

# **REPORT TO UN WOMEN COSTING IMPLEMENTATION OF THE SADC GENDER AND DEVELOPMENT PROTOCOL**

## **PHASE ONE EXPERT GROUP THINK TANK MEETING REPORT AND AMENDED WORK PLAN FOR PHASE TWO AND THREE**



14 – 15 FEBRUARY 2011  
Johannesburg, South Africa



## **Synopsis**

UN Women, the SADC Gender Unit and Gender Links (GL) convened a two day meeting from 14-15 February 2011 to deliberate on "costing" implementation of the Southern African Development Community (SADC) Gender Protocol. This involved: analysing the region's national gender policies for alignment with the SADC Gender Protocol; canvassing with gender machineries to get buy in on the process of aligning national gender action plans with the SADC Gender Protocol and lobbying for costing the implementation of the activities. A programme is attached at **Annex A** and list of participants at **Annex B**.

Day one of the meeting centered on deliberations by the gender budgeting experts and the GL team. Discussions focused on the paper and matrix prepared by Debbie Budlender (**Annex C**) and presentation by the Head of the SADC Gender Unit Magdeline Madibela on the regional processes and initiatives around costing and implementation of the SADC Gender Protocol provisions by Member States; presentations on gender responsive budgeting case studies drawn from South Africa, Tanzania and Zimbabwe; analysis of Gender Policies and National Action Plan in the 15 SADC countries.

The expert group finalised a draft mapping tool (**Annex D**) on Day Two of the meeting and presented it for further input to a consultative meeting of the expert group; SADC government officials from respective gender ministries and machineries who had come for an audit of National Action Plans to End Gender Violence convened by Gender Links with funding from the UN Trust Fund on Violence Against Women. The bigger meeting deliberated on the proposed costing framework, processes and methodology and roll out plans. The consultative meeting endorsed the second and third phase of GL's proposal to UNIFEM (to conduct research on existing budget allocations from a gender perspective) and to develop a standard tool to be used regionally for this process. However, the consultative meeting stressed the importance of the next phase: conducting workshops in each country to develop gender action plans that are costed making use of the agreed process and tool. The consultative meeting agreed, in broad outline, on how the national level meetings might take place (see **Annex E**).

A key outcome of the meeting is to recommend that instead of coming up with a costed regional action plan for implementing the Protocol this process develop a framework to be used for national costing exercises (see amended work plan for the next two phases of the proposal at **Annex F**). GL has secured some resources from DFID for this purpose and seeks further support from UN Women for taking the process to national level.

## **Objectives**

### ***Expert group meeting***

- Deliberate and discuss processes and national strategies to implement the costing exercise, identifying especially appropriate avenues for obtaining buy-in from member states.
- Devise a methodology for the costing exercise.
- Brainstorm on possible advocacy materials to be developed for the project.
- Identify other stakeholders to be brought in at the next meeting which will focus on finalising regional strategy; drafting national action plans and research strategies; capacity building around implementing the costing exercise at national levels.

### ***Expert group, government officials and gender machineries meeting***

- Agree on a process for aligning the national gender policy/action plan to the Protocol.
- Identify key gaps and action points for meeting the 2015 targets.
- Devise an overarching plan that identifies actions, cost implications, who is responsible and timeframes.
- Agree on a process plan, structures and mechanisms for detailed sector planning and report back.
- Build partnerships and enhance coordination within government, within civil society and between government and civil society for achieving the objectives of the SADC Gender Protocol.
- Ensure that the SADC Gender Protocol targets are integrated into the work of all key sectors.
- Enhance awareness of and advocacy around the SADC Gender Protocol at country level in the run up to 2015.

### **Background**

GL coordinates the work of the Southern Africa Gender Protocol Alliance (The Alliance), a regional network of national and regional non governmental organisations, faith based organisations and men's sectors that are concerned with achieving gender equality through the provisions of the SADC Gender Protocol.

In 2008 the Alliance undertook baseline research to establish where SADC governments stood in implementing the provisions of the SADC Gender Protocol. This was documented in 2009, in the publication SADC Gender Protocol Baseline Study, <http://www.genderlinks.org.za/article/sadc-gender-protocol-baseline-barometer-2009-09-06> .

In 2010 the SADC Gender Protocol 2010 Barometer was produced, a sequel to the 2009 baseline study, tracking progress made since the 2009 baseline study. <http://www.genderlinks.org.za/article/sadc-gender-protocol-2010-barometer-2010-08-10>

The SADC Gender Protocol Barometer research helped to identify the gaps in implementing the provisions of the SADC Gender Protocol by Member States, thereby underscoring the need to develop national action plans, which need costing before they can be implemented at national levels.

Furthermore, Article 35 point 1 and 2 of the SADC Protocol on Gender and Development stipulates that "State Parties shall ensure the implementation of this Protocol at the national level" ; "State Parties shall ensure that national action plans with measurable time frames are put in place, and that national and regional monitoring and evaluation mechanisms are developed and implemented." It is therefore important that governments be presented with a comprehensive, well researched and canvassed regional methodology and plan of action for costing the implementation of the SADC Gender and Development Protocol.

UN Women, SADC Gender Unit and GL (including relevant Alliance partners), convened a regional technical expert team on gender budgeting to devise a methodology to cost implementation of the SADC Gender Protocol.

This is phase one of a three phase process in GL's proposal to UNIFEM as follows:

<b>Phase</b>	<b>Activities</b>	<b>Partners</b>
Phase one	<ul style="list-style-type: none"> <li>• Gender Budgeting Experts reference group meeting</li> <li>• Consultative meeting with SADC government officials and gender machineries</li> <li>• Development of Advocacy materials to get buy in from different stakeholders on why implementation of the SADC Gender Protocol needs to be costed</li> </ul>	UN Women SADC Gender Unit Gender Links Gender Budgeting Experts Government Officials Gender Machineries
Phase two	<ul style="list-style-type: none"> <li>• Convene a regional technical expert group and stakeholders meeting on costing across all the sectors</li> <li>• Briefing and training for in country researchers</li> <li>• In country research and gender action plans developed</li> <li>• Produce a regional report, costed action plan based on in country research</li> <li>• Regional workshop to validate action plan and related costing of the SADC Gender Protocol</li> </ul>	SADC Gender Unit Gender Links Experts Gender Machineries Government Departments Researchers
Phase three	<ul style="list-style-type: none"> <li>• Conduct lobbying and advocacy work to have the tool adopted by the SADC Heads of State</li> <li>• Adoption of the regional action plan that is costed by SADC Heads of State</li> <li>• Commissioning and distributing opinion pieces</li> <li>• Strengthening national and regional structures through regular communication</li> </ul>	SADC Gender Unit Gender Links Southern African Gender Protocol Alliance Gender Machineries

Gender Links received funding from UN Women to implement Phase one, and is now ready to roll out phase two of this project.

#### **Activities in phase one**

- Technical expert group to review and refine costing framework by Debbie Budlender.
- Review National Action Plans for alignment with the SADC Gender and Development Protocol provision.
- Develop methodology and a framework for costing implementation of the SADC Gender Protocol.
- Engagement and input from gender machineries on how governments cost implementation of laws and policy at national level. The costing expert group,

- government officials and gender machineries present at the NAP meeting jointly put together the status mapping of national gender policies, action plans and processes at Annex D.
- Launch of the 2010 SADC Gender Barometer Progress report highlighting gaps in implementation and the need to move to implementation through costing the SADC Gender Protocol.

### **Key findings from mapping of national gender policies and processes**

The following outcomes were drawn from the regional mapping exercise (Annex D):

- 14 SADC countries have gender integrated in national development plans, with the exception of Madagascar which is a post conflict fragile state.
- 14 SADC countries have some sort of gender policy, again with the exception of Madagascar. However, most are dated. Namibia is currently redraft its' national gender action plan.
- Generally, gender action plans are not aligned to the SADC Gender and Development Protocol in a systematic way. Most are not aligned at all but address the same broad sector of governance, constitutional and legal rights, economic justice, education, health, HIV and AIDS and so forth.
- Botswana, South Africa and Zimbabwe Gender Action Plan are somewhat aligned to the SADC Gender Declaration of 1997.
- Lesotho Gender Action Plan has the closed alignment with the SADC Gender and Development Protocol.
- 14 SADC countries have integrated gender responsive budgeting initiatives into the budgeting processes; there was no information available for Madagascar.
- The most significant upcoming regional meeting through which to flag the importance of costing implementation of the SADC Gender Protocol at national level is the Heads of State Summit in Angola (August 2011).
- The Ratification process is also another strategic entry point. As lobbying for ratification intensifies, it is strategic to raise awareness on the issue of costing implementation of the protocol provisions.
- For the eight countries that have completed internal consultative process, including the five that have deposited Instruments of Ratification, there is more pressure to implement the Protocol provisions, therefore strategic that those countries begin the costing exercise.
- The budget cycles present an opportunity. It is important that costing be done before the new fiscal year so that budget provisions are made and included into the overall budget beforehand.

**Next steps**

The next steps are outlined in the amended plan at Annex F:

- There is urgent need to proceed to the research stage: gathering available information on resource allocations for gender at the national level.
- This should lead to the development by the expert group of a standardised tool for costed plans at national level, rather than a costed regional plan as originally envisaged.
- Support for the process needs to be garnered at the forthcoming gender ministers meeting in Namibia, through the SADC Gender Unit. The SADC GU has indicated its commitment to this process.

**Outputs**

- Conceptual understanding of the difference between budgeting and costing process.
- Mapping of existing national gender policies and processes.
- Process for aligning national gender policy with Protocol.
- Agreed structures and processes for next steps.

**Outcomes**

- High level political support, clear road map for implementing the SADC Gender Protocol as the 2015 deadlines draw closer.
- Embedding SADC Gender Protocol targets in key sectors.
- Enhancing Gender Responsive Budgeting.

**Annex A**



**Expert Group Think Tank Meeting on  
Costing Implementation of the SADC Gender and Development Protocol at  
National Level**

**Date: 14 – 15 February 2011**

**Venue: Mercure Hotel**

<b>Day One</b>			
TIME	ACTIVITY	DOCUMENTATION	WHO
08:00 – 08:30	Registration	<ul style="list-style-type: none"> <li>Registration Form</li> <li>Workshop Pack</li> </ul>	All
08:30	Welcome and Introductions		Mukayi Makaya
08:45	Meeting Objective and Overview	<ul style="list-style-type: none"> <li>Costing Matrix – prepared by Debbie Budlender</li> </ul>	Colleen Lowe Morna
09:15	Discussion		All
10:00 – 10:30	Tea Break		
10:30	Costing the Protocol – Insight from SADC Gender Unit		Magdeline Madibela
11:00	Discussion		All
<b>Presentation of Case Studies</b>			
11:20	Zimbabwe Case Study	<ul style="list-style-type: none"> <li>Gender Policy Document</li> <li>National Action Plan</li> <li>Budget</li> </ul>	Naome Chimbetete
11:40	Discussion		All
11:50	Tanzania Case Study	<ul style="list-style-type: none"> <li>Gender Policy Document</li> <li>National Action Plan</li> <li>Budget</li> </ul>	
12:10	Discussion		All
12:20	South Africa Case Study	<ul style="list-style-type: none"> <li>Gender Policy Document</li> <li>National Action Plan</li> <li>Budget</li> </ul>	
12:40	Discussion		All
13:00	Lunch Break		
14:00 – 16:00	Group Work : Two Case Studies <ul style="list-style-type: none"> <li>Does the country have a Gender Policy, what is the date?</li> <li>Is it supported by a National Action Plan?</li> <li>Is it aligned to the SADC Gender Protocol?</li> </ul>		

	<ul style="list-style-type: none"> <li>Has the plan been costed?</li> </ul>		
16:00 – 17:00	Report back		Group Leaders
<b>17:00</b>	<b>END</b>		
<b>Day Two</b>			
<b>TIME</b>	<b>ACTIVITY</b>	<b>DOCUMENTATION</b>	<b>WHO</b>
08:30 – 10:30	<p>Group Work : Costing implementation of SADC Gender Protocol at national level</p> <p><b>Group One</b></p> <ul style="list-style-type: none"> <li>Planning Framework - what does the framework consist of and what factors are considered</li> </ul> <p><b>Group Two</b></p> <ul style="list-style-type: none"> <li>Costing Process – what are the steps and how does it work?</li> </ul> <p><b>Group Three</b></p> <ul style="list-style-type: none"> <li>Implementation – how would plan be implemented at national level and what advocacy material can be used to support the process</li> </ul>		Groups
10:30 – 11:00	Tea Break		
11:00 – 13:00	Wrap up of group work and presentation to the team		Group Leaders
13:00 – 14:00	Lunch Break		
14:00	Welcome Remarks and Programme Outline		Magdeline Madibela
14:00 – 16:00	<p>Gender Machineries and government officials attending the Gender National Action Plans Review Meeting join.</p> <ul style="list-style-type: none"> <li>Presentation of draft methodology presented</li> </ul>		
16:00 – 17:00	Discussion		
17:00	Vote of thanks		Colleen Lowe Morna
17:15	Expert Group Wrap up meeting and next steps		Expert Group; GL Team
<b>Evening Programme</b>			
<b>Launch of Regional SADC Gender Protocol 2010 Barometer</b>			
<b>Gender Links Office</b>			
17:45	Departure to Gender Links Office		

## Annex B

### Participants List

#### Event: Expert Group Meeting – Costing implementation of the SADC Gender and Development Protocol at national level

Name	Sex M/F	Organisation	Phone	Email
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Ntabiseng Maselement		Lesotho		
Andriamboahangy Ramandason Jaona		Madagascar		
Jayshree Bhunjun		Mauritius		
Luciano José		Mozambique		
Mermedah Moustache		Seychelles		
Peggy Simumba-Simwanze		Zambia		

## **Annex C**

### **Costing implementation of the SADC Protocol on Gender and Development Paper by Debbie Budlender**

#### **COSTING IMPLEMENTATION OF THE SADC PROTOCOL ON GENDER AND DEVELOPMENT**

Prepared for Gender Links

By Debbie Budlender, Community Agency for Social Enquiry

January 2011

#### **Gender-responsive budgeting and costing**

*Gender-responsive budgeting* (GRB) is a term that covers a wide range of potential activities. At its core is the question of the extent to which the government<sup>1</sup> budget meets the (differential) needs and interests of women and men, girls and boys. As an objective, GRB is about having a government budget that, within every sector, is "equitable" from a gender perspective.

Within this broad umbrella, GRB can focus on different stages of the planning and budgeting process. The five-step framework delineates the five steps or stages as: (a) situation analysis, where the differential situation of women and men, girls and boys is described; (b) policy (or activity) assessment, in which existing legislation, policy, programmes and projects are assessed to see whether they address the "gender gaps" reveals in step (a); (c) budget appraisal, in which one assesses whether adequate budget has been allocated to implement the gender-sensitive aspects of policies, programmes and projects uncovered through step (b); (d) monitoring, in which one checks whether the money allocated is spent, whether it is spent on the planned activities, and whom (in gender and other terms) it reaches; and (e) evaluation, in which one assesses whether the activities implemented with the allocated budget have changed the problematic aspects of the situation described in step (a).

The five-step framework highlights that budgets cannot be examined in isolation. Budgets are a means of implementing activities that take forward legislation and policy. Meaningful budget analysis requires that one first understands the strategies that are needed to address the gender "problems" and achieve the desired gender "outcomes". Once the strategies are understood, the budgets for the related activities can be assessed or estimated.

GRB can be done from within as well as from outside government. When done from inside government, GRB can more directly result in change in policy (activities) and budgets. When done from outside government, the aim is to have evidence on which to base advocacy for these changes.

*Costing* can, if one has a wide conception of GRB, be seen as a sub-set of GRB. In costing, one is attempting to estimate the cost of undertaking a given set of activities or achieving a given objective or target. Where one is estimating the cost to the

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<sup>1</sup> GRB can, in fact, be done for budgets of other institutions besides government. For example, some development agencies have undertaken GRB analysis of their budgets or set up systems to record the extent to which their budgets promote gender equality. The main point is that GRB is generally about how public money is used.

government budget, then this could be seen as a form of step (c) of the five-step framework outlined above. Where the cost includes possible donor allocations, this could still be seen as GRB to the extent that the donor money flows into and through the government budget and/or reduces the “burden” on the government budget. It could also be seen as GRB to the extent that the donor money itself is from bilateral and multilateral donors, i.e. from other governments.

As with GRB, costing is not a single “thing”. The following are examples of common forms of costing:

- Costing related to new legislation: This exercise aims to inform parliament what the financial implications will be if they pass the legislation. The focus is usually on the ongoing costs that will be incurred, for example for services or regulation provided for in the legislation. In some countries this type of costing may be mandatory for legislation that has substantial cost implications.
- Costing related to “action plans” or similar specific initiatives: This exercise is often done to construct a budget to take to donors. It could also be done within government by an agency that seeks an allocation from the Ministry of Finance to cover the costs of the initiative. The focus in this type of costing is often primarily on one-off costs, such as development of legislation and policy, pilot projects, and campaigns. In some ways this type of costing is similar to the budget formulation that would be done by a civil society organisation submitting a project proposal to a prospective donor. As such, there might be a tendency not to use the standard categories used in government budgeting in a particular country but instead to use the categories required by the prospective donor.
- Costing done/commissioned by agencies such as the UN or governments to see how much extra (government and donor) money is needed to achieve particular targets, such as the Millennium Development Goals. These exercises are often done on a global or regional level. They can also be done for a specific country. They would often have at their core the cost of scaling up delivery of a range of different services. Thus, like costing of new legislation, they would focus primarily on ongoing costs.
- Costing to estimate how much is being spent on implementing particular legislation. An example here is the South African costing of the Domestic Violence Act which aimed to estimate how much was being spent by different government agencies (courts, police, etc) on implementing the Act in the absence of a separate programme or separate budget line items for the Act.

### **What does this mean for costing of the Protocol?**

The proposed costing of the Protocol could be seen as a mix of the second and third types of costing, but with more similarity to the second than third type. It could thus be seen as costing of a campaign (broadly conceived) to reach the various targets. In line with this view, the table below shows that many of the costs appear to be one-off (called “project”) costs associated with review of legislation and policy.

What this view misses (and what some of the targets are perhaps not clear enough about) is that the policy and legislation reviews should, in turn, result in changes in policy and legislation that might then well imply ongoing “programme” (or delivery) costs during implementation. This raises the question as to whether the costing exercise will be simply about review, or also about what the future ongoing costs would be. Underlying this question is the bigger question as to the purpose of the costing. If the aim is to raise donor or government money to cover the costs of the Protocol

“campaign”, then the ongoing costs can perhaps be ignored. If the aim is to ensure that the Protocol ensures future progress, then the ongoing costs become important.

Note: The simple distinction made above between ongoing and project/one-off costs misses the fact that there are other costs – such as infrastructure – that are not ongoing, but that might be necessary for ongoing costs of service delivery to be effective (and gender-responsive). For education, for example, there might be need to build additional toilets at schools. This cost could be incurred once (for each of the schools with currently inadequate facilities).

A further issue, with some links to the previous one, is which budgets within the overall government budget we are focusing on. If the focus is on the costs of a Protocol “project” or campaign, then one might aim at a single overall estimate of money that could all be channelled through a lead agency, such as the National Women’s Machinery (NWM). If the focus is on ongoing costs of delivery of services etc arising from revised legislation and policy, then a mainstreaming approach would argue for separate estimates of the costs to each of the relevant ministries and lower levels of government. Indeed, even if the focus is on a Protocol “project”, one could argue that specifying the relevant agency and having the review (or similar activity) done by or through that agency is more likely to result in buy-in and subsequent follow-through activities.

The table below assumes a “mainstreaming” approach and indicates the likely agencies responsible for the activities that might be undertaken to achieve each of the targets. The agencies named are indicative as names of agencies differ across countries, as does allocation of functions both within levels of government and across levels. Each country would thus need to refine and tailor the table to their particular government set-up.

In addition to this tailoring to institutional set-up, the costing exercise would need to take into account the different ways in which governments draw up their budgets.

In some countries, for example, there is a distinction between the recurrent and development budgets. The latter are often where the donor money is concentrated, as well as where “projects” are provided for, while the recurrent budget covers regular ongoing expenses such as civil servant salaries and materials. If the costing exercise takes the form of “campaign” costing, the aim would probably be to have an allocation in the development budget.

Many African countries have over recent years been moving towards some form of programme budgeting, alongside a move to performance-oriented budget. In programme budgeting the budget is allocated for groups of activities with a similar objective, as opposed to old-style line-item budgeting which simply lists cost items by spending unit. In cases where the country has a programme budget, a mainstream costing would ideally specify the programme or sub-programme in which the additional money would be needed. More generally, the greater the extent to which the costing identifies “where” in the existing government budget the additional money would need to be allocated and the closer the match with how items are specified (e.g. in terms of sub-programme and/or line item allocations), the greater the likelihood that it will be taken seriously.

### **What are the activities to be costed?**

The Protocol is framed in terms of targets. It says what is to be achieved, but does not say how it is to be achieved. This is appropriate, as the means to achieve particular targets need to be tailored to each country. The absence of activity specification does, however, complicate the task of costing as, before estimating a cost, one will need to work out which activities will be needed to achieve the targets. Expressed differently, and in line with the five-step approach, one will need to complete step (b) before doing step (c).

Further complicating the task is that in some cases countries will already be undertaking the specified activities, but what will be needed is expansion of the scale of delivery (for example, for universal access) or changes in the way delivery happens so that it is gender-sensitive. Where expansion is needed, the question arises as to whether one estimates the full cost of service delivery or only the additional budget that is needed. Where delivery needs to happen in a different way, the challenge is in assessing whether the changed approach to delivery will entail additional costs.

For “project”-type tasks such as review of legislation and policy and development of curricula, one possibility is that these activities are undertaken by existing civil servants. If this approach is taken, there should be minimal additional costs. More common nowadays is that these tasks are outsourced to “expert consultants”. Where this is done, there are costs associated that would need to be included. The danger is that the exercise is then seen as an external project that is not fully owned or understood and thus not taken further within government.

The fact that the exercise is about the government budget raises the question as to the extent to which government activity is required/desirable for achieving some of the targets. What is the role, for example, in respect of women in the media? Awareness-raising and research on this topic might be appropriate if the costing focuses on a campaign, but be less appropriate if one is costing core ongoing costs of government. Similarly, some would argue that government’s role in respect of female representation in the labour market should be confined to monitoring, while others would argue for regulation, enforcement and other more costly ongoing activities.

### **Understanding the table**

The table below has three columns. The first column lists each of the main provisions of the Protocol. The second column lists the targets for 2015 linked to each of the provisions. The third column suggests the type of activity that might be required to achieve the targets, the costs that might be associated with the activities, and the agencies that are likely to be responsible for the activities and which would thus need additional budget allocations.

The third column does not and cannot present the “answer” to the three budget-related questions. Instead it suggests likely answers that will need to be refined for each country based on the current status in relation to the targets, existing and planned activities to achieve the targets, and institutional set-up and responsibilities.

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
<b>ARTICLES 1-3: PRINCIPLES AND OBJECTIVES</b>		
<p>These cover definitions; general principles and objectives. The Protocol aims to bring together existing commitments; enhance these through specific timeframes; create effective mechanisms for implementation; sharing of best practices and deepening regional integration.</p>		
<b>ARTICLES 4 - 11: CONSTITUTIONAL AND LEGAL RIGHTS</b>		
<p>This provides for all Constitutions in the region to enshrine gender equality and to give such provisions primacy over customary law. All laws that are discriminatory to women are to be repealed. It also provides for equality in accessing justice, marriage and family rights and the rights of widows, elderly women, the girl child, women with disabilities and other socially excluded groups.</p>	<ul style="list-style-type: none"> <li>✓ Endeavour to enshrine gender equality and equity in their Constitutions and ensure that these are not compromised by any provisions, laws or practices.</li> <li>✓ Review, amend and or repeal all discriminatory laws.</li> <li>✓ Abolish the minority status of women.</li> </ul>	<p><b>Activity type:</b> All these targets appear to relate to legislative changes. These are thus 'project' than 'programme' costs.</p> <p><b>Costs:</b> There would be process costs associated with developing legislative text for amendments and getting the amendments through parliament. The second target could involve a study to identify which laws are discriminatory and have discriminatory elements. Unless there is widespread acceptance that the amendments are desirable and necessary, there may be need for "campaign"-type costs, such as media, workshops, etc.</p> <p>Many of the activities could be done by already employed civil servants, implying minimal additional costs. If consultants/experts are commissioned for some of the tasks, there would be costs associated with hiring them. If workshops or other events are organised, there would be the normal costs associated with these events.</p> <p><b>Agency budgets:</b> From a mainstreaming viewpoint, the Ministry of Justice or equivalent would be responsible for these costs. This Ministry might well have a unit, with associated budget, which is responsible for developing legislative amendments. There might also be a funded body such as a Law Commission, which could be tasked with review of legislation.</p>
<b>ARTICLES 12-13 : GOVERNANCE (REPRESENTATION AND PARTICIPATION)</b>		
<p>This Article provides for the equal representation of women in all areas of decision-making,</p>	<ul style="list-style-type: none"> <li>✓ Endeavour to ensure that 50 percent of decision-making positions in all public and</li> </ul>	<p><b>Activity type:</b> The article could imply legislative measures, strategies, policies and programmes. Overall, it appears that the activities would tend to be "projects" (until the 50 percent target is achieved) rather than ongoing "programme delivery".</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
<p>both public and private and suggests that this target be achieved through Constitutional and other legislative provisions, including affirmative action. It further stipulates that Member States should adopt specific legislative measures and other strategies, policies and programmes to ensure that women participate effectively in electoral processes and decision-making by, amongst others, building capacity, providing support and establishing and strengthening structures to enhance gender mainstreaming.</p>	<p>private sectors are held by women including through the use of affirmative action measures.</p>	<p><b>Costs:</b> The costs would depend on the type of activity. If legislation were introduced, costs would be similar to those for Constitutional and Legal Rights above. Legislation could presumably include both targeted legislation and amendments to existing legislation. If there was to be a campaign to raise awareness, the associated costs would depend on the form of the campaign but at the least would include communication and media costs. If mandatory quotas were to be specified for the private sector, a monitoring system would need to be established, implying both set-up and ongoing maintenance costs.</p> <p><b>Agency budgets:</b> From a mainstreaming perspective, the responsible ministry would depend on the type of legislation targeted, and where programmes were introduced. Likely ministries could include the Ministry of Labour in respect of the private sector. In South Africa the Commission on Employment Equity, which falls under the Department of Labour, together with its secretariat, might be the place to look for a budget. For the public sector, the Ministry responsible for the Civil Service would be the appropriate place to locate a budget.</p>
<p><b>ARTICLE 14: EDUCATION AND TRAINING</b></p>		
<p>This article provides for equal access to quality education and training for women and men, as well as their retention at all levels of education. It further provides for challenging stereotypes in education and eradicating gender based violence in educational institutions.</p>	<ul style="list-style-type: none"> <li>✓ Enact laws that promote equal access to and retention in primary, secondary, tertiary, vocational and non-formal education in accordance with the Protocol on Education and Training and the Millennium Development Goals.</li> <li>✓ Adopt and implement gender sensitive educational policies and programmes addressing gender stereotypes in education and gender-based violence, amongst others.</li> </ul>	<p><b>Activity type:</b> If laws are to be enacted, then there would be the “project” type costs associated with developing these laws and getting them passed. (See above.) In reality, however, legislative amendments are probably not necessary for equal education in most countries. For the second target, the aim would presumably be to have an education system which on an ongoing basis operates in a gender-sensitive manner. To achieve this, there might be need for some one-off expenditures. For example, there might be some need for policy development, for example in relation to pregnant learners. There might be need for curriculum development, for both learners and those who are being trained to be teachers. There might be need for infrastructure, such as provision of adequate separate toilets for girls and boys.</p> <p><b>Costs:</b> The type of cost would depend on the activities. For infrastructure there would need to be an allocation from the capital budget (called by different terms in different countries and budgeting systems). For policy and curriculum development there might be the need to hire consultants. If new policies are introduced, there</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
		<p>may be need for one-off training or communication efforts to inform teachers and others who are already in position about the changes.</p> <p><b>Agency budgets:</b> From a mainstreaming perspective, all or most of these costs should be covered in the budget of the Ministry of Education. In countries where there is a separate Ministry (e.g. Public Works) responsible for infrastructure, there might need to be allocations in that Ministry's budget. In many countries education is devolved to province, state or local government level. However, the type of costs envisaged for the activities above would probably in most cases be incurred by the central/national government.</p>
<b>ARTICLES 15-19: PRODUCTIVE RESOURCES AND EMPLOYMENT, ECONOMIC EMPOWERMENT</b>		
<p>This Article provides for the equal participation of women in economic policy formulation and implementation. The article has provisions and targets on entrepreneurship, access to credit and public procurement contracts, as well as stipulations on trade policies, equal access to property, resources and employment.</p>	<ul style="list-style-type: none"> <li>✓ Ensure equal participation by women and men in policy formulation and implementation of economic policies.</li> <li>✓ Conduct time use studies and adopt policy measures to ease the burden of the multiple roles played by women.</li> <li>✓ Adopt policies and enact laws which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship, taking into account the contribution of women in the formal and informal sectors.</li> <li>✓ Review national trade and entrepreneurship policies, to make them gender responsive.</li> <li>✓ With regard to the affirmative action provisions of Article 5, introduce measures to ensure that women benefit equally</li> </ul>	<p><b>Activity type:</b> It is not clear what activities the first target would require. It could be interpreted to include introduction of special provisions, for example for points or quotas for women, in procurement policies and quotas in public works/employment programmes. The second target requires, firstly, implementation of a large-scale survey. This is a one-off activity that would need to be repeated on a regular basis, but not more than once every five years. Secondly, it could require introduction or strengthening of policies such as those related to electricity, water provision, public transport, and childcare. This second part would generally require ongoing "programme" service delivery budgets. The third target could include provision of credit, construction and management of local markets, and a range of other interventions, some of which – especially for the informal sector – might fall within the functions of local government. Some of these activities would require ongoing "programme" service delivery budgets while others, such as construction of markets, would involve once-off infrastructure creation. The fourth, sixth and seventh targets relate to policy review and are thus "project-type" activities. However, the seventh target, unlike the other "review" targets, also speaks about enactment of laws and thus implies legislative development. [It is not clear if it was deliberate that some policy/legislative review targets involve only review, others review and revision, and yet others review, revision and implementation.] The fifth target has some overlap with other targets.</p> <p><b>Costs:</b> Ensuring equal participation by women and men in policy formulation and implementation should not require additional budget. The review-type activities could be done by civil servants but might require commissioning of expert</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
	<p>from economic opportunities, including those created through public procurement processes.</p> <ul style="list-style-type: none"> <li>✓ Review all policies and laws that determine access to, control of, and benefit from, productive resources by women.</li> <li>✓ Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.</li> </ul>	<p>consultants. The service delivery activities would require ongoing programme budgets, whether at national, local or another level. Construction of markets would require one-off infrastructure budgets followed by maintenance budgets. Conducting a time use survey would require a relatively large-scale one-off budget allocation once every five years or so.</p> <p><b>Agency budgets:</b> Following a mainstreaming approach, the budget for the time use survey would be the responsibility of the national statistical agency. The budget for review of laws relating to wage labour would be the responsibility of the Ministry of Labour. The budget for review of laws relating to trade and entrepreneurship would be the responsibility of the Ministry of Trade/Commerce, as might activities relating to credit. The budget for provision of childcare might fall under a Ministry for Social Welfare. Public transport might fall under a Ministry of Transport, but might also fall under provincial/state or local government. Similarly, water provision might fall under a Ministry of Water Affairs and electricity under a Ministry of Energy, but these functions might also fall under local government.</p>
<b>ARTICLES 20-25: GENDER BASED VIOLENCE</b>		
<p>This article makes provision for the implementation of a variety of strategies, including enacting, reviewing, reforming and enforcing laws, aimed at eliminating all forms of gender based violence, and trafficking. There are specific stipulations for the provision of a comprehensive package of treatment and care services for survivors of gender based violence, including the access to Post Exposure Prophylaxis and the establishment of special courts to address these cases. There are specific provisions on human</p>	<ul style="list-style-type: none"> <li>✓ Enact and enforce legislation prohibiting all forms of gender-based violence.</li> <li>✓ Ensure that laws on gender based violence provide for the comprehensive testing, treatment and care of survivors of sexual assault.</li> <li>✓ Review and reform their criminal laws and procedures applicable to cases of sexual offences and gender based violence.</li> <li>✓ Enact and adopt specific legislative provisions to prevent human trafficking and provide holistic services to the victims,</li> </ul>	<p><b>Activity type:</b> Enactment of legislation is a one-off project-type activity, while enforcement would be an ongoing programme/service delivery type activity. Many of the other targets are expressed as review or development of legislation and policy i.e. project-type activity. In reality, for these to be effective there would need to be programme/service delivery type activity subsequent to enactment, for example to provide the testing, treatment and care of survivors and to provide the "holistic" services to survivors of trafficking. The last activity, which requires cross-sectoral activity, is challenging as budgets are generally developed and allocated by sector/ministry. Where activities are cross-sectoral, "everybody's business becomes nobody's business". One would therefore need to specify a lead agency responsible for coordination.</p> <p><b>Costs:</b> The reviews could be done by civil servants or be outsourced to expert consultants, in which case there would be an associated budget. Provision of testing, treatment and care is an ongoing programme/service delivery activity. Promotion of integrated cross-sectoral work would require ongoing, but small-cost, activities such as meetings and other communication.</p> <p><b>Agency budgets:</b> The budget for the review of gender-based violence law and</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
<p>trafficking. A section which provides for monitoring and evaluation sets targets and indicators for reducing gender based violence levels by half by 2015.</p>	<p>with the aim of re-integrating them into society.</p> <ul style="list-style-type: none"> <li>✓ Enact legislative provisions, and adopt and implement policies, strategies and programmes which define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for perpetrators of sexual harassment.</li> <li>✓ Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015.</li> </ul>	<p>sexual offences law would be the responsibility of the Ministry of Justice. The budget for provision of testing, treatment and care of survivors would be primarily the responsibility of the Ministry of Health, and perhaps also local government if service delivery is devolved. The (small) budget for intersectoral collaboration could be the responsibility of the lead agency, or could be shared by all the collaborating agencies.</p>
<p><b>ARTICLE 26: HEALTH</b></p>		
<p>This article provides for the adoption and implementation of policies and programmes that address the physical, mental, emotional and social well being of women with specific targets for reducing the maternal mortality ratio and ensuring access to quality sexual and reproductive health services.</p>	<ul style="list-style-type: none"> <li>✓ Adopt and implement legislative frameworks, policies, programmes and services to enhance gender sensitive, appropriate and affordable quality health care.</li> <li>✓ Reduce the maternal mortality ratio by 75%</li> <li>✓ Develop and implement policies and programmes to address the mental, sexual and reproductive health needs of women and men; and</li> <li>✓ Ensure the provision of hygiene and sanitary facilities and nutritional needs of women,</li> </ul>	<p><b>Activity type:</b> Virtually all the activities would be ongoing programme/service delivery type, although there are also some one-off legislative/policy development-type activities preceding some of the service delivery.</p> <p><b>Costs:</b> The main costs would be those associated with service delivery, including staff costs, equipment, and supplies. The policy development type activities could be done by civil servants or outsourced to expert consultants.</p> <p><b>Agency budgets:</b> All except the last target imply budgets from the Ministry of Health (and local government if services are devolved). The last target would fall under the budget of the Ministry of Prisons.</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
	including women in prison.	
<b>ARTICLE 27: HIV AND AIDS</b>		
This article covers prevention, treatment care and support in relation to HIV and AIDS.	<ul style="list-style-type: none"> <li>✓ Develop gender sensitive strategies to prevent new infections</li> <li>✓ Ensure universal access to HIV and AIDS treatment for infected women, men, boys and girls;</li> <li>✓ Develop and implement policies and programmes to ensure the appropriate recognition, of the work carried out by care givers, the majority of whom are women; the allocation of resources and psychological support for care-givers as well as promote the involvement of men in the care and support of People Living with Aids.</li> </ul>	<p><b>Activity type:</b> Development of strategies is a once-off “project-type” activity, although the strategies developed might imply further ongoing programme/service delivery activities. Universal access would require ongoing programme/service delivery activities. Recognition and rewarding of care-givers would involve ongoing programme/service delivery activities, including support services, and possibility provision of stipends or similar payments.</p> <p><b>Costs:</b> Strategy development could be done by civil servants or could be outsourced to expert consultants. Provision of treatment would involve ongoing costs of staff, materials etc. Recognition and reward of care-givers would involve ongoing costs for stipends or other payment as well as materials, such as gloves and equipment, as well as costs of staff to provide support. In countries where the caregiving is outsourced to non-governmental agencies, these would need to receive adequate funding from the government budget if achievement of the target was to be ensured.</p> <p><b>Agency budgets:</b> Virtually all the costs seem most appropriate for the Ministry of Health. Some costs might be incurred in local government budgets if service delivery is devolved.</p>
<b>ARTICLE 28: PEACE BUILDING AND CONFLICT RESOLUTION</b>		
This provides for the equal representation of women in conflict resolution and peace building processes as well as the integration of a gender perspective in the resolution of conflict in the region.	<ul style="list-style-type: none"> <li>✓ Put in place measures to ensure that women have equal representation and participation in key decision-making positions in conflict resolution and peace building processes, in accordance with UN Council Resolution 1325 on Women, Peace and Security.</li> </ul>	<p><b>Activity type:</b> Achieving this target might involve institution of quotas.</p> <p><b>Costs:</b> There should not be significant extra costs associated with this as costs would be incurred whether participants were male or female.</p> <p><b>Agency budgets:</b> Not applicable.</p>
<b>ARTICLES 29 - 31: MEDIA, INFORMATION AND COMMUNICATION</b>		
This article provides for gender to be mainstreamed in all information, communication and	<ul style="list-style-type: none"> <li>✓ Take measures to promote the equal representation of women in ownership of, and decision-</li> </ul>	<p><b>Activity type:</b> Achieving this target might involve awareness-raising activities.</p> <p><b>Costs:</b> Costs are unlikely to be significant but could, for example, include cost of media campaigns.</p>

MAIN PROVISIONS	SPECIFIC TARGETS TO BE ACHIEVED BY 2015	IMPLICATIONS FOR COSTING/BUDGETING
<p>media policies and laws. It calls for women's equal representation in all areas and at all levels of media work and for women and men to be given equal voice through the media. The Protocol calls for increasing programmes for, by and about women and the challenging of gender stereotypes in the media.</p>	<p>making structures of the media, in accordance with Article 12.1 that provides for equal representation of women in decision-making positions by 2015.</p>	<p><b>Agency budgets:</b> The budget of the Ministry of Communications seems the appropriate one for this target.</p>
<p><b>ARTICLES 32 - 36: IMPLEMENTATION</b></p>		
<p>These articles make provision for gender sensitive budgets and resource allocation; oversight of the Protocol by a Committee of gender ministers; development of national action plans based on the Protocol; and the collection of baseline data for monitoring and evaluation. The Protocol requires that Member states submit comprehensive reports to the Secretariat every two years indicating progress achieved in the implementation of the provisions.</p>		<p>No targets specified. The Ministry of Finance would bear the overall responsibility for budgets. The National Women's Machinery might be the agency responsible for monitoring, evaluation and reporting.</p>

## ANNEX D: COUNTRY MAPPING OF NATIONAL GENDER POLICIES, PROCEESS AND ALIGNMENT TO PROTOCOL

COUNTRY	Gender integrated in national development plans?	Gender policy (date?)	Gender action plan (date?)	Aligned to Protocol? If not how feasible?	In country GRB process to work from?	Upcoming process/entry points	Fiscal year/Budget Cycle
Angola	Yes, The <b>PRRP/</b> ECP have defined objectives targeting women and gender equality.  (Post-conflict rehabilitation and National Reconstruction Programme/Estratégia de Combate à Pobreza)	<i>National Strategy to Promote Gender Equality up to year 2005</i>	Yes, 2005.	No, not specifically but addresses sectors similarly.	Yes, a gender budgeting initiative was introduced in 2000. A UNIFEM programme in support of the Ministry of Finance in mainstreaming gender in budgeting processes.	The 2011 SADC Head of State Summit is being held in Luanda this year.  Ratification of SADC Gender Protocol	The budget proposal must be delivered to the <b>Cabinet</b> before 30th September and before 31st October to the <b>Parliament</b> (Assembleia Nacional) so that by 15th to 20th December it will be approved and before 31st December published in the Government Gazette
Botswana	Yes	Yes, draft form 2011	Yes, based on WID Policy, 1997.	No, but strongly aligned to the SADC	<ul style="list-style-type: none"> <li>• UNECA assisting Botswana with gender</li> </ul>	<ul style="list-style-type: none"> <li>• BOCONGO – feeding into gvt. Processes</li> <li>• National</li> </ul>	

<b>COUNTRY</b>	<b>Gender integrated in national development plans?</b>	<b>Gender policy (date?)</b>	<b>Gender action plan (date?)</b>	<b>Aligned to Protocol? If not how feasible?</b>	<b>In country GRB process to work from?</b>	<b>Upcoming process/entry points</b>	<b>Fiscal year/Budget Cycle</b>
				Gender Declaration.	budgeting process <ul style="list-style-type: none"> <li>• BOCONGO leading civil society lead effort to address GRB</li> </ul>	Budget Cycle – civil society strategic position <ul style="list-style-type: none"> <li>• The Protocol</li> <li>• Policy development – embed the protocol provisions</li> </ul>	
DRC	Yes.	Yes.	Not certain	No.		Presidential and National Assembly Elections, November 2011,  Advocacy around MDG 3.	
Lesotho	Yes	Yes	Yes	Yes	??	<ul style="list-style-type: none"> <li>• Ratification of the Protocol</li> <li>• Advocacy around MDG3.</li> </ul>	April to June.

<b>COUNTRY</b>	<b>Gender integrated in national development plans?</b>	<b>Gender policy (date?)</b>	<b>Gender action plan (date?)</b>	<b>Aligned to Protocol? If not how feasible?</b>	<b>In country GRB process to work from?</b>	<b>Upcoming process/entry points</b>	<b>Fiscal year/Budget Cycle</b>
						<ul style="list-style-type: none"> <li>Local government elections 2011</li> </ul>	
Madagascar						<ul style="list-style-type: none"> <li>Changing political landscape.</li> <li>National Assembly Election, April 2011</li> <li>Presidential elections, July 2011.</li> <li>Advocacy around MDG3</li> </ul>	
Malawi	Yes, 1996 -1999	Yes, March 2000 Covering 2000 – 2005 only	Yes, 2005 - 2008	Yes,	<ul style="list-style-type: none"> <li>Yes, government driven initiatives</li> <li>Donor</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Strategic Plan</li> <li>Review of Gender</li> </ul>	November to October.

<b>COUNTRY</b>	<b>Gender integrated in national development plans?</b>	<b>Gender policy (date?)</b>	<b>Gender action plan (date?)</b>	<b>Aligned to Protocol? If not how feasible?</b>	<b>In country GRB process to work from?</b>	<b>Upcoming process/entry points</b>	<b>Fiscal year/Budget Cycle</b>
					influence CIDA	National Policy – lapsed in 2005 <ul style="list-style-type: none"> <li>• Ratification of the Protocol</li> <li>• Local government elections, 2011</li> </ul>	
Mauritius	Yes	Yes, 8 March 2008	No, but proposals to formulate may be brought to the Gender Ministry for consideration.	To some extent	In the process of establishing civil society initiatives around gender-budgeting.	<ul style="list-style-type: none"> <li>• The SADC Gender and Development Protocol</li> </ul>	January to December
Mozambique	Yes.	Yes.	Yes, addressing gender-based violence.	No.	Yes, a joint civil society and government initiative.	Advocacy around MDG 3.	
Namibia	Yes.	Yes, adopted 1997.	Yes, Local Government Gender Action Plan.	No.	Yes, a process has begun with donor funding and government	Process of reviewing and updating of National Gender policy.	
Seychelles		Yes	Yes	Need		<ul style="list-style-type: none"> <li>• Presidential</li> </ul>	

<b>COUNTRY</b>	<b>Gender integrated in national development plans?</b>	<b>Gender policy (date?)</b>	<b>Gender action plan (date?)</b>	<b>Aligned to Protocol? If not how feasible?</b>	<b>In country GRB process to work from?</b>	<b>Upcoming process/entry points</b>	<b>Fiscal year/Budget Cycle</b>
				alignment		Elections, May 2011.	
South Africa	Yes, not to a large extent.	Yes, adopted 2000.	Yes, plans addressing gender-based violence.	No, but acknowledges SADC Declaration.	Yes, was a strong civil society led process that has now lost momentum	Local government elections.  Advocacy around MDG 3.	
Swaziland	Not certain.	Yes.	Yes, local government gender draft strategy.	No.	Not that can be identified.	Advocacy around MDG 3.  Ratification of Protocol.	
Tanzania	Yes, MKUKUTA I and II.	Yes, adopted in 2004.	Yes, national strategy around the implementation of national gender policy.	No.	Yes, a strong civil society led process.	Constitutional Review of discriminatory law.  Revision of national gender policy.	April to June.
Zambia	Yes, to some extent	Yes, adopted in 2000.	National Action Plan on Gender-Based Violence (2008-2013)	No, but has similar targets.	Yes, as of the beginning of 2011, the national GRB was launched in	Local elections.  SADC Gender Protocol Ratification	Commenced a new budget system in 2009, running from January

<b>COUNTRY</b>	<b>Gender integrated in national development plans?</b>	<b>Gender policy (date?)</b>	<b>Gender action plan (date?)</b>	<b>Aligned to Protocol? If not how feasible?</b>	<b>In country GRB process to work from?</b>	<b>Upcoming process/entry points</b>	<b>Fiscal year/Budget Cycle</b>
					conjunction with UNIFEM (UN Women)	process.	to December.
Zimbabwe	Yes	Yes, adopted August 2004 and currently undergoing review.	Yes, 2004	Yes, aligned to SADC Declaration.	Policy reviews, Capacity building initiatives, Budget Analysis processes and feedback Sectoral budgeting process	Gender Policy Review, Constitutional drafting process, Strong engagement and buy-in with policy markers, Ratification of the Protocol, Presidential Elections, Annual Budget Process – Fiscal year	January to December

## **Annex E: Draft outline of national workshops to cost the SADC Protocol**

### ***Day one: Aligning the policy, National Action Plan with the Protocol***

- High level opening, gender minister etc.
- Introduction, overview, objectives
- Group work on alignment

### ***Day two: Gaps and priorities (country reports and Barometer)***

- Reviewing country audits. Chapters will be sent out in advance.
- Government and civil society organisations to review in small groups by cluster.

### ***Day three: Costing and budget implications***

- Identifying activities/programme, what these will cost
- Existing sector plans, budgets, synchronising, harmonising, and enhancing these.

### ***Day four: Way forward and report back to political principles and senior decision-makers***

- Process plan for in-depth sector planning, ongoing collaboration, monitoring and evaluation.
- Round table to report back to decision-makers

## Annex F: Amended work plan for phase two and three

ACTIVITY	OUTPUTS	TIMEFRAME	WHO
<b>Phase Two</b>			
Briefing and training for in-country researchers	<ul style="list-style-type: none"> <li>Two day workshop after finalisation of the methodology to train and equip country researchers to nationally collect data on identified issues that will feed into the regional action plan</li> </ul>	May/July	GL, Expert
In country research and country processes developed.	<ul style="list-style-type: none"> <li>In country research conducted - Standardised data collected in all 14 countries</li> <li>Country reports and draft country plans</li> </ul>	By mid July	Country researchers
<b>Phase three</b>			
<ul style="list-style-type: none"> <li>Expert group meeting to agree on a framework and process for aligning national action plans to the SADC Gender Protocol and costing these.</li> </ul>	<ul style="list-style-type: none"> <li>Framework and process to be used in costing workshops.</li> </ul>	End July	GL and SADC GU
<ul style="list-style-type: none"> <li>Conduct lobbying and advocacy work to have the tool on costing the SADC Heads of State</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy materials and messaging developed</li> </ul>	August	SADC Gender Unit
<ul style="list-style-type: none"> <li>Commissioning and distributing opinion pieces</li> </ul>	<ul style="list-style-type: none"> <li>10 opinion pieces written and distributed through the GL Opinion and Commentary Service.</li> </ul>	By September	Gender Links Southern African
<ul style="list-style-type: none"> <li>Strengthening national and regional structures through regular communication</li> </ul>	<ul style="list-style-type: none"> <li>SADC Gender Barometer newsletter</li> <li>E Mail, fax and other correspondence</li> </ul>	Ongoing	Gender Protocol Alliance Gender Machineries

