revenue, followed by conferencing (25%) and meals (15%) showing the close relationship between these three income generating streams. 80% of the guests who checked in at the Cottages participated in conferences. These mostly came in big groups ranging from 10-25 people. On average each residential conference in 2018 lasted for 3 working days. This reflects the economic challenges that most organisations are going through.

During the second half of the year, a sales team grew the Everlytic customer database by 11200 new contacts within a period of six months. New customers include Trade Unions, Faith Based Organisations (churches), schools science exhibitions and special events such as baby showers and traditional weddings! Throughout the 2018 financial year, GL Cottages successfully established solid relationships with neighbouring hotels to ensure the sharing of spill overs from other hotels which works very well especially during the quieter periods. GL Cottages has also managed to open
GL Cottages' biggest asset is its staff members - a stable and dedicated team. In 2018, GLC staff attended courses on Occupational Health and Safety standards and received certificates in various respects such as Gas & Fire Training, First Aid and Emergency evacuation procedures. This is vital in ensuring compliance with the Occupational Health and Safety Act No. 85 of 1993 as well as creating a safer working environment for GL Cottages employees and guests, making sure that risks of liabilities are minimised. An occupational health and safety audit conducted at the premises led to recommendations that are being implemented, including the installation of secure rails in high risk areas where guests may trip over.

GL Cottages’ goal is to achieve and maintain an overall rating of 90%, and to bring all areas above the 80% mark. This will be achieved through the Total Quality Management Programme and continuous staff training.
GENDER LINKS (NON-PROFIT COMPANY)
(Registration Number 2001/005850/08)
Annual Financial Statements for the year ended 31 December 2018

Directors’ Responsibilities and Approval

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

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

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

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

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

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

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

The annual financial statements set out on pages 9 to 43 which have been prepared on the going concern basis, were approved by the directors on 14 June 2019 and were signed on its behalf by:

CL Muma (Chief Executive Officer)

T Mpumulwana (Non-Executive Director)
Independent Auditor’s Report

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

Opinion

We have audited the financial statements of Gender Links Non-Profit Company set out on pages 9 to 42, which comprise the statement of financial position as at 31 December 2018, and the statement of profit or loss 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 our opinion, the financial statements present fairly, in all material respects, the financial position of Gender Links Non-Profit Company as at 31 December 2018, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under these standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the sections 290 and 291 of the Independent Regulatory Board for Auditors’ Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors’ Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants’ Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the Directors’ Report as required by the Companies Act of South Africa and the supplementary information set out on pages 45 and 46. The other information does not include the financial statements and our auditor’s reports thereon.

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

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

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
in preparing the financial statements, the directors are responsible for assessing the company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors’ use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

BDO South Africa Incorporated
Bonita de Wet
Director
Registered Auditor

18 June 2019
Pretoria
# GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2018

## Statement of Changes in Equity

<table>
<thead>
<tr>
<th>Figures in R</th>
<th>Revaluation reserve</th>
<th>Operational reserve</th>
<th>Retained earnings</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January 2017 as previously reported</td>
<td>728 909</td>
<td>1 187 165</td>
<td>34 040 020</td>
<td>35 956 094</td>
</tr>
<tr>
<td>Prior period correction - Note 26</td>
<td></td>
<td></td>
<td>214 356</td>
<td>214 356</td>
</tr>
<tr>
<td><strong>Balance at 1 January 2017</strong></td>
<td><strong>728 909</strong></td>
<td><strong>1 187 165</strong></td>
<td><strong>34 254 376</strong></td>
<td><strong>36 170 450</strong></td>
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<tr>
<td>Total comprehensive income for the year</td>
<td></td>
<td></td>
<td>987 398</td>
<td>987 398</td>
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<tr>
<td>Profit for the year</td>
<td></td>
<td></td>
<td>987 398</td>
<td>987 398</td>
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<tr>
<td>Total comprehensive income for the year</td>
<td></td>
<td></td>
<td>987 398</td>
<td>987 398</td>
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<tr>
<td>Transfer</td>
<td></td>
<td>(647 740)</td>
<td></td>
<td>(647 740)</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2017</strong></td>
<td><strong>728 909</strong></td>
<td><strong>539 425</strong></td>
<td><strong>35 027 418</strong></td>
<td><strong>36 295 752</strong></td>
</tr>
<tr>
<td>Balance at 1 January 2018</td>
<td>728 909</td>
<td>539 425</td>
<td>35 027 418</td>
<td>36 295 752</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td></td>
<td></td>
<td>(400 050)</td>
<td>(400 050)</td>
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<tr>
<td>Loss for the year</td>
<td></td>
<td></td>
<td>1 100 707</td>
<td>1 100 707</td>
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<tr>
<td>Total other comprehensive income</td>
<td>1 100 707</td>
<td></td>
<td></td>
<td>1 100 707</td>
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<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td><strong>1 100 707</strong></td>
<td></td>
<td>(400 050)</td>
<td><strong>700 657</strong></td>
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<tr>
<td>Transfer from retained earnings</td>
<td></td>
<td>(197 039)</td>
<td></td>
<td>(197 039)</td>
</tr>
<tr>
<td>Transfer from retained earnings</td>
<td></td>
<td></td>
<td>(214 356)</td>
<td>(214 356)</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2018</strong></td>
<td><strong>1 829 616</strong></td>
<td><strong>342 386</strong></td>
<td><strong>34 413 012</strong></td>
<td><strong>36 585 014</strong></td>
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</tbody>
</table>

Notes

11 11
## GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2018

### Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Donor</th>
<th>Donor Funds Spent 2018</th>
<th>Donor Funds Spent 2017</th>
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</thead>
<tbody>
<tr>
<td>Amplify Change Strategic Grant</td>
<td>5 504 296</td>
<td>1 669 555</td>
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<td>Amplify Change</td>
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<td>Amplify Change Networking Grant</td>
<td>319 445</td>
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<tr>
<td>Amplify Change - Mozambique</td>
<td>108 353</td>
<td>1 153 598</td>
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<tr>
<td>Botswana Government</td>
<td>469 301</td>
<td>1 478 719</td>
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<td>Business Botswana</td>
<td>125 004</td>
<td>140 266</td>
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<td>Canada Fund For Local Initiative - Madagascar</td>
<td>7 951</td>
<td>246 548</td>
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<tr>
<td>Canada Fund For Local Initiative - Mauritius</td>
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<td>164 336</td>
</tr>
<tr>
<td>Canada Fund For Local Initiative - Lesotho</td>
<td>1 51 926</td>
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<tr>
<td>CIM CRS Fund Ltd - Mauritius</td>
<td>101 900</td>
<td>346 427</td>
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<td>Commonwealth Foundation</td>
<td>577 857</td>
<td>549 837</td>
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<td>Corporate Social Responsibility Donors Mauritius &amp; Gender Links Services</td>
<td>42 482</td>
<td>135 120</td>
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<td>Department of International Development (DFID) SA</td>
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<td>Diakonia</td>
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<td>Diakonia - Capacity Building Grant</td>
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<td>Diakonia Mozambique</td>
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<td>238 452</td>
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<td>Diakonia Mozambique 2</td>
<td>481 772</td>
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<tr>
<td>Diakonia Mozambique 3</td>
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<tr>
<td>Diakonia Zimbabwe</td>
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<td>European Union - Global</td>
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<td>European Union - Barometer</td>
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<tr>
<td>European Union - Botswana</td>
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<td>European Union - Zimbabwe</td>
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<td>Foundation For Human Rights - South Africa</td>
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<td>German Society for International Cooperation - Lesotho</td>
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<td>German Society for International Cooperation (GIZ)</td>
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<td>Gender Links Services - Madagascar</td>
<td>29 648</td>
<td>71 189</td>
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<td>Hivés - Zimbabwe</td>
<td>710 801</td>
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<td>HSBC - Mauritius</td>
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<td>International Centre for Local Democracy (ICLD) Zimbabwe</td>
<td>151 511</td>
<td>276 212</td>
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<td>Indian Ocean Commission (IOC) - Madagascar</td>
<td>242 197</td>
<td>16 603</td>
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<td>The African Women's Development Fund : Leading From The South</td>
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<td>1 777 096</td>
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<tr>
<td>Media Development and Diversity Agency's (MDDA)</td>
<td>968 000</td>
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<td>Norwegian Church Aid (NCA)</td>
<td>61 569</td>
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<td>Safe Haven Mauritius</td>
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<td>SBM - Mauritius</td>
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<td>Southern Africa Trust (SAT) NGB</td>
<td>71 551</td>
<td>320 484</td>
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<tr>
<td>Swedish Embassy in Zimbabwe</td>
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<td>1 444 272</td>
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<tr>
<td>The African Women's Development Fund : Leading From The South</td>
<td>5 522 125</td>
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<tr>
<td>United Nations Organization for Education, Science and Culture (UNESCO)</td>
<td>153 204</td>
<td>368 659</td>
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<tr>
<td>United Nations Population Fund - Botswana</td>
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<td>16 677</td>
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<tr>
<td>United Nations - Women Media</td>
<td>551 417</td>
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<tr>
<td>United Nations International Children's Emergency Fund - Zambia</td>
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<tr>
<td>United States Embassy - Mozambique</td>
<td></td>
<td>85 024</td>
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<tr>
<td>Women's Coalition Of Zimbabwe (WCOZ)</td>
<td>23 309</td>
<td></td>
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</tbody>
</table>

28 828 157 | 19 117 144 |
# GENDER LINKS (NON-PROFIT COMPANY)

(Registration Number 2001/005850/08)

Financial Statements for the year ended 31 December 2018

## Detailed Income Statement

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>580 028</td>
<td>581 645</td>
</tr>
<tr>
<td>Direct Programme Costs - Monitoring and Evaluation</td>
<td>1 097 187</td>
<td>623 777</td>
</tr>
<tr>
<td>Direct Programme Costs - Publications and productions</td>
<td>785 192</td>
<td>71 000</td>
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<tr>
<td>Direct Programme Costs - Research cost</td>
<td>2 658 083</td>
<td>2 255 939</td>
</tr>
<tr>
<td>Direct Programme Costs - Training and Centres of Excellence (Workshops)</td>
<td>9 143 889</td>
<td>3 775 361</td>
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<tr>
<td>Electricity and water</td>
<td>8 525</td>
<td>6 567</td>
</tr>
<tr>
<td>Fair value loss - Investment property</td>
<td>65 059</td>
<td>-</td>
</tr>
<tr>
<td>Finance costs</td>
<td>79</td>
<td>97</td>
</tr>
<tr>
<td>Impairment - Investment property</td>
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<td>-</td>
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<tr>
<td>Insurance</td>
<td>108 845</td>
<td>108 220</td>
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<tr>
<td>Interns</td>
<td>98 655</td>
<td>57 312</td>
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<tr>
<td>IT and financial systems upgrade</td>
<td>100 535</td>
<td>175 249</td>
</tr>
<tr>
<td>Licences and permits</td>
<td>5 517</td>
<td>156 492</td>
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<tr>
<td>Linen and curtaining</td>
<td>9 500</td>
<td>38 978</td>
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<tr>
<td>Loss on foreign exchange</td>
<td>508 991</td>
<td>691 183</td>
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<tr>
<td>Motor vehicle expense</td>
<td>102 123</td>
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<td>Small assets and tools</td>
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<tr>
<td>Printing and stationery</td>
<td>80 935</td>
<td>96 175</td>
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<tr>
<td>Rent</td>
<td>257 822</td>
<td>118 565</td>
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<tr>
<td>Repairs and maintenance</td>
<td>211 546</td>
<td>299 358</td>
</tr>
<tr>
<td>Salaries</td>
<td>15 252 159</td>
<td>12 914 576</td>
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<td>Security</td>
<td>42 381</td>
<td>41 720</td>
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<tr>
<td>Staff development</td>
<td>130 664</td>
<td>20 571</td>
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<tr>
<td>Staff wellness and welfare</td>
<td>22 802</td>
<td>58 696</td>
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<tr>
<td>Telephone and fax</td>
<td>156 697</td>
<td>210 553</td>
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<tr>
<td>Travel local</td>
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<td>45 152</td>
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<tr>
<td>Website costs</td>
<td>254 806</td>
<td>173 342</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35 647 222</td>
<td>25 654 359</td>
</tr>
</tbody>
</table>

(Loss)/profit for the year                                           | (400 050) | 987 398 |
HOW YOU CAN HELP

- Fund a project
- Contribute to our Endowment Fund
- Support an emerging entrepreneur
- Volunteer your time and expertise
- Buy books/photos
- Stay at the GL Cottages
- Follow us @GenderLinks
- Like us www.facebook.com/GenderLinks
- Donate www.genderlinks.org.za
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