

STATUS, GOVERNANCE AND ASSOCIATIONS

Public company

1. GL is a Public Company incorporated under section 21 of the South African Companies Act (see Articles of Association at **Annex A**). GL is also registered as a Non Profit Organisation under the Non Profit Organisations Act 1997 (Act 71 of 1997).
2. The shortened form of name of the Association is GL.
3. Gender Links Training Institute is registered as a Trust and recognised as a separate entity. Its trustees are part of the GL Section 21 Company and the power to appoint trustees rest with the GL main board. The beneficiaries of the trust are as stipulated in the objects close and GL is also a beneficiary.
4. Gender Links Services is not a separate entity and is therefore recognised as a cost centre that assists with cost savings.
5. The functioning and responsibilities of the association, the Directors and the Chairperson are set out in the Articles of Association.

Executive committee (EC)

6. The Directors shall appoint an Executive Committee consisting of the Chair and/or Deputy Chair; the CEO and a member of the Board.
7. The Executive Committee shall meet quarterly in between annual board meetings.
8. The role of the Executive Committee is to:
 - Oversee the day to day running of the association.
 - Review quarterly statements of account.
 - Attend to any matters arising between Board meetings.

Chief Executive Officer

9. The Directors shall appoint a Chief Executive Officer who will be an employee of the Association appointed for a fixed period of employment, with a six month probation period.
10. The CEO shall be responsible for the operations of the Gender Links section 21 company, the Gender Links Training Institute, the Amalungelo Women's Rights Trust and the Gender Links Services.
11. The CEO shall be an ex officio member of the Board of Directors.
12. The Board of Directors may at any time engage a member of the Board to serve in any operational role deemed necessary for the growth or stability of the organisation, provided that the terms of such an engagement are clearly set out and agreed and that the Board member reports directly to the Board through its Executive Committee.

13. The Board of Directors may authorise payment to a Director who serves on any committee or who devotes special attention to the business of the Association, or otherwise performs services which in the opinion of the Board of Directors are outside those of ordinary duties of the Director, such remuneration as they may deem appropriate in accordance with the GL salary scales.
14. Terms of such engagements shall be recorded in the register of directors' interests and directors involved in such engagements shall not vote in any matters related thereof.

Director of Programmes

15. The CEO may recruit a Director of Programmes (DP) who shall be responsible for the day to day operations of the Gender Links PBO.
16. The Director of Programmes is responsible for the office in the absence of the CEO.
17. The DP is not a member of the board.

Director, Gender Links Training Institute Trust

18. The CEO may recruit a Director for the Gender Links Training Institute (DGTI) who shall be responsible for the day to day operations of the Gender Links Training Institute Trust.

General Manager Services

19. The CEO may recruit a General Manager, Services (GMS) who shall be responsible for the day to day operations of the Gender Links Services.

Satellite offices and project sites

20. GL may establish project sites (operations linked to a project but where GL is not registered as a company in the host country) or satellite offices (operations linked to multiple projects where GL is registered in the host country). The offices shall be established based on the following criteria:
 - The offices are needs and programme driven.
 - They demonstrate value added that cannot be added, or is greater than what can be added from the head office.
 - They give coherence and add depth to GL work.
 - They are legally and financially viable.
 - They advance linguistic or any other form of diversity.
 - Bearing in mind that legal arrangements will differ from country to country, it is necessary to find the best arrangement in each country. The guiding principle is that the structure must be a) simple to establish and dismantle and b) satisfy legal requirements.
21. An MOU shall be entered into between the CEO and head of the satellite office spelling out all legal, administrative and operational arrangements. The parameters for this are set out in the operational section of this document. A template for this is attached at **Annex B**. Where GL establishes a project site, the terms shall be agreed in accordance with the considerations set out at **Annex C**.

Partnerships and networks

22. GL works with a range of partners and networks across Southern Africa. Partnerships are identified on the basis of mutual benefit and an MOU is drawn up as outlined under human resources. Some partnerships are bilateral and others are multilateral in character. The latter provides a means of managing multiple partnerships more effectively.
23. GL coordinates the Southern African Gender Protocol Alliance. GL initiated the Gender and Media Diversity Centre (GMDC), a partnership of media development NGOs and knowledge institutions that share information and resources in this area of work.