



Mid-Term Review

REPORT

GTF Number	174
Short Title of Programme	Making Every Voice Count for Gender Equality in Southern Africa
Name of Lead Institution	Gender Links
Start date	01/08/2008
End date:	31/07/2013
Amount of DFID Funding:	GBP 4,352,643
List all countries where activities have taken or will take place	Angola, Botswana, DRC, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe
List all implementing partners in each country	See Annex 6
Target groups- wider beneficiaries	117,655 Southern African women and men are expected to benefit directly and indirectly from the programme over five years. During this reporting period 58 752 people were reached: 11 868 (61% women and 39% men) participated in DFID funded GL and GEMSA events. A total of 46 884 beneficiaries received products and publications.
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Other people contracted to undertake the MTR	The MTR ran in tandem with the GL ten year organisational evaluation conducted by Dr Alemu Mammo.

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Acknowledgements

In any assessment of this nature, the evaluator depended on the collaboration of many stakeholders. Foremost, I am sincerely grateful to Colleen Lowe Morna, the Executive Director and the staff of GL for allowing me and my colleague who was conducting an organisational assessment the use of their office space and facilities. Colleen readily provided technical oversight for the two evaluation exercises and insight into understanding the history, set up of GL and the GTF funded programme. The Deputy Director and Director of Programmes, Kubi Rama and all the programme managers were equally helpful in explaining the GL programme web. They provided the necessary documents and programme reports for programme review.

Sincere thanks and appreciation also goes to Susan Tolmay, the Monitoring and Evaluation Manager for her tireless efforts in coordinating both the programme and organisational assessments and for mobilising key stakeholders in South Africa for interviews. Susan gave technical input and comments on the evaluation methodologies and provided relevant project documents for desk review. Susan also coordinated our field visits with GL staff in the Satellite and Field Offices. All GL staff in these offices provided dependable help and accommodated to our needs in spite of their busy schedules. Faides Tembatemba Nsofu and Albert Ngosa of GL Zambia Field Office as well as Keabonye Ntsabane and Roos in GL Botswana Satellite Office coordinated my visits there and arranged key informants for interviews. Faides and Roos accompanied and introduced the evaluator to the various key informants and they also drove their personal vehicles to take me to meetings. Faides and Keabonye introduced the evaluator to local government associations and local councilors in Zambia and Botswana respectively.

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Last but not least, I am sincerely grateful to Vivien B. Bakainaga, the Human Resource Manager of GL and Robinah Sanyangore, the Procurement Officer for their tireless efforts in managing all my travel arrangements in the region.

Notwithstanding the broad range of individuals and institutional assistance provided to the evaluator, the views, analyses, interpretation of data, and conclusions drawn in this report are those of the consultant and do not necessarily represent the views of GL or their sponsors, the Department for International Development (DFID). The report represents qualitative data collected from key informant interviews (KIs) with programme stakeholders and focus group discussions (FGDs) with partners and local government councillors from the sampled countries. As such, this report is compiled from original contributions, ideas, and experiences of the persons described in this document and triangulated with information from key programme documents. The consultant has carefully analysed the information derived from the interviews and is responsible for interpretation of the data in shaping the arguments presented in this report.

Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ALAN	Association of Local Authorities in Namibia
ARDC	Association of Rural District Councils
AWD	African Women's Decade
BALA	Botswana Association of Local Authorities
BOCONGO	Botswana Council of NGOs
CALG	Commonwealth Association of Local Government
CCZ	Christian Council of Zambia
CDF	Constituency Development Funds
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CoE	Centres of Excellence
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DAW	Advancement of Women
DFID	Department for International Development
DRC	Democratic Republic of Congo
EAC	East African Community
ECOSOC	UN Economic and Social Council
EFC	Evangelical Fellowship of Zambia
FEMENET	the African Women's Development and Communication Network
FES	Frederich Ebert Stiftung
FGDs	Focus Group Discussions
GBV	Gender-Based Violence
GEM	Gender and Media
GEMSA	Gender and Media Southern Africa
GIME	Gender in media Education
GL	Gender Links
GMBS	Gender and Media Baseline Study
GMDC	Gender and Media Diversity Centre
GMPS	Gender and Media Progress Study
GTF	Governance and Transparency Fund
HAM	the High Authority of the Media
HIV	Human Immunodeficiency Virus
HOS	Head of State
IGPN	International Gender Policy Network
ISS	Institute of Security Studies
IULA	International Union of Local Authorities

KIIs	Key Informant Interviews
MCM	the Media Council of Malawi
MDG	Millennium Development Goal
MEGEN	Men for Gender Equality Now
MISA	Media Institute of Southern Africa
MOUs	Memorandum of Understanding
MTR	Mid-Term Review
MWO-GEMSA	Media Watch Organisation – GEMSA Mauritius
NAPs	National Action Plans
NCC	Norwegian Church Aid
NGO-GCN	NGO Gender Coordination Network
NGO-CC	NGO Coordinating Committee
PEP	Post Exposure Prophylaxis
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community
SADC-CNGO	SADC Congress of NGOs
SADC-PF	SADC Parliamentary Forum
SADC-SGMT	SADC-Gender and Development Protocol Monitoring Tool
SAfAIDS	Southern Africa HIV and AIDS Information Dissemination Service
SALGA	South Africa Association of Local Authorities
SMEs	Small and Medium Enterprises
STERP	Short Term Economic Recovery Programme
TACRA	the Tanzania Communications Regulatory Authority
ToT	Training Of Trainers
UCAZ	Urban Councils Association of Zimbabwe
UCLGA	United Council of Local government in Africa
UCOFEM	Union Congolese des Femmes des Médias
UNAIDS	joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UN-ECA	United Nations Economic Commission for Africa
UNESCO	United Nations Education Scientific and Cultural Organisation
UNFPA	United Nations
UNIFEM	United Nations Development Fund for Women
VSO-RAISA	Voluntary Service Overseas-Regional AIDS Initiative of Southern Africa
WAD	Women's Affairs Department
WILSA	Women in Law Southern Africa
ZEC	Zambian Episcopal Conference
ZiLGA	Zimbabwe Local Government Association
ZWRNCN	Zimbabwe Women Resource Centre Network

Executive Summary

This report presents the outcome of the mid-term review of Gender Link's programme on *Making Every Voice Count for Gender Equality in Southern Africa* implemented with funding from DFID-GTF for the period August 2008 – July 2013. This five-year programme is implemented in the 15 countries of the Southern African Development Community (SADC). The programme aims to make governments *and* the media accountable for achieving gender equality and ending poverty in the SADC region through five core programme areas: (i) campaign for adoption and implementation of the SADC Protocol on Gender and Development (Gender Protocol), (ii) gender and governance, (iii) gender justice, (iv) making care work count campaign, and (v) promoting gender equality in and through the media. The overall purpose of the mid-term review is to assess what should be improved for the remaining funding period vis-à-vis key achievements, key implementation challenges, and lessons learnt.

AS required by the GTF an independent consultant conducted the mid-term review in the second year of implementation from October – December 2010. The evaluator employed a combination of methodologies including in-depth key informant interviews (KIIs), focus group discussions (FGDs), and document review as discussed in the report. The evaluator interviewed a total of 71 people (45 women and 26 men) from 30 different organisations including Gender Links, partner organisations, and programme beneficiaries in South Africa, Botswana, Malawi, Mauritius, Zambia, and Zimbabwe (see **Annex 4**). The evaluator also participated in, and interviewed key participants during the Fourth Annual Gender and Media (GEM) Summit organised by GL, the Gender and Media Southern Africa (GEMSA) Network, and MISA in Johannesburg on October 12th – 16th, 2010 and Gender Protocol Barometer launches in 4 countries (Botswana, Zambia, Malawi and South Africa). The MTR has generated a number of key findings, lessons learned, and recommendations summarised below.

Summary of main achievements

The mid-term review assessed how far the intended outputs and results of the Governance and Transparency Fund (GTF) programme were achieved in relation to targets set in the original logical framework. Overall, the programme is on track with the majority of targets achieved rated above 60% despite slow achievement of a few which are rated at 40%. The major achievements reported in this MTR include: a) adoption of the SADC Gender Protocol in August 2008 in a record time of 3 years of campaign (except Mauritius and Botswana have not yet signed the Protocol); b) production, publication, and launching of two of the five issues of the SADC Gender Protocol Barometer tracking and scoring progress by CSOs on government achievement of the 28 targets of Protocol; c) country CSOs networks are beginning to organise by sector and to champion targets at country level; d) the Protocol is being put to work by governments, CSOs, and citizens to claim their rights; and e) Gender Links and partner organisations are using the Protocol as a key point of reference for their core programmes:

Adoption and ratification of the Gender Protocol – The most remarkable achievement of the programme results is the campaign for the adoption of the Gender Protocol led by GL. The Gender Protocol was adopted in a record time of three years making this campaign to be recognised globally as a strategic and ground breaking intervention demonstrating the agenda setting power of civil society and its critical watchdog function. The citizens score their governments annually on the implementation of the 28 targets of the Protocol. The citizen score in the 2010 Barometer is 54%, falling short of the 65% minimum target by 11%. The scores are an indication that

governments are beginning to implement the Protocol although their efforts are relatively slow. The Gender Protocol Alliance has translated a simplified version of the Protocol in 23 local languages and reached a total of 15,755 (72% of target) community members (58% women and 42% men) to raise awareness on the Protocol in 11 SADC countries. **Progress towards achieving the ratification of the Protocol at 80% has again been remarkable in SADC terms, with 8 of the 13 SADC countries that have signed having ratified. As two thirds of the signatories are required to have ratified for the Protocol to go into force, this means that only one more ratification is required for the Protocol to become binding. At the time of writing it was widely anticipated that either South Africa or Zambia would be the next to ratify.**

Utilisation of the Protocol by CSOs and citizens – The Gender Protocol is being put to work by CSOs through the alliance work, men’s networks in Malawi and South Africa, and faith-based organisations in Zambia to claim women’s rights. The Christian denominations in Zambia are using the provisions of the Protocol to mainstream gender in all church activities including training of the clergy in the denomination’s Bible Colleges and theological colleges. The Men for Gender Equality Now (MEGEN) in Malawi and Sonke Gender Justice Network in South Africa are using the Protocol to promote gender equality in Southern Africa. **In October 2009 GL received a runner up Drivers of Change Award for the Protocol campaign, and Emma Kaliya of the Gender Coordinating Network in Malawi received special commendation for her role in the 50/50 campaign using provisions of the Protocol. A year later GL received the prestigious “Investing in the Future” award made by the Mail and Guardian Newspaper for pioneering a new kind of leadership through its Gender Justice and Local Government Summit that show cases local actions to empower women and halve gender violence by 2015 in accordance with the provisions of the Protocol.**

Increase in women’s voice and government’s accountability to the citizens – The programme is significantly increasing women’s voice and government’s accountability to citizens using the provisions the Gender and Development Protocol. For example, the programme has contributed to increased representation of women in local councils, national parliaments, and cabinet through the 50:50 campaigns; putting care work and recognition of women’s unpaid labour on the policy agenda of governments; and improved interaction of the women in decision-making, citizens and the media through media training. The SADC region has achieved a 6% increase in women’s participation in parliament from 18% in 2000 to 24% in 2010. While the region is 5% ahead of the global average of 19% it is still less than half the required 50% target. The SADC region is second only to the Nordic countries and 4% ahead of Europe (excluding Nordic countries) with regard to women’s political representation.

Development of multi-sector National Action Plans and local council plans to end GBV – The 2010 SADC Gender Protocol Barometer reports that all 15 SADC countries now have in place multi-sector action plans to end gender violence as a result of collaboration between civil society and governments. As such, the target of 8 NAPs has been fully achieved at 100%. In addition, **GL’s efforts are globally recognised because the national action plan tool kit for ending gender violence devised by GL and partners is now being used by the UN Department for the Advancement of Women (DAW) as models in the UN Secretary General’s UNite campaign.** Gender Links is one of three African NGOs that sit on the UN Secretary General’s Africa advisory committee for the campaign. Despite achievement in the development of the NAPs, full implementation of the plans is limited due to a number of factors like; weak policy and legislative frameworks, weak capacity to enforce the laws, limited access to legal aid for survivors of gender violence, inadequate numbers of places of safety across Southern Africa, inadequate resources, and lack of comprehensive data on GBV. GL is piloting the development of GBV indicators in three countries to assist governments in measuring if violence has been halved by 2015.

Assessment of Programme Impact: Program impact includes the ripple effects of the SADC Protocol on other sub-regions and the continent such as the East African Community (EAC) which is borrowing from the SADC Protocol and the use of GL's materials as far as Eastern Europe by the International Gender Policy Network (IGPN) to assess the political participation of women in political parties in Ukraine, Kazakhstan and Georgia. The individual level impact attributed to GL's programmes includes the increase in the number of citizens especially women who acquire and apply new knowledge about their rights as a result of the campaign. For example a woman councillor from *Chiredzi* Local Government Centre of Excellence in Zimbabwe (see below, published on the DFID website) is using new knowledge from the Protocol provisions to fight for the rights of widows who lost their land. The women councillors have also reported increase in their self-esteem as a result of acquiring knowledge from local government gender training. Women councillors are competing for and are now being elected in managerial positions such as mayors, town clerks, chairpersons of committees (Zambia and Botswana) as a result of programme activities. The male councillors have also reported positive changes in their mindsets and attitudes as a result of gender training, especially on stereotypes and GBV.



When Councillor Bernadette Chipembere won a laptop at the Gender Links (GL) Gender Justice and Local Government Summit in March 2010 for her outstanding work to promote women's rights, a whole new world opened up for her and those around her.

She got an E Mail address and has become the main source of information for the Council in the remote southeast of Zimbabwe. She

joined facebook and has 200 friends in the gender equality movement. She receives and distributes the GL list serve that includes an Opinion and Commentary Service. And she coordinated the 2010 Sixteen Days of Activism Against Gender Violence cyber dialogues in Chiredzi, exposing local women to the wonders of the Internet.

Most important, the work on the ground is steaming ahead. Following the publicity she received for the award, and a visit from the minister of lands, the 72 cases of widows dispossessed of their land that she took up and that won her recognition have been resolved. The district now has a woman District Administrator, appointed, Chipembere suspects, as a result of "all the noise we make here. If you talk about gender in Chiredzi, yes we do make a noise."

Laughing that she is the unpaid legal advice centre for women, Chipembere reels off a number of domestic violence cases in which police have lost the files of women or otherwise frustrated the prosecution of cases. "I am telling the police they must get on top of their game," she says. "I will not allow the police and perpetrators to win when they should not."

When cholera broke out in Chiredzi and council officials pounced on women selling food at local markets, Chipembere intervened to find solutions short of evicting the women from their stalls. "When council officials look at women vending food, they see cholera," Chipembere observed. "I see women working to send their children to school."

Key challenges and recommendations

Implementation challenges

The challenges experienced by the GTF programme mainly relate to the implementation context and weak institutional capacities of GL's partners to deliver on key programme outputs. Negative cultural practices hinder achievement of the gender equality goal. Programme implementation in the highly patriarchal societies in the SADC countries is problematic because of the unfriendly political terrain for women due to stereotyping by both the media and society. Women's political participation and representation is further limited by their lack of economic resources.

Another challenge in programme implementation is the inadequate political will and commitment of leaders in governments and the media to fully implement the provisions of the Protocol. Governments and media houses have shown some political will by signing the Protocol and developing gender and HIV/AIDS policies respectively but not all governments in the region have signed and/or ratified the Protocol. The structure and functions of the local councils in the region are different. The lack of harmony affects programme implementation and achievement of programme outputs. Finally, programme implementation is affected by weak institutional capacity of GEMSA, GL's partner in GTF due to network politics and operational challenges. **The alliance structures at the national level comprise coalitions of varying strengths and resources. GL has no muscle or mandate to demand action or delivery from what amounts to a "coalition of the willing". It has to "manage from behind", using persuasion and good sense as the main leverage in moving forward vital agendas that are often undermined by lack of resources, cohesion, vision and short term considerations.**

Recommendations

Continue with modification: Programme implementation should continue largely as is with the main modification that GL should seize to channel funds directly to GEMSA, whose institutional weakness the MTR identified as the main direct threat to the success of the Making Every Voice Count programme. In the area of care work – the main programme spearheaded by GEMSA as part of GTF, GL should form a partnership with the Voluntary Service Overseas - Regional Aids Initiative of Southern Africa (VSO RAISA), a DFID grantee that has proven adept at lobbying for legislative and policy changes around care work. The excellent work being done by VSO RAISA should be leveraged by inviting the organisation to lead the care work cluster within the Southern Africa Gender Protocol Alliance led by GL, and providing a link to local government, strengthening this campaign from the ground up (see Annex A). In other areas of co-operation between GL and GEMSA such as the Sixteen Days Programme, GL should contract on an ad hoc basis with GEMSA country chapters that are legally registered and have a track record of delivery. The evaluator also recommends that any savings made from the strategic partnership with VSO-RAISA should be used to strengthen the Alliance, as the broader umbrella network, and one that has wider multiplier effects as it mobilises around the 28 targets of the SADC Protocol on Gender and Development. In all other areas of this extensive programme GL has adequately managed implementation challenges due to able leadership and competence of the Executive Director and board. The programme has also generated a number of good practices with the alliance work in Malawi and Zimbabwe that can be replicated in other countries to address the coordination challenges.

Intensify campaigns for ratification and domestication of the protocol: Gender Links and members of the alliance should use the ratification tool kit to intensify campaigns in Zambia and South Africa for the ratification of the Protocol so that it can go into force. All countries that have signed need to ratify and domesticate the Protocol in order for it to take legal effect within their countries: efforts need to be stepped up in this regard.

Accelerate the costing initiative: The pioneering work on aligning national policies and action plans to the Protocol and costing its implementation with the support of UN Women and (if successful) the DFID PPA should be encouraged as this is a significant step towards implementation. GL's success in working with government to develop and cost National Action Plans for Ending Gender Violence serves as a useful precedent that can be built on in this exercise.

Intensify advocacy efforts on women's constitutional and legal rights and affirmative action: Gender Links working through the **Constitution and Legal Rights Cluster** of the Alliance should develop and implement advocacy strategies to address the dual legal system and contradictions between customary law and codified law currently undermining women's rights. Some constitutions have derogations and claw back clauses that should be repealed through sustained advocacy and follow-up by the alliance. The gender and governance cluster should also design advocacy strategies to lobby governments to implement affirmative action for achieving 50:50 political representations of women through constitutional and legislated quotas. The alliance should integrate constitutional rights awareness as integral to 50/50 campaigns and popularisation of the protocol in order to continuously challenge gender stereotyping.

Develop programme on economic empowerment of women: Gender Links and the Zimbabwe Women Resource Centre Network (ZWR CN) as the leader of the gender and economic justice cluster should develop programmes on economic empowerment for women. There are several good practices in the region on economic empowerment of women such as models implemented by the United Church of Zambia that can be replicated. Gender Links should introduce economic justice programmes through its governance, justice, and care work at the local government level to localise interventions. Lack of economic resources hinders women's participation in politics, and access to justice.

Create an additional four regional clusters to strengthen alliance work: Gender Links should create four new regional clusters on education, men's network, care work, and faith-based work on the Protocol. There are examples of good work on the protocol happening with men's networks in Malawi and South Africa, faith-based organisations in Zambia, and the care work campaign run by VSO-RAISA.

Strengthen national focal point networks through assigning responsibility for the achievement of certain targets All members of the Alliance should use the Protocol as a framework of reference for their programme work. The Alliance should also learn from Malawi and Zimbabwe's model of working with thematic clusters at country level. In addition, Gender Links should define criteria for alliance membership such as ensuring that members of the alliance identify and implement at least one of the 28 targets of SADC Gender Protocol as their core business.

Revise log frame to include targets: *The feedback on GL's second annual report to DFID (3 c and d) alluded to confusion in log frame approved as part of the inception report between targets being conflated with baselines and or indicators. The DFID "How to note" (Logical Framework) of January 2011 identifies the source of this confusion as the lack of a column in the log frame for targets. The guidance given is that all log frames should now include targets, indicators baselines and milestones. The evaluator recommends the addition of a target column and targets to be clear what is being measured against now, and what will be measured against at the end of*

the programme. The GTF Fund Manager approved this approach in E Mail communication with the GL Executive Director. The proposed targets, reviewed at a workshop on the draft evaluation with the GL management team are attached at Annex I, Achievement Rating Scale.

Key lessons learned and conclusions

Gender Links is on track with the implementation of the GTF funded programme. GL should implement the recommendations arising from this MTR to improve programme quality and achievement of all targets. The revised logframe with targets should be adopted for easy reporting and to inform the final evaluation of the programme. GL has ably documented lessons learned from the process of campaigning for the adoption of the Protocol in DVD and handbook titled: *Roadmap to Equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development.*

Other key programme implementation lessons include:

- Partnership with existing national networks and structures that have existed prior to alliance work are more effective, for example NGO GCN in Malawi, the Women's Coalition in Zimbabwe, and GEMSA country chapters that existed prior to GEMSA (like UCOFEM in the DRC);
- Organisations that are already implementing one or two targets of the Protocol are better team members because they do not see alliance work as add-on responsibility that require additional funding, for example ISS in South Africa.

1.0 Introduction and study approach

This report presents the outcome of the mid-term review of Gender Link's programme on Making Every Voice Count for Gender Equality in Southern Africa implemented with GTF funding for the period August 2008 – July 2013. The MTR was conducted in October – December 2010. This section of the report covers the overview of the operational context, the synopsis of the programme, and the evaluation methodology.

1.1 A short introduction to the programme

Gender Links (GL) is a Southern African NGO founded in 2001 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 SADC Protocol on Gender and Development. GL's headquarters is in Johannesburg, South Africa, with two satellite offices in Mauritius (Francophone headquarters) and Botswana (where SADC is headquartered). GL has Field Offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia, and Zimbabwe. At the time of writing the Lesotho office was being upgraded to a satellite office (to facilitate a bid for EU funding for local government work). GL was also at an advanced stage of setting up an office in Mozambique to serve as Lusophone headquarters. Gender Links locates its mission within the broader framework of strengthening democracy in the region through ensuring the equal and effective participation of all citizens, especially women, whose views and voices have been systematically marginalised.

1.1.1 Understanding the Gender Links operational context

The regional terrain in which GL operates can be broadly categorised into three sub-regional divides. First category is the post-conflict countries including Angola, Democratic Republic of Congo (DRC), Madagascar, Mozambique, and to a lesser extent Zimbabwe. Madagascar and Zimbabwe are further classified as fragile states. The second category are countries with high prevalence of HIV and AIDS, such as Lesotho, Swaziland, and Botswana. The third category includes countries with relatively stable democracies and economies including South Africa, Mauritius, and Namibia. Tanzania is a hybrid of the East African Community (EAC) and SADC Protocols and Zambia falls in elements of all three categories.

The common denominator in all countries of the SADC region is marginalisation of women: politically, socially and economically. GL's work is historically rooted in the transformation of gender relations in and through the media. This is achieved through research, training, creating and sharing content that demonstrates how gender can be integrated into media outputs, and taking advantage of information technology and strengthening the communication skills of gender activists as well as women in decision-making. GL's programmes have expanded to include the attainment of gender equality through governance, gender justice, care work, and the media using the SADC Protocol on Gender and Development as a frame of reference. Gender Links received five-year funding (2008-2012) from the Governance and Transparency Fund (GTF) to implement its broad range of programmes in the SADC region.

1.1.2 Synopsis of the DFID-GTF funded programme

Gender Links and the Gender and Media Southern Africa (GEMSA) network developed a programme to "make every voice count for gender equality" in southern Africa premised on the SADC Protocol on Gender and Development. This programme aims to make governments *and* the media accountable for achieving gender equality and ending poverty in the Southern African Development Community (SADC) region. The programme aims to empower citizens, especially women, to engage critically with the media and policy makers to:

- Adopt, sign, ratify and implement the Protocol which has 28 concrete targets for achieving gender equality by 2015.
- Ensure women's equal representation and participation in decision-making.
- Halve current levels of gender violence and devise targets for achieving this.
- Recognise women's unpaid labour as care givers; especially those who care for people living with HIV and AIDS.
- Hold the media to account for promoting gender equality in and through its work.

The GTF programme is implemented in 14 of the 15 SADC countries including Botswana, DRC, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. With the opening of a Lusophone office in Mozambique in March 2011, and the SADC Heads of State Summit taking place in Angola in August 2011, GL hopes to be able to cascade its programmes to Angola, the 15th SADC country.

1.2 The evaluation methodology

The methods used in this evaluation began with a detailed analysis of the MTR questions in the terms of reference. The study employed a combination of methodologies including: in-depth key informant interviews (KIIs), focus group discussions (FGDs), and document review as discussed below. This aimed at increasing validity and reliability of data. The information from interviews and discussions were verified, compared and contrasted with the outcome of document review to discern programme achievements. The evaluator used project indicators in the revised GTF logical framework as a basis for data interpretation in assessing progress of achievements of project results.

The evaluator spent approximately 30 days between 7th October and 30th November 2010 collecting data from four countries including South Africa (GL head office), Botswana (satellite office and SADC headquarters), Zambia (a country where work of the Alliance is still taking root), and Malawi (a country where the work of the Alliance has taken root). The evaluator also got interview notes from an independent GL organisational assessment evaluator who visited programme sites in Zimbabwe and Mauritius in October 2010.

An important part of the methodology involved observing GL at work in many different functions and settings. Examples include:

- The Fourth Gender and Media Summit (October 2010) that included the launch of key benchmarking research studies, such as the Gender and Media Progress Study (GMPS) and the Gender in Media Education (GIME) study.
- Launches of the Southern Africa Gender Protocol Barometer at SADC headquarters in Botswana (with the Executive Secretary of SADC officiating); as well as in Zambia and Malawi.
- A meeting to launch the peace and security cluster of the Alliance hosted by the Institute of Strategic Studies (ISS) in Pretoria.
- Participating in various Sixteen Days of Activism Campaign activities, including the launch of the preliminary findings of the Gauteng Gender Violence Indicators project.
- Attending the Investing in the Future and Drivers of Change Awards at which GL received external recognition for its trail blazing work in local government.

1.2.1 Methods and Techniques for Data Collection

In-depth interviews with key informants

The evaluator interviewed 71 people (45 women and 26 men) from 30 different organisations during FGDs and KIIs (See details in Annex 4). The different categories included: 12 Gender Links staff in Johannesburg Headquarters, 8 staff from Satellite and Field Offices, and 1 board member; 4 partners of the Gender and Media Diversity Centre (or GMDC: the knowledge exchange centre hosted by GL) from the University of Botswana; 6 Media Regulators from the Botswana and Malawi media councils; 4 persons from ministries of gender in Botswana and South Africa; 1 Police Officer from Zambia National Police; 4 GEMSA staff from the Secretariat and three country chapters; 10 members of the Gender Protocol Alliance; 10 GBV survivors and participants of the media training; 4 representatives of the Local Government Associations in Zambia and Botswana; 10 people from Local District Councils in Zambia and Botswana; 1 Customary Court Official in Botswana, and 4 journalists.

The Organisational Assessment Evaluator also interviewed key programme stakeholders in Mauritius and Zimbabwe including: 2 Gender Protocol Alliance Members in Zimbabwe; representatives of Zimbabwe Local Government Association (ZiLGA) and local government councillors; representatives of Ministry of Woman's Rights Child Development and Family Welfare and Ministry of Business, Enterprise, Cooperation and Consumer Protection in Mauritius; representatives of Mauritius Broadcasting Corporation; and a shelter for women and their children, including women with HIV and AIDS and former sex workers.

Fourth Annual Gender and Media Summit and Barometer Launches

The evaluator participated in and interviewed key participants during the Fourth Annual GEM Summit organised by GL, GEMSA, and MISA in Johannesburg on October 12th – 16th, 2010. In addition to interviews, the evaluator took notes during key group discussions during the summit sessions relevant to the GTF programme. The evaluator also attended and interacted with alliance members during four launches of the regional and national SADC Gender Protocol Barometers in Zambia (October 2010), Botswana (October 2010), South Africa (November 2010), and Malawi (December 2010). Information from the GEM Summit and Barometer launches was used in this report.

Review of programme Documents and Reports

The consultant reviewed relevant project documents which had information on programme design and performance monitoring reports, baseline data, targets and special assessments and study reports. These included: the GTF Programme Proposal; the GTF Annual Reports; Gender Links Annual Reports for March 2008-February 2009 and March 2009-February 2010; case studies of GTF programme; Local Government and Gender Justice Summit Report; GEM Summit Report for 2008 and key presentations for the 2010 Summit; SADC Gender Protocol 2009 Baseline and 2010 Barometers; Gender Links Action Plan 2010-2011; study reports including the Glass Ceilings: Women and men in Southern Africa Media; Roadmap to Equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development; Diversity in Action: HIV and AIDS and Gender Policies in Newsrooms; Gender in Media Education; At the Coalface: Gender and Local Government in Southern Africa; The "I" Stories Series; and the Policy Development Handbook: Making Care Work Count (see Annex 5 for details).

Feedback Meeting with GL Staff in Johannesburg

The GTF programme evaluator and the GL organisational assessment evaluator both made presentations of the preliminary findings of the study to GL managers and

administrative staff on 30th October 2010 in the Johannesburg Office. The GTF evaluator presented a revised draft of the MTR findings to the management team on January 21 2011. A final report will be presented to a donor round table, to which DFID has been invited, together with the Institutional Evaluation, ahead of GL's tenth anniversary celebrations on 30 March 2011.

1.2.2 Data limitations

The evaluation exercise in Zambia coincided with key local government activities like a) national census exercise being coordinated by the local council; b) local council budgeting process for the coming financial year; and c) senior government officials in the Ministry of Gender being out of the capital. These challenges did not however affect the quality of the report that is representative of the views of programme stakeholders interviewed.

1.2.3 Team composition

An independent external evaluator from Uganda (East Africa), contracted by GL through an open bid tender process and with no prior links or involvement with the organisation, conducted the review. The GTF programme evaluation coincided with the GL organisational assessment conducted by a separate external evaluator. The two evaluators interacted and shared notes from interviews conducted in the countries they visited. This ensured broader regional coverage of the evaluation to include six countries (South Africa, Botswana, Mauritius, Zambia, Zimbabwe, and Malawi). The programme evaluator worked closely with the Monitoring and Evaluation Manager for technical support and planning of interviews and country visits. The evaluator reported to the Executive Director of Gender Links who is the overall supervisor. The GTF programme evaluator is the principal author of the report. She is a freelance consultant affiliated with Dominion African Institute of Peace and Studies, a research organisation based in Uganda with some presence in Kenya. She has relevant experience in research and programming on rural development, gender peace and security, and advocacy strategy design.

2.0 Key evaluation findings

This section of the report presents answers to key evaluation questions using empirical facts and other evidence collected from interviews with key respondents from six countries and review of key project documents and reports. The sub-sections are structured in accordance with the standard review criteria of relevance, effectiveness, impact, efficiency, sustainability, value for money, equity and replicability. The main focus of this mid-term review (MTR) is to assess what should be improved for the remaining funding period vis-à-vis key achievements, key implementation challenges, and lessons learnt.

The mid-term review assessed how far the intended outputs and results of the GTF programme were achieved in relation to targets set in the original logical framework. The consultant used the performance indicators as a basis for assessing GL's GTF funded programme results. Programme performance is assessed by comparing targets against baseline indicators and achievements scored out of five using the following rating scale: 1 = fully achieved, very few or no shortcomings; 2 = largely achieved, despite a few short-comings; 3 = only partially achieved, benefits and shortcomings finely balanced; 4 = very limited achievement, extensive shortcomings, and 5 = not achieved. These achievements are discussed in the consequent sub-sections of the report.

2.1 Relevance

The mid-term review assessed programme relevance in addressing legitimate needs of women; relevance to governance priorities at the local, national and regional levels in all 15 SADC countries; and relevance to DFID's country assistance plans.

2.1.1 Relevance to legitimate needs of women

The MTR found evidence that the GTF funding is addressing legitimate needs of women in all 14 SADC countries. The programme is significantly increasing women's voice and government's accountability to citizens using the programming framework of the Gender and Development Protocol. For example, the programme has contributed to increased representation of women in local councils, national parliaments, and cabinet through the 50:50 campaigns; putting care work and recognition of women's unpaid labour on the policy agenda of governments; and improved interaction of women in decision-making, citizens and the media through media training. One of the most remarkable features of GL programming is that GTF funding is responding to needs of women well articulated through the various regional studies on gender and the media by GL. These needs have greatly informed the different provisions of the Gender Protocol during the drafting process and are relevant to DFID's RSA country assistance plans as discussed below.

2.1.1 Programme relevance to governance priorities

Gender equality is both a fundamental right as well as pre-requisite for more effective governance (SADC Gender Protocol Baseline Barometer, p6). At the time of adopting the Gender Protocol, women only constituted 18% of economic decision-makers; women in parliament were only 17.5%; women predominated in the informal sector with land ownership as low as 11%; women constituted 17% of news sources in the region (GMBS, 2003) and their views and voices were systematically excluded from debates and decisions that affect their lives. Women continue to struggle for justice because of the contradictions between customary law that governs their lives daily and codified laws. The SADC Heads of State have demonstrated political will by signing the Gender Protocol (except Botswana and Mauritius) to address gender

inequality and the GTF funding is enabling the CSOs to hold their governments accountable for achieving the 28 targets in the Protocol by 2015.

2.1.2 Programme relevance to DFID's country assistance plans

SA- PLEASE SEE GUIDANCE ON THIS POINT FROM MIKE MCDONALD =

When we cobbled the guidelines together, we assumed that it would be a simple matter to get a copy of DFID CAPs. Unfortunately, there doesn't appear to be a central registry for the CAPs and we have also seen in some cases that it isn't always easy to get something out of the local DFID office.

In your case, I wouldn't worry too much about "relevance to DFID CAPs". Instead, as you have suggested, you can focus on the question of relevance to the main GTF objective of strengthening the demand for transparent and accountable government.

WHAT I CAN SUGGEST IS THAT IN OUR SECOND REPORT WE SHOWED HOW THE PROGRAMME IS ALIGNED TO THE CAR FRAMEWORK, MAYBE YOU COULD ATTACH THAT?

2.2 Effectiveness

Overall the mid-term review found that GL and its partners are on the right track in achieving the programme objectives and contributing to the overall goal. Gender Links and partners have made tangible progress in contributing to the achievement of the programme goal through the successful campaign for the adoption of the Gender Protocol and using the Protocol as reference for all their programmes. The major successes reported in this evaluation include: a) adoption of the SADC Gender Protocol in August 2008; b) production, publication, and launching of two of the five issues of the SADC Gender Protocol Barometer tracking and scoring progress by CSOs on government achievement of the 28 targets of Protocol; and c) country CSOs networks are beginning to organise by sector and to champion targets at country level. The details of these achievements are discussed in the ensuing sub-sections of the report.

2.2.1 Achievement of original programme objectives

The main purpose of the GTF programme is to strengthen capacity of citizens, especially women, to engage with government and media institutions in ensuring effective and responsive governance. The programme has created space for continued citizen engagement with governments in the region through the five key outputs or results; (i) the campaign for the adoption and implementation of the SADC Gender Protocol, (ii) gender and governance, (iii) gender justice, (iv) making care work campaign, and (v) promoting gender equality in and through the media. The MTR rating for achievement of programme purpose is 3 out of 5, or 60%. This is because the five programme results are only partially achieved although the benefits and shortcomings are finely balanced as will be discussed throughout this report.

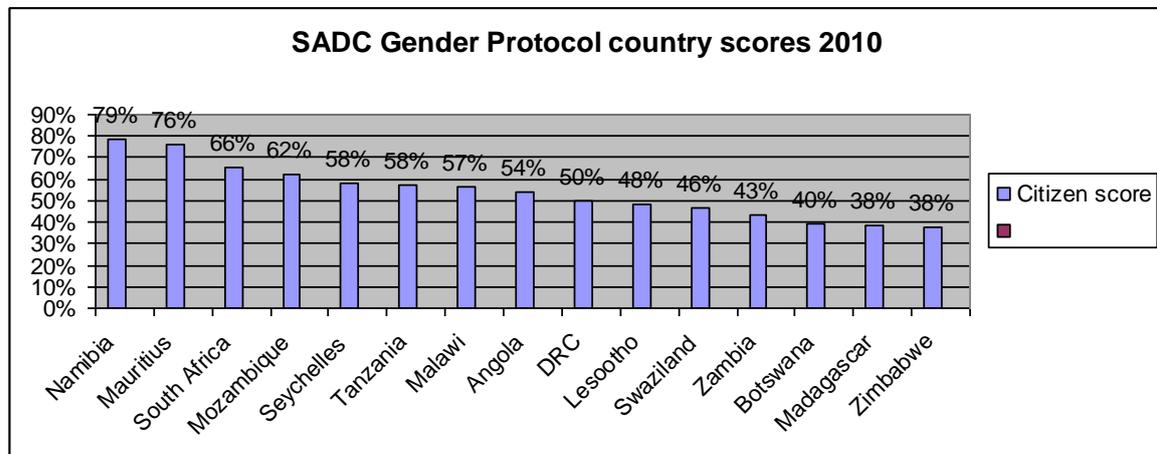
The achievement of the five programme outputs are rated separately in the subsequent sections of the report. Nevertheless the most remarkable achievement of the programme results is the campaign for the adoption of the Gender Protocol led by GL. This campaign has been recognised globally as a strategic and ground breaking intervention demonstrating the agenda setting power of civil society and its critical watchdog function. The overarching aim of the CSOs engagement is achievement of gender equality by governments in the SADC region by 2015.

Publication and Launch of Regional and National Barometers

The Barometer and citizen score card are used to measure progress towards the realisation of the 28 targets of achieving gender equality in the SADC region. The target is to produce five issues of the Barometer annually over the programme period to ensure citizen engagement and ownership. This evaluation found evidence that the programme is on track and so far two issues of the Barometer have been produced and launched at Heads of State Summits: the 2009 Baseline Barometer and 2010 Progress Barometer. Gender Links has successfully met the mid-term target by 100%. The 2010 Barometer is being launched at country level to engage with citizens and CSOs to call on their governments to take necessary steps to ratify and implement the Protocol. Gender Links coordinated the launch of the 2010 Barometer as well as consultations on and or country barometers in ten countries: in Namibia at the parallel civil society forum to the SADC Heads of State Summit (August 2010); Lesotho (September 2010); Zimbabwe (October 2010); Zambia (October 2010); Botswana (at SADC head quarters, October 2010); Mauritius (October 2010); South Africa (November 2010), Malawi (December 2010); Madagascar (February 2010) and Mozambique (March 2011). A launches is planned in the DRC (April 2011).

Citizen Scores Performance of their Governments

The overall target for citizen scores at the end of the programme in 2015 is 65% at the regional level. The 2009 Barometer has established the baseline against which the Alliance will measure annual progress in achieving the 28 targets. In the 2009 Baseline Barometer activists scored their governments at 55% but the score dropped by 1% to 54% in 2010 due to electoral losses for women in Namibia and Botswana. Although the declining score is a concern the process of engagement around the Protocol has greatly improved, with 10 country launches by February 2010, country networks beginning to organise by sector in Malawi and Zimbabwe, and clusters beginning to mobilise at country level, such as the gender, peace and security cluster.



The citizen scores for their governments on implementation of the Protocol at the national are varied. Overall, the best performers are perceived to be Namibia (79%), Mauritius (78%), and South Africa (66%). The worst performers are Zimbabwe and Madagascar both rated at 38%. The scores also show that the Protocol is being put to work even in countries like Botswana and Mauritius where the governments have not yet signed. For example the citizens in Botswana scored their government at 40% and Mauritius at 76%. Of the 10 sectors surveyed in the 2010 Barometer, education and training was scored highest while media, information and communication were scored lowest. The citizen perceptions are consistent with the empirical findings.

The process around the citizen score card is in many respects as important as the product: it is a tangible way in which citizens can feel that they are holding their governments accountable. Government have in turn sat up and taken note as they

see themselves rated in this way. It is important to stress however that citizen scoring is subjective. Moving close to the 2015 deadline, GL and its alliance partners need to consider a SADC Gender Protocol Index (SGPI), based on the empirical data in the Barometer that can be used to measure progress, possibly in combination with the citizen score card. This idea can be debated as part of the new initiative to align policies and action plans to the Protocol as well as to cost it.

2.2.1.1 Campaign for adoption of the SADC Gender Protocol

Accountability through Adoption and Ratification of the Protocol

Adoption of the Gender Protocol

The campaign for adoption of the draft Southern African Gender Protocol is one of the key outputs of the GTF programme. The programme objective was to ensure final and adopted versions of the Protocol with strong provisions retained through campaign efforts by the Southern African Protocol Alliance. The MTR score for achievement of the campaign is 2 out of 5, or 80%. The rating is high because the objective of the campaign for adoption was largely achieved. The draft Protocol with 28 indicators to be achieved by 2015 was adopted at the Heads of State meeting in August 2008 in South Africa. Since the adoption of the SADC Protocol, the Alliance is campaigning for ratification of the Protocol, popularising the instrument with ordinary women and men so they can use it to claim their rights using various multimedia products, and lobbying for full implementation of the Protocol provisions by Member States.

Although there were some losses in the negotiations such as failure to address sexual orientation, the campaign made ground breaking gains. For example the Protocol requires that all countries enshrine gender equality in their Constitutions and that these not be contradicted by any custom, tradition or practise. Furthermore, no SADC Protocol has been adopted in such a short time (three years) or with the same degree of publicity. By contrast it took five years for the SADC Trade Protocol to be adopted and it is not well known.

The SADC Gender and Development Protocol is the most specific of any instrument adopted to-date and is a powerful lobbying, advocacy as well as M and E tool. This sub-regional instrument is a one-stop-shop used to harmonise implementation of the various instruments to which SADC States have subscribed to, at the regional, continental and international levels. These include CEDAW, Beijing Declaration & Platform for Action, and the MDGs. The Protocol also has stronger and more time-bound provisions for gender equality than any similar continent-wide and international instruments.

The MTR rates governments' commitment to achieving gender equality by 2015 at 2 out of 5 or 80% level of achievement. This is because the majority of the countries (10 out of 14) signed in August 2008 (Seychelles rejoined in October 2008). The few short-comings are that 4 countries (Madagascar, Malawi, Botswana and Mauritius) did not sign at the time although Madagascar and Malawi have since signed, raising the number of countries who signed from 10 to 12. Despite their reservations in signing the Protocol, Botswana and Mauritius are doing relatively well on implementation and country barometers have launched at high level in each country. Progress in implementation is attributed to very active lobbying by GL satellite offices in these two countries and the members of the Gender Protocol Alliance. **The reasons cited for not signing in both countries relate to provisions like affirmative action that they say are at odds with their Constitutions.**

Ratification of the Gender Protocol

Progress towards achieving the target of 15 countries ratifying the Protocol picked up considerably in late 2010/2011.

COUNTRY	SIGNED	RATIFIED	DEPOSITED INSTRUMENTS
Angola	✓	✓	
Botswana			
DRC	✓	✓	
Lesotho	✓	✓	✓
Madagascar	✓		
Malawi	✓		
Mauritius			
Mozambique	✓	✓	✓
Namibia	✓	✓	✓
Seychelles	✓	✓	
South Africa	✓		
Swaziland	✓		
Tanzania	✓	✓	✓
Zambia	✓		
Zimbabwe	✓	✓	✓

The table shows that as of mid February 2011 13 SADC member states had signed and eight had ratified the Protocol. If nine (or two thirds of 13) ratify the Protocol, it will enter into force. The MTR rates governments' commitment to enforcing the Protocol at 2 out of 5, or 80%.

While only one more country is required to ratify the Protocol for it to come into force, it is important that *a//* SADC countries deposit their instruments of ratification with the SADC Secretariat (five had done so by February 2011). This will signify that, as a region, SADC has committed not only to upscale its efforts to achieve gender equality, but it will be duty-bound to do so, and to report accordingly. This would set into motion a peer review process around achieving the 28 targets set out in the Gender Protocol and also provide a strong basis for effective monitoring and implementation by all stakeholders.

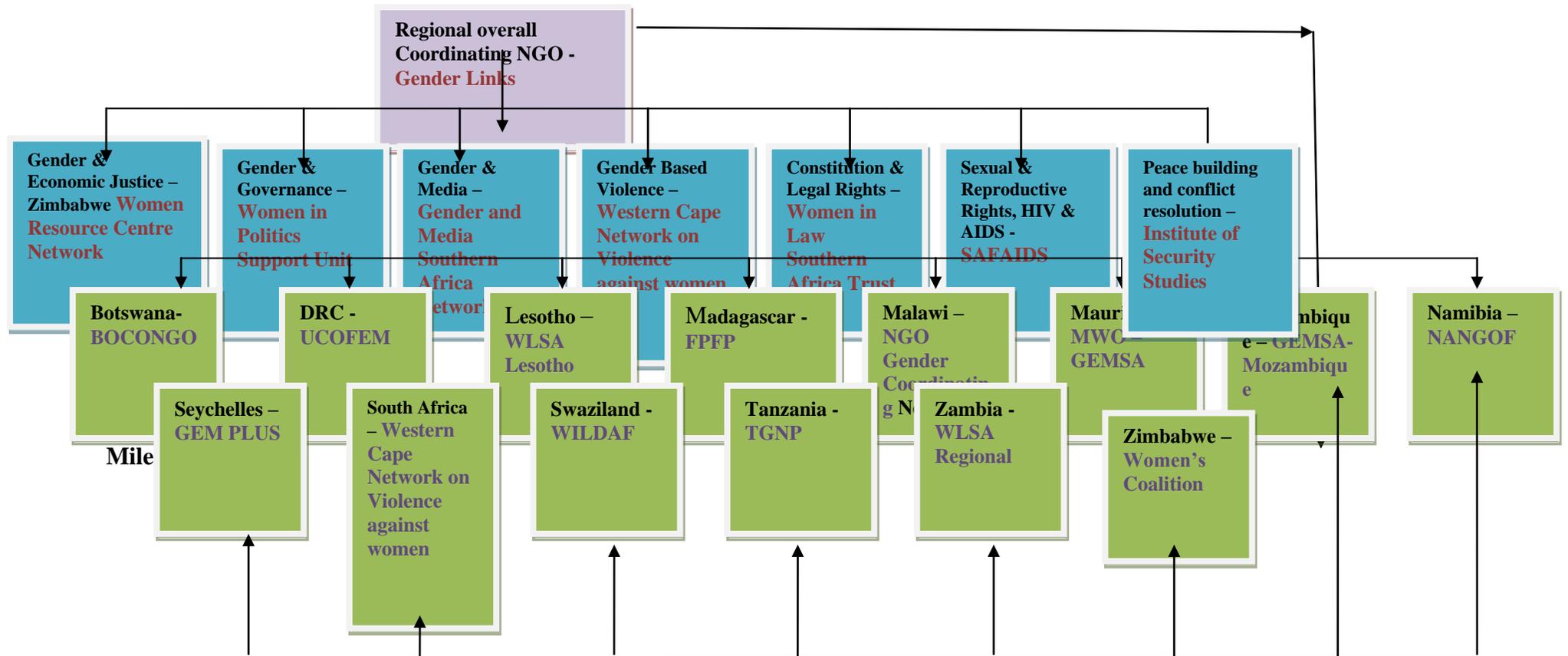
With a complementary small grant from the Frederic Ebert Stiftung (FES) GL has produced a ratification tool kit that is being canvassed with Southern African delegates at the annual UN Commission on the Status of Women meeting in New York in February 2010, with the aim of closing the gaps on ratification.

Responsiveness of CSOs and gender organisations to the Campaign

Organisations Brought together by the Campaign

The campaign for adoption of the Protocol has strengthened civil society organisations and the women's movement in particular. The number of organisations brought together by the campaign increased from 5 partners with a grant of GBP 10,000 in 2005 to 40 members and a budget of GBP 200 000 in 2010. The CSOs came together in 2005 under the leadership of GL after the SADC summit made the decision to work towards the adoption of a Protocol on Gender and Development because the Declaration was not legally binding.

Regional and national representatives – Thematic clusters and country lead organisations



This 40-member network of non-governmental organisations wanted to address critical concerns such as moving women's representation from 30% to 50%, and setting targets. The Alliance worked through the SADC Gender Unit in Botswana and the SADC Parliamentary Forum in Namibia. Until the adoption of the Protocol in August 2008, the Alliance focused on lobbying for the adoption of the Protocol.

The diagram (figure...) shows how the original group has evolved into the Southern African Gender Protocol Alliance with seven theme clusters (Constitutional and legal; governance; peace and security; economic justice; gender violence; Health, HIV and AIDS; and media) and 15 national networks. The target of the Alliance is to work through 10 sectors and 15 country memorandum of understanding (MOUs). The Alliance members of the steering committee are signing MOUs with GL as coordinator of the Alliance in order to consolidate membership and deepen partnerships. The MTR scores achievement of this target at 3 out of 5, or 60% because the target is only partially achieved, with benefits and shortcomings finely balanced.

Seven out of a potential ten clusters have signed MOUs with GL. The addition of new clusters such as the Peace, Governance and Security cluster led by the ISS is a significant milestone. GL is working to add an education and men's cluster following the launch of the Barometer in Malawi. The proposal to bring VSO RAISA into the Alliance (see Annex 1) will create an additional cluster with strong institutional capacity and lobbying skills. In addition GL facilitated a meeting of the gender violence cluster, led by the National Network on Violence Against Women as part of its audit of National Action Plans to End Gender Violence in February 2011.

Strengthening Coordination at Country Level

Although 12 country MOUs (80%) have been signed coordination of the alliance work at the country level is weak. The MTR scores achievement of coordination at country level at 4 out of 5, or 40% because of very limited achievement of the target of at least 6-10 clusters at country level (I DON'T THINK GL SAID IT WOULD FORM CLUSTERS AT COUNTRY LEVEL BUT RATHER ENCOURAGE THIS MODEL; THERE IS SO MUCH THAT ONE ORGANISATION CAN DO AT COUNTRY LEVEL, AT SOME POINT OTHERS MUST TAKE RESPONSIBILITY. THIS MAY NEED TO BE REPHRASED. and extensive shortcomings in formation of clusters at country level. Weakness at the country level is balanced with strong cluster coordination. There are emerging case studies in Malawi and Zimbabwe of strengthened coordination at country level through clusters. Additional funding from UNIFEM on costing of implementation of the Protocol in 2010 will provide forum for strengthening country clusters. Coordination at country level would be strengthened if responsibility for different targets is allocated at country level to members of the Alliance. Gender Links is to develop a matrix of responsibilities and directory of those involved at country level in the campaign in 2010. Gender Links needs to strengthen coordination and campaign at country level through capacity building of members of the Gender Protocol Alliance.

Documentation and Utilisation of Alliance Process and Case Study

Documentation of Campaign Process in DVD, Video and CD of Radio Spots

The process that led to adoption of the SADC Protocol is documented by Gender Links in DVD and handbook titled: *Roadmap to Equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development*. The handbook was officially launched in the Democratic Republic of Congo at the 5th SADC NGO Civil Society forum held annually parallel to the Heads of State Summit SADC. The campaign is also documented in a CD of radio spots, *Roadmap to Equality: Voices*

and Views, consisting of ten short feature reports on the Protocol, is being used around the region for radio talk shows.

The MTR score for achievement of the target of documenting and utilisation of the campaign process at 1 out of 5, or 100% achievement. The programme fully achieved this target and there are very few or no shortcomings noticed. One of the key successes of documenting the campaign process is that it has underscored the importance of reflecting on key strategies used in successful lobbying by which civil society organisations joined forces and engaged with governments in the region in drafting and lobbying for the adoption of the Protocol; sharing with partners; documenting for the future, and reflecting on lessons learned. Some of the key lessons include utilisation of media and working with governments.

Some key lessons learnt for successful campaigns

Use of media: The Gender Alliance used extensive media publicity in lobbying and advocacy in the run up to the SADC Heads of State Summit in August 2008 in South Africa. Alliance members maintained a strong media campaign at the national level especially in strategic countries identified for intensive national advocacy prior to the August summit. These were South Africa, Mauritius, Botswana, and Zimbabwe. Gender Links and members of the Alliance produced supplements about the Protocol during Heads of States meetings published online and through GL's Opinion and Commentary Service. The members of the Alliance remained present at each HoS summit to press for the signing of the Protocol.

Knowing how regional organisations work: To influence drafting, NGOs had to know how SADC works. The NGOs influenced government structures through getting into the government systems. For example GL Director sat on the South African delegation in SADC meetings. This pushed a progressive line and had considerable clout, but welcomed the expertise of NGOs. Getting involved in the drafting brought out what the Alliance wanted to be done. **For example, after the entire section on HIV and AIDS was removed on grounds that SADC already had a protocol on the pandemic, activists vigorously argued that this lacked any reference to gender and crafted a shorter version that has the current provisions on care work around which an entire movement has sprung.** Gender Links managed the processes from behind through supporting the SADC Gender Unit to keep putting the Protocol on the agenda of the Heads of States each time it was thrown out. The important thing was for the Alliance to keep in touch with the Gender Unit and SADC Members of Parliament.

Utilisation of Lessons in Training Women's Rights Activists in Advocacy in Africa

The Alliance has held capacity building workshops on media, new media, lobbying and advocacy linked to the annual meetings that have taken place parallel to Heads of State summits since 2005. The number of participants has ranged from 20 to 30 at each meeting. The target of the GTF programme is to train 20 women's rights activists each year for five years (total of 100 people in 5 years) on new knowledge in lobbying and advocacy. The MTR score for achievement of capacity building is rated 2 out of 5, or 80%. **The target was largely achieved despite a few short-comings. The total number of people trained in 2 years is -----, meeting -----% of the target (Mukayi) = GET FROM STATS BEING PREPARED FOR TEN YEAR BOOK BY GM)**

In 2008, the Alliance produced a handbook of lessons learned during the campaign for the SADC Gender Protocol. A total of 1442 copies have been distributed to Alliance and other civil society partners. For example, the book was distributed at meetings including the UB Commission on the Status of Women 54th Session in New York (March 2010 and 2011); the Africa Women's Leadership Conference held in Lusaka Zambia in May 2010 (20 copies); to GL's Gender and Media Diversity Centre partners who comprise mainly of training institutions (80 copies); to 15 NGO

participants from Africa attending a meeting in Gambia (155 copies), and to donor partners (15 copies) in Sept 2009 (See Annex 1 for detail). East African gender organisations have approached the Gender Alliance to work with them closely to start a campaign for an East African Gender Protocol.

Gender Alliance asked by SADC CNGO to officially represent the gender sector

The case study of the Alliance lobbying process was shared during the SADC CNGO 5th civil society forum in which over 140 NGO participants were present. The Gender Protocol Alliance began its engagement with SADC CNGO as observer but has been requested to assist in gender mainstreaming of NGO coalition's programmes. This has opened opportunity for the Alliance process and case study materials to be used to inform similar campaigns for social change in the region. The SADC Congress of NGOs has invited the Alliance to represent the gender sector within this broad umbrella that lobbies the regional body on a range of issues from poverty reduction, to climate change, to support for fragile states. The Alliance clusters are also being mainstreamed within all SADC CNGO sectors such as the peace and security sector.

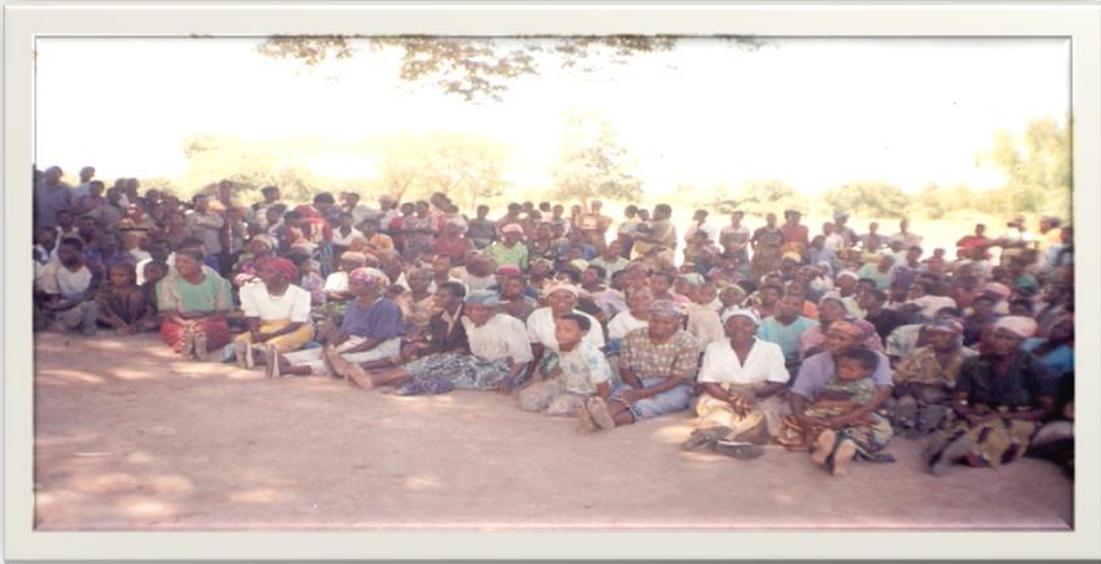
Translation of Simplified Version of the Protocol for Community Awareness

One of the key outputs of the GTF programme is empowerment of citizens, especially women to become aware of and to claim their rights and make demands of their governments through the SADC Gender Protocol campaign. The target is translate a simplified version of the Protocol in 25 languages, hold 560 village meetings, reach 22,000 community members, and at least 80% of women and men get correct answers to the SADC Protocol quiz. The MTR score for this target is 3 out of 5, that is, 60% achievement. The target is only partially achieved but the benefits and shortcomings finely balanced.

For example, the programme has done extremely well in translating a simplified version of the Protocol developed in 23 (92% of target) indigenous languages as well as ten fact sheets distributed throughout 14 SADC countries. A total of 261 (47% of targeted 560) village meetings held and reached a total of 15,755 (72% of target) community members (58% women and 42% men) to raise awareness on the Protocol in 11 SADC countries including Botswana, Lesotho, Madagascar, Mauritius, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe. The shortfall in meeting the mid-term target of 280 village workshops is attributed to weak implementation structures at the national level. Nevertheless, this shortfall is balanced with emerging replicable best case studies from the success in Malawi.

The Malawi success is attributed to commitment and leadership competence of the Alliance focal point, NGO Gender Coordination Network (NGO GCN) in conducting a total of 37 village workshops in March 2010 (See [Figure..](#) below). A total of 33 communities were mobilised for the workshops, 66 constituency workshops conducted, 5,000 copies of the Protocol leaflets distributed, 100 copies of Chichewa Translated/English versions of the comprehensive SADC Protocol distributed ahead of the forthcoming local government elections, and about 9,000 people reached (57% of programme target). The people were sensitized and increased their knowledge of the commitments contained in the Protocol.

A pilot knowledge quiz shows that 61% of citizens around SADC region have basic knowledge about the Protocol as a result of extensive advocacy work by the Alliance. Trends on knowledge to see how women are using increased knowledge of the Protocol are discussed in the sub-section on Gender and Governance.



Participants at Chikanda Village, Zomba, at a village level meeting. March 2010

The Protocol at work: Progress Reported in the 2010 Barometer

The 2010 Barometer shows how the Protocol is being used to benchmark progress towards the realisation of the 28 targets set for 2015. The overall programme target is produce 420 (15 countries x 28 targets) case studies on the Protocol at work. The MTR score for achievement of this target is 4 out of 5, or 40% achievement. The 2010 SADC Progress Barometer reports only 10 case studies (2% of target). This very limited achievement is attributed to the fact the Protocol was only adopted in August 2008 at the start of the GTF grant and shortcomings in reporting case studies by Alliance members. **(PLS SEE DFID NOTE ON SCORING: ARE WE WHERE WE SHOULD BE NOW?)** Nevertheless, information gathered during the mid-term review gives additional examples and evidence how the Protocol is being put to work by governments, Gender CSOs, men, and ordinary women.

Awards in Recognition of Gender Alliance Pioneering Work on the Protocol



Figure 1: Investing in the Future Award, October 28, 2010, Picture by Gender Links

In 2009, GL received runner up in the “Drivers of Change Awards” for its pioneering work on the Protocol. Emma Kaliya of the Gender Coordinating Network in Malawi received special commendation for her role in the 50/50 campaign using provisions of the Protocol. In October 2010, GL was joint winner of the “Investing in the Future” Award for the Gender Justice and Local Government Summit under the banner: ‘Score a goal for gender equality: Halve gender violence by 2015’. This prestigious award by the *Mail and Guardian*’ is given to

pioneers of leadership characterised by visionary innovation, partnerships and practical results to end poverty that are not temporary or superficial. Gender Links has twice been a runner up for the award but this is the first time it has won it.

Reference and Utilization of the Protocol by Governments in the Region

The Protocol is also becoming a frame of reference for governments. For example the South Africa Minister of Women, Children and Persons with Disabilities referred to the Protocol in her budget speech. The Zambian and Mauritius governments also used the Protocol to give directives on their national budgets. The government of Zambia has directed all Ministries to ensure that the 2011 budget reflect gender concerns highlighted in the national gender policy. The Zambian government has also implemented a policy which will see a quota set so that women are entitled to own 30% of the country's land. Thirty percent (30%) of all public land is reserved for women and they are encouraged to apply for the purchase of the land. Achievement of the 30% target of land holdings allocated to women in Zambia will indeed set a good example in a region where land holdings of women are much smaller than those of men. Botswana has the highest land ownership by women with a near parity figure of 46%.

The Government of Zimbabwe has put in place national instruments for the empowerment of women which include a National Gender Policy that seeks to promote equal and equitable access, control and ownership of resources; a Small and Medium Enterprises (SMEs) Policy that stipulates a 30% quota of loans to be set aside for women; The Women's Development Fund, which seeks to economically empower women in Zimbabwe through loans administered in partnership with the Post Office Savings Bank (POSB); Short Term Economic Recovery Programme (STERP) I and II, which seek to ensure household food security targeting women in the production and reproductive roles in order to eradicate poverty and gender responsive budgeting. Gender budgeting was initiated in 2007 and it seeks to promote targeted allocation of resources addressing the different needs of men and women, boys and girls.

Implementation of the Protocol by SADC Gender Unit

The SADC Gender Unit is making good progress with the implementation of the Gender Protocol. The has developed: (i) the SADC Framework to achieve the gender parity on 50:50 in political and decision making in December 2008; (ii) the SADC Gender and Development Protocol Monitoring Tool (SGMT) in April 2009. This tool is being used by all Member States to provide updates on progress made towards the achievement of the 28 targets as outlined in the Gender Protocol. Member states submit reports annually and a comprehensive report every two years; (iii) conducted SADC Study on Gendered Impacts on Trade in June 2010. The Unit shared the report of this study at a regional meeting in Zimbabwe on cross-border trade on 1st – 3rd November 2010; (iv) organised a regional economic justice capacity building training in October 2009 for Ministers of Finance and Economic Planners to get practical skills in translating the Protocol from a gender lens in their national planning.

The Unit organised a follow up Training of Trainers in November 2010 at the national level for the Ministries of Finance to do gender budgeting; (v) the Gender Unit plans to convene a regional meeting in January 2011 on SADC Gender Peace and Security Workshop. The Governments will deliberate on sustainable ways to ensure peace and security in SADC. The Gender Protocol Alliance will be represented in this meeting by the Peace and Security Cluster; (vi) conducted an in-depth study on Women In Politics (quantitative and qualitative) in November 2010, and (vii) organized a workshop for SADC Transformational Leadership for Women In Politics on 3-4 December 2010.

The SADC Gender Unit reported a great improved in their funding base compared to the past when there was no Protocol. This is because the donors are now very

receptive of the Protocol. For example the European Union has made funds available to the SADC Gender Unit to undertake a regional study on gender-based violence which will find out where the region stands on this front, and what preventive mechanisms can be put in place. This is a huge project for the Gender Unit, and they will be exploring possible partnerships with CSOs in undertaking the project. The Unit has maintained a good working relationship with the Gender Protocol Alliance. The Head of SADC Gender Unit shares copies of the Alliance annual barometers and newsletters with specific UN agencies in New York in particular UNIFEM, UNAIDS, UNDP, and UNFPA.

Utilisation of the Protocol by Churches and Faith-Based Organisations

The work of the Gender Protocol Alliance to broaden partnerships through a meeting with faith-based organisations on 7-9 October 2009 is beginning to bear fruit. The Alliance is targeting faith-based organisations as a network within SADC countries to be strengthened to help support the Alliance work at country level. For example the Christian denominations including Christian Council of Zambia (CCZ), Evangelical Fellowship of Zambia (EFC), and the Zambian Episcopal Conference (ZEC) have come together to form an alliance of churches for gender equality with the support of the Norwegian Church Aid (NCA). WILSA did a gender audit in 2007/8 to find out the level of gender awareness in the churches. The audit revealed stark gender gaps but also identified potential for change. The major gap identified by the audit was that the majority of church members are women but men are firmly in leadership positions and are policy makers.

One of the major denominations in Zambia, CCZ started to mainstream gender in all church activities including training of the clergy in the denomination's Bible College. Gender is now integrated in the syllabus of CCZ theological college. Other denominations like the EFC have followed suit and are also integrating gender in the syllabus of their Seminary. The United Church of Zambia (UCZ) is working on a gender policy and has conducted gender clinics for bishops, clergy and the lay leaders on gender awareness. The reports from these workshops are being used to develop handbook for training. The church's gender policy will be out by first quarter of 2011. All members of the alliance of churches are working on their own gender policies.

Women from the faith-based organisation are one of the major clusters of the women's movement in Zambia. There are plans to invite them to attend the Alliance meetings coordinated by NGOCC. The church has proven to be one of the best entry points for any community development work including popularisation of the Protocol. The women in the church are already in groups and are very loyal to the church. UCZ is targeting all self-help women's groups in the communities to mainstream gender and HIV/AIDS in group work using the provisions of the Gender Protocol. These village level micro-finance groups are trained to save and lend to each other. The members of the groups are from all churches and denominations. UCZ started working with women's groups since 2006. These women are economically empowered and trained in leadership skills. Some of the women in groups are so confident and feel they can contest and be elected during local council elections. Some of the men have started joining the groups. **The Alliance is formally inviting the NCA, a long term partner and funder, to lead a Faith Based Organisation (FBO) cluster within the coalition to strengthen coordination in this sector.**

Utilisation of the Protocol by Men's Networks in Malawi and South Africa

The SADC Gender and Development Protocol is being used by men's networks to promote the gender equality in Southern Africa. Involvement of men in gender equality has been a major gap, not only in Southern African countries but a concern the world over. In Malawi, the NGO GCN is collaborating with Men for Gender Equality Now¹ (MEGEN) – Malawi to implement two clusters of the Protocol: Gender Based Violence, and Health, HIV and AIDS. MEGEN is a regional movement of men in 7 countries: Malawi, Kenya, Zambia, Tanzania, DRC, Mali and Rwanda formed in 2001 with the main objective of creating a core of male supporters for the long term campaign to eliminate GBV and the spread of HIV/AIDS in the region. This network is a society of men and women activists who engage in community sensitisation and education work, advocacy and campaigning to challenge unequal power relations between men and women and put an end to GBV.



Figure 2: MEGEN Men's Conference in Malawi, Picture by MEGEN, December 2010

One of the most remarkable activities of MEGEN during the 16 Days of Activism is the men's community outreach programme called "Men Travelling Conference". The network organises bus ride to from the urban areas to rural communities for men from all levels: Policemen, Military officers, members of the press, government officials, NGO members, magistrates, members of CBOs, chiefs, and villagers (See figure above). The key focus is men reaching out to men and women in their homes, communities and villages with GBV and HIV/AIDS messages through theatre, distribution of IEC materials, and rapid response teams responding to questions from the communities.

In South Africa, Gender Links is working in partnership with a men's network called "Sonke Gender Justice Network". Sonke was established in August 2006, now with 45 full-time staff working in all nine provinces of South Africa and many African countries from offices in Johannesburg and Cape Town. Sonke Gender Justice Network's vision is to work across Africa to strengthen government, civil society and citizen capacity to support men and boys to take action to promote gender equality, prevent domestic and sexual violence and reduce the spread and impact of HIV and AIDS. Their key programme focus is on HIV and AIDS, Gender Equality, and Human Rights. Sonke is

¹ Men for Gender Equality Now (MEGEN) was initiated during a Men to Men consultation on gender – based violence (GBV), held in Nairobi, Kenya in December 2001 as an initiative to strengthen the women's movement and was attended by men from Kenya, Malawi, Namibia and South Africa.

currently running three gender justice advocacy campaigns called “One Man Can”, “Brothers for Life”, and “Red Card”.

As earlier mentioned in the report, GL is working to add a men’s cluster following the launch of the Barometer in Malawi. Working through a men’s cluster is central in rolling out sub-regional response targeting men to address key outcomes of the GBV Indicators Project. The preliminary findings of a gender violence prevalence survey for Gauteng Province in South Africa shows that 78.3% of men admit to having perpetrated some form of emotional, physical, sexual or economic abuse over their lifetimes. Sonke plans to use GL’s GBV Indicators Study to benchmark their work with men. Both Sonke and MEGEN are using the media to influence men’s attitude and government policies, thus providing a good fit for the work of the Alliance in the region.

Progress Achieved since Publishing the 2009 Baseline Barometer

The 2010 Barometer reports progress in education, including at the tertiary level. Many countries have reached gender parity in primary and secondary education and 7 countries (Botswana, Mauritius, Namibia, Seychelles, South Africa, Swaziland, and Zambia) have more women than men in tertiary institutions. The Gender in media Education (GIME) audit reveals that there is a higher proportion of women than men media students (61%), although there are still fewer female (36%) than male educators.

Whereas percentage of women in economic decision-making increased from the baseline of 18% in the 2009 Baseline Barometer to 23% in 2010, women in political decision-making in parliament decreased by 1% from 24% to 23% within the same period (see governance below).

Progress was also made to address constitutional provisions for gender equality through the constitutional reviews taking place in 5 SADC countries. The women activists are using the provisions in the SADC Gender Protocol to claim their rights. Women activists in Madagascar have called for 30% women in transactional government, women Zimbabwe are demanding 50/50 representation in all decision-making positions in the constitution making process so they bring out their issues, and women in Zambia have made submissions to the National Constitutional Conference based on the provisions of the SADC Gender Protocol – some of the submissions have already been adopted. Nevertheless, the Zambian draft constitution has not progressed from the 30% representation in the SADC Declaration to the 50% provision in the Protocol. This calls for more advocacy work in the remaining half of the programme implementation.

Other achievements include challenging the unpaid work of women through advocating for a standalone care work policy in line with the provisions of the SADC Gender Protocol by Gender and Media Southern Africa (GEMSA) and VSO-RAISA; the role of women in peace and security in the region is finally receiving attention with



Namibia almost attaining gender parity in its peacekeeping forces, representation of women in security services standing at 25% in South Africa; business women in South Africa are using the Gender Protocol to benchmark progress in achieving gender parity in the private sector. Business women SA Survey 2010 quoted the Gender Protocol four times on key economic provisions; and finally Women in Law Southern Africa (WILSA) and Southern Africa Network against Trafficking and Abuse of Children (SANTAC) launched the RED LIGHT campaign in 2008 to

guard against the potential impact of the FIFA 2010 Soccer World Cup on vulnerable women and children in Southern Africa. **Across themes, the Protocol led by GL mounted a colourful campaign linked to Soccer 2010 taking place in South Africa under the banner: *Score a goal for gender equality: halve gender violence by 2015.***

Some key issues of concern raised by the 2010 Protocol

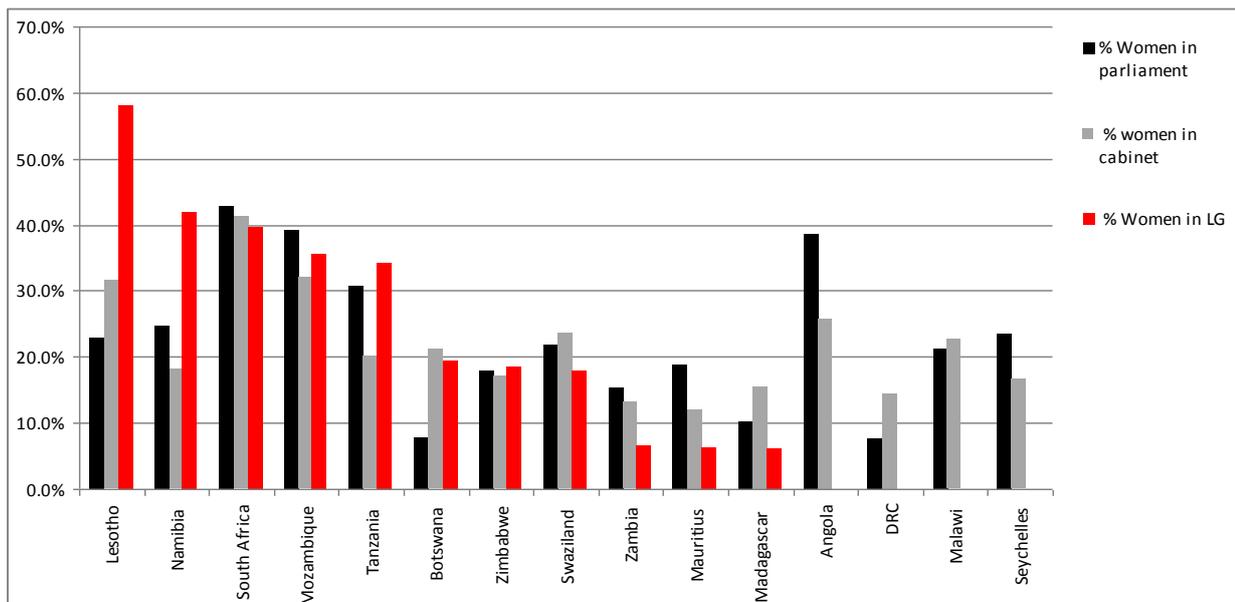
The 2010 Barometer has highlighted some major challenges for Alliance work. Although there are signs that women's participation in the economy is being taken seriously as a result of the efforts of the Alliance regional gender budgeting network led by the Zimbabwe Women's Resource Centre and Network (ZWRCN), trade policies are still gender blind. Women still struggle to access credit and only a few procurement policies make specific reference to women. The 2010 Barometer also reports that women lack decision-making power over their bodies especially in the area of sexual and reproductive rights despite policy provisions in most of the SADC countries. Contraceptive usage varies from 6% in Angola to 65% in South Africa.

Gender based violence is reported to be escalating despite concerted campaigns like the 16 Days of Activism and 365 Days Action Plans. The Barometer reports that women lack agency and voice to speak as sources. The Gender and Media Progress Study (GMPS) launched at the 2010 GEM summit showed that the proportion of women sources in the news had increased by a mere 2% to 19% since the baseline study conducted in 2003. Another concern is that harmful customary practices undermine women's rights despite constitutional provisions and national legislation that guarantees equality, human dignity and prohibition of discrimination based on gender. Harmful customary practices threaten the physical integrity of women and undermine their access to justice.

2.2.1.2 Gender and Governance

One of the key targets in the SADC Protocol on Gender and Development is the achievement of equal representation **and participation** of women and men in all areas of decision making by 2015. This target contributes to the GTF programme indicator on accountability which tracks increased access by citizens to the decision-making processes of government, parliaments or assemblies and greater impact on them. Gender Links and partner organisations are addressing the gender imbalance in decision-making by mainstreaming gender into elections and governance discourse both for local and national elections.

The main objective of the gender and governance programme is to mount a campaign linked to upcoming elections in the region on achieving gender balance in decision-making by 2015 (as required by the SADC Gender protocol) and to empower women in decision-making to become effective agents of change. The output for achieving this objective is to increase women's representation and participation in national and local politics, especially in countries where this is still very low. The target is for all SADC countries to make a concerted effort to attain 50% women in political decision-making by 2015 and at least edge towards the original 30% target.



SUGGEST SOME REF TO GRAPH SUCH AS THIS ONE

Progress towards achieving gender parity at the national level

The MTR score for achievement of this target is 3 out of 5, or 60% achievement. The target for achieving gender parity in women's representation and participation in parliament is only partially achieved although benefits and shortcomings are finely balanced.

The 2009 Baseline Barometer showed an average of 22% in women's representation and participation in parliament at national level but with considerable country variation. For example South Africa had the highest representation of women at 44% compared to DRC 7.7% baseline indicator. The 2010 Barometer reports a 2% increase of women's representation at the national level from 22% to 24.1% average since the signing of the Protocol in 2008. Recent elections in South Africa, Malawi, Mozambique and Mauritius saw increases in women being elected to parliament, but the regression of Botswana from 11% to 7.9% and Namibia's slide backwards from 30.8% to 26.9% are a cause for concern. Mozambique moved from 34.8 to 39.2% at national level and from 29 to 35.6% at the local level. Mauritius saw a marginal increase from 17.1% to 18.8% in the country's May elections.

This marginal increase of 2% has put the SADC region second only to the Nordic countries and 4% ahead of Europe (excluding Nordic countries). This is in line with global trends which show that ebbs and flows in annual participation are common. The region is still marginally ahead of the global increases. The SADC region has achieved a 6% increase in women's participation in parliament from 18% in 2000 to 24% in 2010. While the region is 5% ahead of the global average of 19% it is still less than half the required 50% target.

Progress towards achieving gender parity at the Local Government Level

The programme target for increasing parity in women's representation and participation at the local level is to increase women's representation to at least 30% by 2015, conduct research on gender and local government in six countries, and to document case studies of the difference that women make. The Baseline indicator in the 2009 Barometer was an average of 22% women's representation at the local government level. No countries had gender strategies for local government. The MTR scores achievement of increase gender parity in women's representation at the local

level at 2 out of 5, or 80%. The programme targets are largely achieved despite a few short-comings related to weak coordination of Alliance work at country level.

Gender Links and partner organisations have made tremendous achievements in promoting gender representation at the local level. The GTF funds were used to conduct research on women's representation and participation in 5 out of the 6 target countries, a success level of 83%. Research is completed in Botswana, Swaziland, Madagascar, Mozambique and Zimbabwe. Gender and GBV action plan training manuals have also been produced for Botswana, Zambia, Swaziland and Zimbabwe. The statistics from the research shows an average of 24% women's representation at the local government level with variations at the country level. Research in Malawi is to commence in 2011 following their first LG elections since 2000. It is anticipated that the average figure for local government representation will increase with the 6 local government elections taking place in the first half of 2011.

Research to demonstrate quantitative and qualitative gains for women

Gender Links and partners are breaking ground in conducting research on women's representation and participation in local government. This kind of research is the first of its kind in the SADC region. Further to getting up-to-date statistics, where the women are in the decision-making structures in councils, and developing databases for tracking progress in women's representation, GL is also addressing the "beyond numbers" debate or the question of whether countries that have more women in decision-making positions have pro-women policies. Coupled with the drive to work with 100 Councils each year to become Centres of Excellence for Mainstreaming Gender in Governance GL will be in a position to illustrate both quantitative and qualitative gains for women in decision making in local government in 2015 when the GTF programme comes to an end.

Factors contributing to achievement of gender parity targets

The major factors contributing to change are the sustained 50/50 advocacy campaigns as well as targeted newsroom training with the media; empowerment workshops with prospective women candidates and strategy meetings; and political will through quotas system and social mobilisation using the media.

Political Power through Quotas System

The 2010 Barometer reports that SADC region is a combination of the best and worst performers in women's representation and participation in decision-making. Some countries in the region have made progress while others are regressing. The reason for this difference relates mainly to electoral systems, approaches to quotas, political will and social mobilisation through the concerted 50/50 campaigns with the media playing a key role. While countries like South Africa, Mozambique, and Angola use the PR system combined with voluntary party quotas, others like Tanzania and Lesotho use constitutional quota applied in a constituency system that reserves 30% of seats for women only. The MTR found evidence that women are slowly rising to political power, but mainly when boosted by quotas and other special measures.

Launch of the 50/50 Campaigns Targeting National and Local Elections

The GTF funding was used to support the campaign for 50/50 representation of women in the National and Local Elections in 7 out of the 14 countries that had elections in 2008 – 2010. The Southern African Gender Protocol Alliance has used the Protocol to strengthen the 50/50



Figure 3: Launch of 50:50 Campaign in Malawi, Photo by NGO GCN

campaign to advocate for the provision of gender parity in all areas of decision-making in several countries that have held or are holding elections in 2009/2010. The 50/50 campaigns were held in South Africa, Namibia, Mozambique, Botswana, Malawi, Mauritius, and Tanzania. One of the most successful campaigns was in Malawi due to visionary leadership of the Alliance. The Alliance Focal Point in Malawi, NGO GCN developed a National Programme on Promotion of Women into Politics, a tripartite partnership of the CSOs, government, and development partners.

A total of 239 aspiring women candidates were supported in the 50/50 campaign national programme for the 2009 elections and beyond in Malawi. The media gave comprehensive coverage on gender matters. As a result of the campaign, the number of women in Parliament increased from 27 in 2004 to 42 in 2009. In a statement to CEDAW in February 2010 the Government of Malawi credited the increase in women's representation in the May 2009 elections to the 50/50 campaign programme.

The development partners in Malawi have also increased allocation of resources to gender and election related activities in Malawi. NGOGCC is encouraging women who did not make it to the national parliament to campaign for the local government elections slated for April 2011. The private and public sectors have also responded positively to the campaign. For example BP has given 40% women representation in decision-making and the Police and the MDF are also responding positively to the 50/50 campaign.

Achievements of the campaign in other SADC countries include a call by women activists in Madagascar for 30% representation of women in transitional government. The women provided the names of possible women candidates. In Zambia, members of SA Gender Protocol Alliance led by WILSA-Zambia, made submissions to the National Constitutional Conference based on the provisions of the SADC Gender Protocol during the constitutional review. Some of the submissions have already been adopted in the draft constitution. Zimbabwe is showing commitment to gender equality and equity, noting that Zimbabwe has a woman vice president, a woman deputy prime minister, a woman president of senate and a woman deputy speaker of parliament, and woman Permanent Secretary to the Ministry of Women's Affairs, Gender and Community Development.

Newsroom training with the media

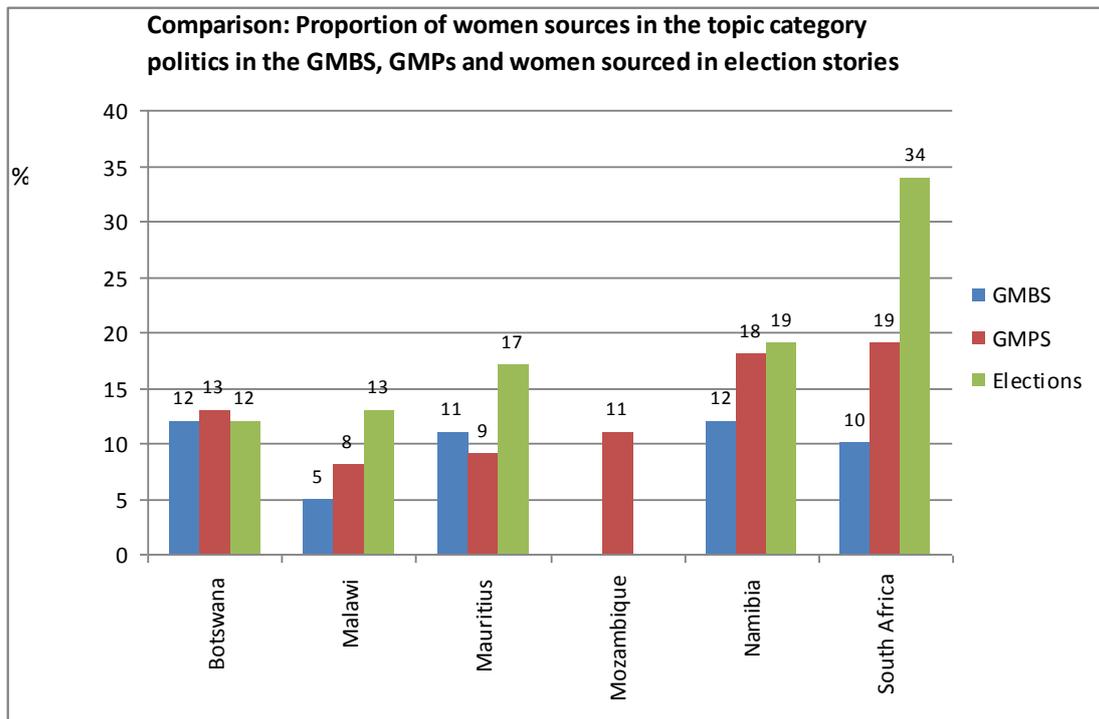
The GTF funding is being used to conduct 400 newsroom training sessions on gender and governance in the five years lifespan of the programme, an average of 80 newsrooms training each year (80x5 = 400). The newsroom training is to raise awareness in the media on women's participation in decision-making. GL is to produce 12 country reports on media coverage of elections from a gender perspective in countries where training has been conducted. The mid-term review target is 200 newsroom training in 2009-2010. Gender Links has organised a series of workshops in gender, media and elections ahead of elections in 6 countries including South Africa (April 2009), Botswana (October 2009), Namibia (November 2009), Mozambique (November 2009), Malawi (May 2010), and Mauritius (May 2010).

The workshops targeted media practitioners and women in politics. A total of 211 journalists were trained in Malawi, Botswana, and South Africa and 60 women politicians trained in Malawi and Botswana in 2009 (ADD MOZAMBIQUE AND TANZANIA= SN Two key objectives of the workshops were to empower women politicians with practical skills for dealing with the media and to increase media coverage of gender equality and bring about 50-50 representation of women in leadership positions by 2015 in line with the SADC Gender Protocol. Gender Links trained the media on how to cover elections from a gender perspective and balancing sources such as giving a gender disaggregated data on elections, for example voters,

candidates, party manifesto, etc. Gender Links also trained CSOs on how to do gendered analysis of electoral process. As a result of the training, the targeted women were able to design their own campaigns and publicity materials, and able to use multimedia effectively (Annual Report 2009/2010, p30).

It was reported by NGO GCN in Malawi that the media houses are increasingly becoming responsive to women as well as gender advocates and a critical partner in the implementation of the 50/50 Campaign. The Coordinator of NGO GCN in Malawi said:

The role of the media has not just been limited to politics and decision making but to GBV, economic empowerment, HIV and AIDS. The media can build if given the correct information at the same time destroy if given the wrong information. For example, close to the passing of the Domestic Violence Bill the media flagged a very negative story of someone who called the bill rubbish. This brought us back to square one. Emma Kaliya



NEED TO COMMENT ON THIS GRAPH RE IMPACT - SENT

Malawi

- It has been quite a useful training, an eye-opener on media coverage.
- Organise more training for media as this is giving a chance to refresh our memory on issues that affect women in so doing inspiring us to write stories that would support women in politics.
- Need more in-depth sessions.

Botswana

- I will be writing more gender-sensitive stories.
- Encouraging and empowering women to be involved.
- Come up with stories that highlight women as good leaders.
- It was quite a useful, resourceful workshop.
- We as reporters have to encourage women to join media.

South Africa

- Gender training should be done regularly, especially when it comes to community radios because CR's are there to create awareness.
- I learnt a lot about elections. Everything was important and useful.
- Let's work beyond the elections, sustain the initiative.
- I understand the need for gender equality now.
- There is a lot that Gender Links can offer to community media.
- All sessions were useful because they provided with an opportunity to interact with each other and debate issues.

Empowering women decision-makers through on-the-job-training

The GTF funding is being used to train and support 420 women decision-makers in 14 countries (30 x 14) through on-the-job empowerment courses on gender analysis, communication, leadership skills, and engaging with the media to enhance their effectiveness in the 5-year life of the project. The target for mid-term evaluation is 210 women decision-makers trained. Gender Links has trained 120 or 57% of targeted women politicians in 6 countries during 6 elections in 2009/2010. The women politicians were trained on how to engage with the media, profiling themselves, and creating publicity materials such as flyers, etc.

At the local government level, the Local Government Associations continued to work with GL in empowering women decision-makers at the council level. For example Botswana Association of Local Authorities (BALA) and Gender Links did skills development training for women councillors in Botswana in 2008 with the aim of retaining them in the council. Although few women returned after the 2009 elections, some of those who returned campaigned and were elected by councillors to take key decision-making positions in the councils like mayors, deputy mayors, and chairpersons of committees. This is because their lobbying skills and their self-confidence has increased. BALA reported that 90% of local council managers in Lobatse are women. The Mayor, Deputy Mayor and Town Clerk are all women. Lobatse town council is the only local council with almost 50:50 representations, in which 6 out of 13 councillors are women.

At the national level, all women Members of Parliament in Botswana have been appointed ministers. For example, the ministers of Education, Trade, and Office of the President are women. Successes in other countries include appointment of a woman Vice President for the first time in Malawi. The number of female cabinet Ministers in Malawi also rose to 11 in 2009 (FROM WHAT? WHAT IS THE PROPORTION NOW?). The role of the Local Government Associations is crucial in lobbying central government and empowering women councillors to do their businesses effectively. One of the senior councillors in BALA (IS THIS CORRECT TITLE?) said:

We in the local government associations are lobbying central government on behalf of women to bring more women on board. We sensitise decision-makers on issues of gender inequality because a lot of the leaders were in the dark. They used to think that gender is campaigning for women. We need a lot of information dissemination to fight negative cultural barriers, such as negative attitude by women that men are superior. But to have a 50:50 representation of women in Botswana requires a deliberate policy like that in South Africa, Patrick C. Manthe, BALA

2.2.1.3 Gender Justice

The main objective of the gender justice programme is to ensure that by 2015 all SADC countries have multi-sector National Action Plans for ending gender violence, including comprehensive legislation, targets and indicators for measuring progress, as required by the draft SADC Gender Protocol. The key programme output is that

national and local action plans to end gender violence are developed; publicised; tested; given a human face; implemented and tracked leading to a reduction in this human rights abuse in line with the SADC Gender Protocol target of halving gender violence by 2015. The programme set three targets to achieve this output and objective.

Development of National Action Plans to End Gender Violence

The target is for Gender Links to conduct 8 workshops in 8 countries to develop multi-sector national action plans to end gender violence. The MTR score for achievement of this target is 2 out of 5, or 80% level of achievement. The target is largely achieved despite a few short-comings especially in varied level of implementation and monitoring of the plans in the countries. The 2010 Barometer reports that all 15 SADC countries now have in place multi-sector action plans to end gender violence as a result of collaboration between civil society and governments. As such, the target of 8 NAPs has been fully achieved at 100%. In addition, nine national action plans to end gender violence are now being used by the UN Department for the Advancement of Women (DAW) as models in the UN Secretary General's UNite campaign. Gender Links is one of three African NGOs that sit on the UN Secretary General's Africa advisory committee for the campaign.

Comprehensive Legislation and Implementation Strategies

The programme target is for 15 countries to have specific legislation in addressing GBV including PEP and trafficking. The MTR score for achievement of this target is 3 out of 5, or 60% level of achievement since signing the Protocol in 2008. The target is only partially achieved although the benefits and shortcomings finely balanced. The 2009 Baseline Barometer established that only 9 of the 15 SADC countries have legislation on domestic violence, 7 have specific legislation on Sexual Offences, only South Africa has specific provisions for Post Exposure Prophylaxis (PEP), 6 countries have legislation to prevent human trafficking, and 10 countries have some form of legislation to address sexual harassment, mostly in the labour or employment laws. Progress on developing and implementing comprehensive legislation has been stagnant. The 2010 Barometer reports that very limited change to the baseline targets. Only 2 countries have policy on post exposure prophylaxis (PEP), an increase of only 1 country. Such slow progress is an indication that gender violence is not yet taken seriously by political leaders and concrete measures are not yet implemented across the region to reduce GBV.

Full implementation of the NAPs is varied per country due to a number of factors like; weak policy and legislative frameworks, weak capacity to enforce the laws, limited access to legal aid for survivors of gender violence, inadequate numbers of places of safety across Southern Africa, inadequate resources, and lack of comprehensive data on GBV. The 2010 Barometer reports that there is no legal aid for survivors of gender violence in at least 5 SADC countries with the burden of provision of advisory services in all SADC countries borne by NGOs. In addition, there is little or no state support in all SADC countries for places of safety and 4 countries have such places. The concept of shelters is not yet well developed but these facilities have proved very useful in service delivery for survivors of GBV. In a meeting organised by GL on 23rd October 2010 with a few survivors of GBV to review the usefulness of shelters in South Africa, the women who passed through the shelters said:

Shelters restore a woman's self-esteem and self-worth. They bring back what you have lost. If you find yourself, no one can stop you. You begin to believe in yourself again. You feel special because of the special treatment shelters give. You are taken as a mad person by your abusers when you raise your concern. But shelters make you have hope.

Shelters find legal aid for a woman to deal with divorce. They give you transport to court. They also take you to the clinic to see a doctor for medication.

Mauritius is well ahead of other SADC countries in terms of implementation of the NAP while South Africa and Botswana are lagging behind. The state efforts to combat GBV are coordinated mainly by the ministries or departments of gender that are often under resourced. The key stakeholders in addressing GBV comprise of the Police, health, magistrates, customary/traditional courts, religious leaders, and CSOs. In addition to magistrate's courts, Botswana established customary courts at the district level making GBV services accessible to the communities. It was reported by one of the magistrates in customary courts that men are also survivors of GBV, especially those who are cohabiting. Often the men are emotionally battered but their cases are not heard. The customary courts refer difficult cases to the Customary Court of Appeal, only two in the country. Full implementation of the draft NAP in Botswana is expected to commence once the National Gender Policy is finalised early 2011.

Targets and Indicators Developed for Measuring Progress in Halving GBV by 2015

The programme target is to develop and adopt concrete targets and indicators for measuring GBV as a result of the pilot GBV indicators research in South Africa, Botswana, and Mauritius. The 2009 SADC Protocol Baseline Barometer established that there is scant information on specific targets and indicators for assessing the current level of violence, thus measuring if violence has been halved by 2015 would be difficult. The only available statistics are from the police and court system. These are unreliable because many cases of GBV are under-reported or withdrawn. Gender Links is piloting developing indicators to measure gender violence including a prevalence survey that the UN Economic Commission for Africa Centre for Women wants to replicate. In addition, Gender Links is administering an attitude survey at all its events to be used as a baseline and constantly updated for benchmarking attitudinal change on GBV. Gender Links is linking its pilot project on GBV indicators in these countries to the UNiTE campaign in order to resuscitate implementation of NAPs.

The MTR rating of achievement of the piloting and adoption of GBV indicators is 3 out of 5, or 60% level of achievement. The indicators research is only partially achieved although the shortcomings are finely balanced. Gender Links has developed key partnerships with stakeholders in the three countries and acquired ethical clearance for the study in the pilot countries. These partners are the Mauritius Research Council, the Medical Research Council in South Africa, Minister of Gender Equality in Mauritius and the Women's Affairs Department (WAD) in Botswana that will be carrying the bulk of the costs. The prevalence and attitude survey is complete in Mauritius and will take place in Botswana in July 2011. The research in Botswana should have started in October 2010 but was postponed until May-June 2011 due to an on-going exercise to redefine the enumeration areas in the country by the Central Statistics Bureau. The pilot study in the Gauteng province of South Africa will be launched at the Gender Justice and Local Government Summit in March 2011.

Already, preliminary findings of the Gauteng study conducted in April and July were shared during key events of the 16 Days of Activism in November and December 2010 in South Africa. Gender Links is planning to hold a reference group meeting to share findings from the survey and other aspects of the project in January 2011. Preliminary findings of the gender violence prevalence survey for Gauteng shows that 51.1% of women in the province have experienced some form of gender violence, and that 78.3% of men admit to having perpetrated some form of emotional, physical, sexual or economic abuse over their lifetimes. An analysis of prevalent political discourse around GBV showed that out of the 1956 speeches made by political leaders in South Africa between April 2009 and March 2010, only 1% specifically

focused on Gender-Based Violence (GBV). A further 4% made passing reference to this daily violation of women's rights. This finding from the analysis of speeches therefore confirms what was earlier pointed out that gender violence is not yet taken seriously by political leaders.

Development of Gender Action Plans for Local Councils

Background to Gender Link's Local Government Work

The GTF programme is contributing² to localising the national action plans to end gender violence through the work of local government and other local structures in eight countries. In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa, called "*Ring up the Changes, Gender in Politics in Southern Africa*". One of the key findings of this study was that local government was a sadly neglected area of the gender and governance discourse. As follow on to this study, GL conducted groundbreaking research in 2006/2007 called "At the Coalface, Gender and Local Government" covering South Africa, Lesotho, Mauritius, and Namibia. The study has since been extended to nine additional countries with funding from the GTF programme. The work of Gender Links at the local government was re-strategised through the introduction of the concept of the Centres of Excellence (CoE) in March 2010 after GL realised that its work on local level was too dispersed and not having significant impact at the individual level.

The CoE concept was informed by the pilot project that GL had run with the City of Johannesburg over several years as well as a think tank meeting in December 2009 convened by GL and partners Akina Mama wa Africa and Hivos on "Support to Women Leaders: Lessons Learned and Strategies for the Future". This brainstorming workshop confirmed that a key failing by NGOs in seeking to support women in public office included neglecting local government, providing training in a vacuum, providing once-off training with little regard to local processes and context, and being supply driven. The CoE is also driven by GL's approach to align several of its programmes and focusing on specific localities to ensure greater synergy and impact.

Rolling Out Training and Development of Local Action Plans

Gender Links has identified 10 centres of excellence for gender mainstreaming in local governments **in ten countries** to ensure getting gender on the council's agenda. These centres are driven by local government associations³ with whom GL has formed partnerships. Gender Links provided both technical and financial support to operationalise the association's priority on increasing the participation of women in local council. The gender training conducted by GL was the first exposure for most councillors to gender issues. One representative of the local government association commented that:

There is a democracy that does not include every voice in decision-making yet women constitute over 50% of the total population. They deserve to contribute and to be heard. The men said women do not know what they want and are always pulling each other down. The local councils said nothing about gender based violence before the training. Passion killing is second to HIV/AIDS in our communities. But the councillors could not

² The bulk of funding for localising the national action plans at local government level is contributed by DANIDA and MDG3Funds.

³ The local government associations are the umbrella body of local government in each country. Gender Links is working with local government associations in eight countries including: Association of Local Authorities in Namibia (ALAN); Association of Rural District Councils (ARDC) in Zimbabwe; Botswana Association of Local Authorities (BALA); Local Government Association of Zambia (LGAZ); South Africa Association of Local Authorities (SALGA); Zimbabwe Local Government Association (ZILGA), and Urban Councils Association of Zimbabwe (UCAZ). The associations in Swaziland and Mauritius are in the process of being formalised.

talk about what they did not know. The training by Gender Links was an eye opener and the very first exposure of councillors to gender issues. But things are beginning to change slowly. For example, Kgathen District Council started a gender based violence committee when one council employee was murdered by her boyfriend. Gender based violence committee is not yet in the constitution, Ludo Matshameko, Project Manager BALA, Botswana

Mainstreaming gender in local council is being done through a six-stage process. This model is based on its learning from GL's work with media houses to develop and implement gender policies and action plans and several years of work with the city of Johannesburg. Gender Links started rolling out the six-stage process of gender mainstreaming across municipalities in the SADC region since 2007 – 2010. South Africa, Lesotho, Mauritius, and Namibia have completed all six stages by June 2010 while Swaziland, Botswana, and Zambia have completed 5 of the six stages. Zimbabwe, Madagascar, Mozambique, Seychelles and Malawi to start the process sometime in 2010 through 2011 but last two stages to be completed in 2012. On-the-job-support is piloted in South Africa, Botswana and Mauritius and to continue in the other countries throughout 2011. The least developed part of the stage is the village level mobilisation on the Protocol through informing and empowering communities by the trained councillors.

Achievements of Gender Mainstreaming work with Local Governments

The programme target is to develop 30 local action plans in each country (14 countries x 30 = 420) for ending gender violence. Gender Links has managed to get nine country-wide strategies at the local level agreed by ministries of gender and local government within three years with the help of eight field workers based in-country, and local government research, strategies and gender and GBV action plans. The local councils have now adopted gender policies or action plan, placing gender firmly on the agenda of local government. A total of 110 local council plans in 7 countries have been developed (62 with DANIDA funding and 48 with MDG funds). In Zambia activities in the draft plans are being integrated in the 2010-2011 budgets of the local councils. The plans and budgets are expected to be adopted by the local councils in the beginning of the 2011 financial year.

Documenting Best Practices, Case Studies and Lessons Learned

The annual Gender Justice and Local Government Summit was convened by GL in March 2010 with the purpose of sharing good practices and rewarding outstanding work. The Summit brought together 260 participants from ten countries, presenting 103 case studies, 69 by women and 34 by men, on empowering women and ending violence at the local level. At least 40 of these participants got passports and travelled out of their countries for the first time to participate in the summit.

Winning entries from nine countries included an indigenous course to empower women with accounting skills in Mauritius; assisting sex workers to find new forms of employment in Botswana; establishing local level victim support units in Zambia; educating men on child abuse in Zimbabwe; an economic empowerment project for survivors of gender violence in Zimbabwe and Zambia; stretching the Sixteen Days of Activism to 365 with a special emphasis on home and school in a council in South Africa, etc. These are examples of gender action plans beginning to bear fruit.

Three local government participants from Zambia won awards in the 2010 Local government Summit organised by Gender Links in Johannesburg. Mongu District Council won the award for prevention of GBV. The council built a victim support unit from their Constituency Development Funds (CDF)⁴. This unit has been turned into

⁴ The CDF is channelled through the local council who identifies viable community projects proposed by the Area Development Committees at Ward and Village levels.

the community police post. Government has assigned police to this unit. A female councillor from the same council won an award for individual innovation in sensitising women on succession inheritance and grabbing of properties. The widows in Mongu have lost property at the death of their husbands and others forced to marry the male relatives of their husbands because of the customary practice of wife inheritance.

The third award was won by the Zambian Police for victim support. The police support unit provide counselling, legal redress, and safety to survivors in the shelters run by NGOs. The police support unit is spread throughout the country wherever a major police station exists. The police superintendent who received the award in March commented that:

I got a digital camera which is helping us in documenting cases and our programmes. I feel very proud and happy to be recognised. This has profiled my work in the police service. I was recently also recognised by the National Police in the quarterly police magazine, Tresphord Kasale, Senior Superintendent and National Coordinator

I Stories and Cyber Dialogues

Gender Links and partner organisations are putting gender violence on the political agenda of governments in SADC region through strategic and well publicised Sixteen Days of Activism campaigns. GTF funding is used to publish “I” stories⁵ and run cyber dialogues during the Sixteen Days campaigns as well as other awareness raising activities. The programme target is to produce 250 “I” stories. The purpose of the “I” stories is to promote changes in the lives of women survivors of gender violence through writing and telling their own stories in the mainstream media and public forums. Prior to receiving GTF funds, 100 women participated in GL “I” Stories since 2004. A follow up workshop was held with “I” story participants from the previous five years of the GL “I” stories project. The project aimed at auditing where the women who participated in the previous “I” stories were in their lives. The impact of on the lives of women survivors of gender violence through writing and telling their own stories in the mainstream media and public forums is discussed in sub-section 2.3 of this report.

The MTR rating for achievement of “I” stories target is 3 out of 5, or 60%. The target was only partially achieved even though benefits and shortcomings are finely balanced. A total of 64 “I” stories were produced in 2008-2009 thereby achieving 64% of the target of 100 “I” stories in 2 years, a shortfall of 36% **BUT THIS IS PAST WHERE WE SHOULD BE NOW= SEE DFID NOTE** . Two publications of “I” Stories series in 2008 on “*Speaking out on HIV and AIDS in Mauritius*” and “*Speaking out on Gender Violence in South Africa*” documented 44 firsthand accounts of women and men affected by GBV. The 2009 series of “I” stories on GBV contained 20 personal stories of women and men affected by violence from five countries including Mauritius, Namibia, South Africa, and Swaziland. GTF funding covered country workshops and the production of the stories in print and radio formats. The stories were widely disseminated to several media houses in the region as part of the Sixteen Days of Activism on Gender Violence Campaign.

The programme target is to conduct 60 cyber dialogues in 5 years, a target of 12 cyber dialogues per year. The purpose of the cyber dialogues is to increase citizen empowerment and government responsiveness through “Making IT work for gender justice”. Prior to GTF funding, a total of 1063 people participated in the 2007 cyber dialogues. The MTR rating for achievement of cyber dialogues is 1 out of 5, or 100%. The target of 24 dialogues was fully achieved in 2 years. A total of 8143 people (3300

⁵ The “I” stories share women and men’s real experiences with violence – domestic violence, child abuse, contracting HIV after sexual assault, being attacked because of their sexual orientation, and other stories the women wish to tell (Colleen Lowe Morna, GL Executive Director).

in 2008 and 4843 in 2009) participated in two languages. During the 2009 16 Days campaign GL in partnership with EKOWISA, a Zimbabwean NGO used SMS technology to send out thematic messages via SMS to people across Southern African.

Gender Justice Barometer

The Gender Justice Barometer which previously focused on tracking national action plans to end gender based violence is now replaced by the monthly *Roadmap to Equity: Southern Africa Gender and Development* e-newsletter which was inaugurated in July 2009. The GTF funding is used to produce this monthly e-newsletter containing a chapter on gender justice. The programme has met the mid-term target of 30 newsletters by 93%. Production of the newsletter is on track.

2.2.1.4 Making Care Work Count Campaign

The objective of the Making Care Work Count Campaign is to advocate for the recognition of women's unpaid labour with specific reference to home-based care and HIV and AIDS by supporting the development and implementation of appropriate legislation and policy, placing unpaid care work on the public agenda and promoting increased gender sensitive coverage of home-based care in the media. The two main outputs of the campaign are: (a) SADC provisions on the appropriate recognition of care work, including involvement of men, incorporated in domestic policies and legislation of at least six countries, and (b) Care givers are empowered to claim their rights as a result of awareness raised and action taken to promote equal sharing of responsibilities between women and men. There are two programme targets for achieving these care work campaign outputs.

Adoption of Policies and Legislation in at Least 6 SADC Countries

The SADC Gender and Development Protocol states in Article 27 (c) that: "State parties shall by 2015: Develop and implement policies and programmes to ensure appropriate recognition of the work carried out by care givers, majority of whom are women, 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 HIV and AIDS." The first target of the programme is to ensure policies and legislation be put in place and adopted in at least 6 countries to meet the provision of the Protocol. The indicator for measuring progress is the extent to which care work policies in SADC countries measure up to provisions in the Protocol.

GEMSA has used the provisions of the Protocol to audit existing policies and laws on care work and together with VSO-RAISA published a handbook for strengthening these in line with the provisions of the Protocol. This baseline survey showed a lack of standalone national policies on care work in the SADC region. Aside from Namibia that has a stand-alone care work policy in the SADC region, 8 out of 14 countries had no care work policy. These include Angola, Botswana, DRC, Lesotho, Madagascar, Mauritius, Swaziland, and Tanzania. Furthermore, 5 out of 14 countries had care work policy in draft stages. These include Mauritius, Mozambique, South Africa, Zambia, and Zimbabwe. Campaign and advocacy work is being initiated in 7 target countries.

The MTR rating for achievement of the target on development of policies and legislation is 4 out of 5, or 40%. There is very limited achievement and extensive shortcomings. **I THINK THIS REQUIRES SOME NUANCE. FIRST THIS ISSUE WAS NOT EVEN ON THE AGENDA, NOW IT IS. SECOND IN TERMS OF WHERE WE ARE SUPPOSED TO BE NOW, WE HAVE DONE THE RESEARCH AND HANDBOOK, THE DAILY PAPER AT CSW IS STRATEGIC AND NEEDS TO BE MENTIONED, NOW WE ARE IN THE POLICY PHASE WITH VSO RAISA AND THAT IS THE THRUST FOR THE NEXT TWO YEARS. IN TERMS OF BEING ON TRACK- SEE DFID GUIDANCE- I THINK WE ARE INDEED ON TRACK BUT MORE**

IMPORTANT MAKING SIGNIFICANT ADJUSTMENTS TO MAKE SURE WE STAY ON TRACK. HERE WE DO NEED TO MAKE THE POINT THAT THIS IS SOMETHING GEMSA WAS NOT WELL SUITED TO TAKE FORWARD, THAT WE ARE GETTING OUT OF THE BOX COMPLETELY WITH HANDING OVER THE HIGH LEVEL POLICY WORK TO VSO RAISA BUT THEN BUILDING CARE WORK INTO OUR LOCAL GVT WORK TO MAKE THE LINKS FROM THE GROUND ALL THE WAY THROUGH TO POLICY LEVEL- PLS SEE CARE WORK MTG CONCEPT PAPER ATTACHED.

The main challenge is that most governments do not want to pay remuneration to women for care work but are comfortable with other provisions of the care work policy debate. They do not want to pay money but incentives to care givers. The study by GEMSA and VSO-RAISA identified the following as key principles to contribute towards meeting the requirements of the Protocol: remuneration, logistics and material support, training and professional recognition, psychosocial support for carers, gender equality, and private public partnerships.

The main thrust of the care work campaign is for governments to recognize and pay for care work by women. Only Namibian government gives equivalent of R500 per month to caregivers out of its care work policy. South Africa government also pays R500 to care givers but on ad hoc basis because of lack of a standalone policy on care work.

AGAIN SOME NUANCE IS IMPORTANT. THE PROTOCOL DOES NOT TALK ABOUT REMUNERATION, BIG POINT OF DEBATE, IT TALKS ABOUT APPROPRIATE RECOGNITION, THE HAND BOOK GIVES VARIOUS OPTIONS, ALTERNATIVES, THOUGH CLEARLY REMUNERATION WOULD BE DESITABLE.

GL and GEMSA have formed a strategic alliance with VSO-RAISA that is working at a high level to ensure changes in policy. Campaign for the adoption of stand-alone policies in line with the provision of the Protocol is rolling out for 2010-2011. Mauritius, Malawi, Mozambique, and Zimbabwe are in the process of introducing policy frameworks that are in line with the provisions of the SADC Protocol on Gender and Development.

BELOW IS A LATEST UPDATE FROM VSO RAISA. WE CAN ADD MAURITIUS, NOW AT AN ADVANCED STAGE, LOGA TO PROVIDE SOME INFO

Country	Status
Lesotho	Currently establishing broader VSO program: Consultations in progress and one volunteer already in place with MOH, 2nd one expected in May '11
Malawi	Roll-out workshop in Sept '10. Have managed to develop a draft policy following the workshop. Next step is further consultations facilitated by MOH then parliament.
Mozambique	Roll-out workshop conducted in Dec '10.
Namibia	Roll-out workshop conducted in Dec '10.
South Africa	Draft policy at gvt level already in place and consultations ongoing. VSO w/shop to roll out handbook to support process.
Zambia	Roll-out workshop planned for Feb '11.

Firsthand Accounts about Home-Based Care

The second programme output is to empower care givers to claim their rights as a result of awareness raised and action taken to promote equal sharing of responsibilities between women and men. The target is to produce 5 daily newspapers at CSW and 100 "I" Stories. The MTR rating for achievement of producing "I" stories and daily newspapers at CSW is 3 out of 5, or 60% level of achievement. The target was only partially achieved with benefits and shortcomings finely balanced. The programme fully achieved ??? CAN'T BE IF 100 TO BE DONE the target of 50 "I" Stories and a DVD on care work in two years. WE ARE NOW WORKING ON ANOTHER 50 WITH CARE GIVERS COMING TO THE CLUSTER MEETING IN MARCH, ALSO WE INTEND TO GATHER MORE THROUGH THE LOCAL GVT PROJECT, SO BY THE END OF GTF THIS WILL BE ACHIEVED. NB: DAILY PAPER AT CSW WAS DONE, GREAT SUCCESS IMPORTANT TO MENTION. UP ON GEMSA WEBSITE

Factsheets and publications were distributed on care work issues. GEMSA has developed campaign materials in local languages. In addition, VSO/RAISA has developed brochures for MPs to raise HIV/AIDS care work in parliament.

The in-country policies research conducted by GEMSA in May-June 2009 was a follow up to an earlier advocacy campaign (2006) that resulted in the "appropriate recognition" of care work in the SADC Protocol on Gender and Development. Care work constituted 13% of all coverage on HIV and AIDS in the 2006 baseline study. Most of these stories were told by experts and professionals rather than care givers. The Gender and Media Progress Study (GMPS) launched during the 2010 GEM Summit revealed that care work constituted a total of 14%, an increase of 1% in four years. GEMSA works with the media to give voice to the care givers. The GEMSA country facilitators collected 'I' stories from people living with AIDS and care givers who are mostly female relatives of the affected people. A woman in Zambia who is bedridden because of care work said:

It is sad that I am in this predicament because I helped a family member and dislocated my spine. The government hospital did not provide this care for the patient and as a family member I took it upon myself to assist the best way I know how and I carry the burden on my back. I have no mean of caring for myself or finding money required for me to have an operation. All the same I am not bitter at all because I was helping someone who needed help. I am a 63 year-old and a mother with several grand children ... Esnath Tembo, GEMSA website.

There is plan to bring together care givers to form an association at the national and regional levels to articulate their concerns and make their voices to be heard. **THIS WILL NOW BE DONE THROUGH THE ALLIANCE CLUSTER**

Further to the "I" Stories production, care workers in South Africa Orange Farm-Let Us Grow have formed an alliance in the district. The Alliance at Let Us Grow made an impact by meeting with government officials on care work related issues and funding in June 2009. A planning workshop was held with Country Facilitators to develop country advocacy plans.

Country Launches of the Handbook on Care Work to Raise Awareness

The policy handbook published by GEMSA and VSO-RAISA is to guide policy work. The handbook was launched at the SADC CNGO summit and shared by VSO-RAISA with five Heads of State during the SADC HoS meeting in August 2010 in Windhoek, Namibia. The HoS were very receptive of the handbook because it is backed by facts from the researches done by VSO and GEMSA. This Handbook takes readers through the key steps in advocating for the development, adoption, implementation and enforcement of a care providers' policy. Both VSO-RAISA and active GEMSA chapters are using the handbook to initiate country launches through national networks.

GEMSA national chapters in Mozambique, Swaziland, Zambia, and Mauritius have coordinated formation of national coalitions to launch the handbook and the drafting of the national standalone care work policies. The national coalitions include representatives of the trainers of care givers (ANEMA in Mozambique), Ministry of Health, National AIDS Commission/Council, network of people living with AIDS, the caucus group of women parliamentarians (in Swaziland), care givers, and GEMSA. The national coalition in Zambia is lobbying government to commence consultations on the draft home-based care policy drafted by the National AIDS Council in 2009 but with no input from CSOs. Zambia's draft policy is remains stagnant with the Ministry of Health for lack of resources.

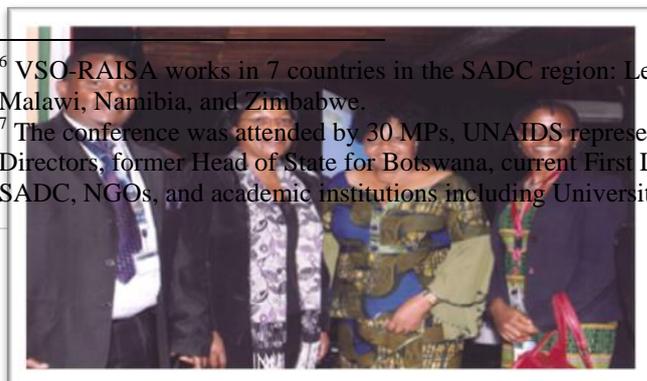
The Mozambique policy was drafted by CSOs in 2008 in partnership with the Ministry of Health and National AIDS Council. The Mauritius 2010 Policy Development Handbook on Care Work for HIV and AIDS was launched on October 26 during the launch of Country Barometer. In her speech, the Minister of Health and Quality of Life said: "*The handbook avers that care workers for HIV & AIDS are seen to be mainly doctors and nurses, and those working behind the curtains, namely the mother, wife, sister and family members of the patients are neither seen, nor recognised by policy makers.*"

VSO-RAISA is coordinating country launches of the handbook in 7 countries in which they have a presence⁶. VSO-RAISA has organised two regional meetings to discuss the handbook. The first regional meeting was in April 2010 for Parliamentarians from 8 countries to discuss the findings of the study. The second regional conference was on 9th-10th November in South Africa. This conference was attended by 90 people⁷ from 14 countries and 30 MPs to discuss "governance and HIV/AIDS" and care work is on the agenda. The SADC Parliamentary Forum (SADC-PF) selected 2 Members of Parliament in each country to push for policies in their own countries in line with the provisions in the SADC Protocol.

The most active MPs are from Malawi, Zambia, and Mauritius. Malawi MPs have already developed a bill for a national standalone care work policy which was presented in parliament in November 2010 and expected to be passed in January 2011. The Chairman Parliamentary Committee on HIV/AIDS also presented handbook to the Director Health Services in Malawi. The Director of Health held a workshop in October 2010 to explain the handbook and is currently developing a "care for carers" policy. Furthermore, the Chairman of the HIV/AIDS Parliamentary Committee in Malawi has mobilized and trained 57 men and 43 boys in care work. The idea of involving men in care work was earlier resisted in Malawi because it was perceived to be a cultural taboo for a man to touch a sick woman or provide care.

⁶ VSO-RAISA works in 7 countries in the SADC region: Lesotho, Zambia, South Africa, Mozambique, Malawi, Namibia, and Zimbabwe.

⁷ The conference was attended by 30 MPs, UNAIDS representative, Permanent Secretaries, Nursing Directors, former Head of State for Botswana, current First Lady for South Africa, Secretary General of SADC, NGOs, and academic institutions including University of Pretoria and University of Zimbabwe.



The Malawi Chairman Parliamentary Committee on HIV/AIDS also shared the care work policy handbook with the help of VSO-RAISA and the First Lady from Namibia in a plenary of about 1,000 people on the eve of the launch of the Decade for the African Woman in Nairobi, on 14th October 2010. The First Lady was chair of the session during a 2-day meeting for Ministers of Gender and first ladies from the continent.

Figure 4: Left to Right: Malawi MP Ephraim Kayemba, VSO/RAISA Director Bongai Mundeta, Namibia's First Lady Penehupifo Pohamba, and VSO Eastern Africa Director after presentation of Care Work Handbook during African Women's Decade in Nairobi, October 2010

The meeting was also attended by high-level government delegates, CSOs, and foreign dignitaries. The US Ambassador to the UN Commission on the States of Women, USA Deputy Representative was very impressed by the presentation and has requested the Malawian MP to visit the US to make similar presentation on the good work NGOs and MPs are doing together on care work campaign. VSO-RAISA's work with first ladies and MPs have helped profile care work campaign.

Next Steps in the Care Work Campaign

GL's main partner in the GTF programme is the Gender and Media Southern Africa (GEMSA) Network whose main responsibility is the care work project. This involved lobbying for inclusion of provisions on care work in the SADC Protocol on Gender and Development; conducting research on the state of care work policies in the region, and advocating that these be strengthened in line with the provisions of the Protocol. To this end, GEMSA has produced a handbook with a DFID funded partner, VSO-RAISA that has considerable lobbying clout and experience. VSO has held several meetings with parliamentarians and is using its in-country capacity to follow up closely on laws and policies on care work. While VSO is making rapid strides in advocating for the care work policy (see sub-section above on country launches), GEMSA has experienced a number of institutional challenges that have weakened its capacity to effectively lobby for policies on the ground (See Section 4.1 for details).

VSO is conscious of the work done by GEMSA and is keen to continue partnering with the network, especially in the media-related initiatives. But the reality is that VSO is far better equipped to deliver on the outcomes sought, that is, the appropriate recognition of care work throughout the region. GL brokered the partnership between GEMSA and VSO and has an excellent relationship with the latter. As the coordinator of the Southern Africa Gender Protocol Alliance, GL is well placed to bring VSO into this broader alliance and to support strategic initiatives to take the care work project forward through this alliance. VSO has proposed a three way partnership between GL, GEMSA and VSO to develop a network of first ladies to champion the care work initiative as well as the SADC Gender Protocol more broadly. VSO is well connected to several former first ladies who have suggested that such a network could make a valuable contribution. GL should therefore consider creating a separate regional cluster for care work from the HIV and AIDS cluster in order to strengthen country coordination of the Alliance work through VSO-RAISA. **THIS NOW IN PROGRESS PER ATTACHED CONCEPT NOTE**

2.2.1.5 Promoting Gender Equality in and through the Media

The programme objective is to hold the media accountable for promoting gender equality and empower citizens, especially women, to engage critically with the media. This objective is in line with the general provisions of the SADC Gender Protocol and specific articles on gender in media content, universal access to information, communication and technology. There are two programme outputs and five targets to achieve the objective of the media and gender project. The first output is citizens empowered to engage critically with gender and the media through media literacy, and the second is to ensure steady progress in achieving the SADC target of equal

representation of women and men in and through the media. Trainings conducted with GTF funding include economy and media training using GL's *Business Unusual* training manual, citizen training to engage with media using *Watching the Watchdog* manual, and media literacy projects targeting knowledge institutions in the region.

Media Literacy Training

Media Literacy for Training of Trainers

The GTF Programme target is to train 2 people in 14 countries (2 x 14 = 28 trainers) in media literacy training of trainers (ToT) in 5 years. The mid-term target is 14 trainers trained. The MTR rating for achievement of the media literacy training of trainers is 2 out of 5, or 80% because the target is largely achieved despite a few short-comings. GL has trained 22 (157%) media trainers, thereby exceeding the MTR target by 57%. The Training of Trainers literacy training has been effective in mainstreaming gender into course content and enabling trainers to take that information into the curriculum. For example the University of Antananarivo in Madagascar introduced media literacy course to Masters Students, and the Polytechnic of Namibia has introduced media literacy into its Media Theory Module. Gender Links is working with 27 media education institutions on mainstreaming gender in media curriculum. The ToTs also capacitated trainers with an in-depth understanding of feminist and gender theories. They are now conscious of the concepts, appreciate them and apply them into teaching.

Despite the achievement in mainstreaming gender into the course content, some shortcomings raised by media trainers during the 2010 GEM Summit was that female students are not interested in doing technical work that relates to producing media products. The media trainers recommended female students to be encouraged to do the technical side of journalism. This is to be done through developing assessment tools that can encourage female students to enjoy the technical side of production. The trainers also pointed out that mainstreaming gender in the curriculum should be lived. Departments should set the tone on the gender in media education discourse. Nevertheless, they recognised the difficulty in convincing all staff members to mainstream gender because staff often use disparities in their own training as an excuse. The media trainers also want to see a revival in the Southern African Media Training Network or forming another body in order to partner with UNESCO in order to source equipment for training institutions.

Media Literacy Training for Citizens

The GTF programme target in 5 years is to train 1,400 citizens of whom at least half are women, trained in media literacy (14 countries x 100 citizens) or a target of 280 people per year. The public was trained through the gender and media literacy course on how the media works, right to complain and write to the editor and to talk about stigma, harm, and sexism in media content. The purpose of the training is to enhance citizen participation and hold the media accountable to its own principles of fairness, balance and sensitivity. The MTR score for achievement of this target is 4 out of 5, or 40% due to very limited achievement and extensive shortcomings. GL has trained 96 people in the 5 pilot countries in 2008/2009, 100 members of the general public and 40 women politicians in 2009/2010. A total of 236 people were trained in 10 countries in 2 years. This total falls short of the Mid-term review target of 700 citizens by 33%.

WE NEED TO SAY HERE THAT WE MADE A BIG ERROR IN THE INITIAL LOG FRAME, THAT ON THE BUDGET RCVD WE CAN ONLY HOPE TO DO 800 AND TO MAKE THE CHANGE IN THE LOGFRAME NOW. IN FACT THIS NARRATIVE DOES NOT CONCUR WITH WHAT IN THE LOGFRAME ATTACHED AND NEEDS TO BE SYNCHRONISED. MORE IMPORTANT WE ARE ADOPTING A NEW APPROACH IN MANY COUNTRIES WHICH IS DOING GENDER AND MEDIA

LITERACY WITH TRAINING INSTITUTIONS FOR STUDENTS AS WELL AS COMMUNITY OUTREACH. THIS WILL NOT ONLY RESULT IN HIGHER OUTREACH BUT ALSO HIGHER IMPACT

The expected impact of the media literacy training on the beneficiaries are changes in their attitudes, and the number and ways in which women and men are engaging critically with the media as a result of media literacy training. For example, the New Era newspaper of Namibia was challenged by a woman trainer for writing a story accusing her of duplicating a case study on the impact of GL's "I" stories series. The woman who had previously facilitated the media literacy course in Namibia took the case up with the Press Ombudsmen arguing that she had been unfairly represented. Evidence of impact of the training at the personal level is also illustrated by following testimony of one media literacy participant:

I learnt of Gender Links when I was still a student at the University of Zimbabwe and my dream was to work for an organization like GL. I joined Gender Links in October 2008 as a Media and Finance intern. I later joined the Media Literacy course and we did various modules. We were taught to engage with the media and critique it where necessary. I learnt how the media perpetuate stereotypes that discriminate against women and how they portray women as sexist objects. The training was an eye opener. I moved away from passive consumption of the media. For example I was able to lodge a complaint with Standard Bank as a result of the training. The bank had a poster encouraging the boy-child to get a loan to go to school but said nothing about the girl-child. I went to the bank in person to complain that their poster was gender blind. The poster was removed after three days.

I also became knowledgeable about gender roles as a result of the training. I did not learn about gender roles from the University. For example my little sister used to make my bed when I woke up and she would give me water to wash my hands before eating. I felt this was my right and had no idea I was oppressing my sister. Nowadays I do not allow my sister to kneel down before me or to do me these favours even though my mother gets upset at my refusal. My IT skills also developed culminating in a video production as my final project. I learnt how to capture, mixing and sound editing and many more little things I had not known before. Therefore in a line I can only say: At Gender Links the learning never stops! (Fanuel Hadzizi, Gender and Governance Officer, Gender Links).

One intern from Gender Links Botswana Office also said the following about the media literacy training:

I started learning theoretical concepts of GBV in school but I begun getting the right understanding of these concepts when I joined GL. The two-day media monitoring training in 2009 was really an eye opener for me. It helped me to understand GBV from the perspectives of the media, governance, and decision-makers. I was able to participate in media monitoring during elections in 2009. I also have access to most of Gender Links publications. They have been very useful in helping me understand concepts, Oarabile Monggae, 4th Year Social Work Student, the University of Botswana.

Achievement of the SADC target of gender parity in and through the media

Documenting Best Practices and Knowledge Sharing

The GTF programme target is to document 150 best practices in promoting gender equality in and through media. These best practices were or are to be showcased during the Gender and Media (GEM) Summits of 2008, 2010, and 2012. Gender Links, GEMSA and MISA have convened two biennial GEM Summits that has documented best practices on innovative approaches to gender balance, sensitivity and awareness of media reporting. The baseline indicator was 30 best practices presented at the 2006 Gender and Media Summit. The MTR rating of programme achievement of the target is 2 out of 5, or 80% given that the target is largely achieved

despite a few short-comings. **AGAIN: RATING, WE ARE WHERE WE SHOULD BE?** The programme achievement to-date shows that 66 best practices were presented at the 2008 GEM Summit; 187 entries to the awards; 108 women and 79 men. The 2010 GEM Summit had 58 best practices presented; 119 award entries (82 by women and 37 by men) to contest in 16 categories. Overall, 124 best practices were presented at the two summits, an achievement of 82%.

The October 2010 Summit participants reviewed some of the key lessons and best practices on promoting gender equality in and through the media. The details will be presented in the GMDC Journals but the following are some key highlights that have implications to the GTF programme implementation. Regarding gender and media advocacy, the participants pointed out: (a) the need for more innovative programming around sensitisation of journalists on the 16 Days of activism against GBV, and (b) support for youths and tertiary institutions in their arts and cultural activities on 16 days of activism against GBV. This could be done through the Child Parliament and National Youth Council and tackling gender in alternative ways like writing and music. Regarding using community and social media, the participants pointed out that: (a) it is important to use more community level/based positive role models especially women and men in the community, the average person; and (b) it's important to research around what communities want to hear to ensure ownership of content so they can see themselves in and through the media.

Proportion of women sources

The Gender and Media Progress Study (GMPS) launched at the October 2010 GEM Summit showed women's voices accounted for 19% only. A response by the media to the absence of women sources in the news is that there are no women sources available. One participant said "The media often accuse women of refusing to talk or not getting women to talk on hard beats" (Loga Virahsawmy 2010). GTF funding was used to create online directories of women sources⁸ on the GEMSA website. The purpose of the Directory of Women Sources was to create online women sources accessible through the GEMSA website and the Gender and Media Diversity Centre (GMDC). The indicator of achievement of the programme target is women sources on all topics readily available and consulted more frequently. The MTR rating for achievement of this target is 4 out of 5, or 40% due to very limited achievement and extensive shortcomings. Out of the targeted 14 online directories of women sources (1 directory per country), GEMSA has achieved only one or 7% of the target.

So far the Media Watch Organisation (MWO) – GEMSA Mauritius is the only GEMSA chapter to have developed online directory of sources. A total of 1,200 sources have been collected. It gathered around 200 women in some 40 categories, consisting of 5 women per category. The women were reached during workshops like Local Government training organized by Gender Links, 16 days activities in 2009, and Women in Politics workshops. After discussion forums, duly filled Directory of Women Sources forms were collected. The Directory of Women Sources project is spearheaded by MWO-GEMSA Mauritius but it has to be adapted to individual countries. There are some categories which are not applicable to countries. For example, Mauritius could not meet targets for some categories like Mining, Disaster and a few others as they are not available in the country.

⁸ The Directory of Women Sources is basically a collection of around 200 women in some 40 categories including agriculture, arts, business, child abuse, children, corruption, crime, culture and tradition, disasters, economics, education, entertainment, environment, elections, gender equality, gender violence, health, HIV/Aids and care work, housing, human rights, ICTs, justice system, labour, land, local government, media, mining, politics, racism, refugees, religion, reproductive health, sex work, sexuality, sports, sustainable development, tourism, human trafficking, unemployment, war and conflict.

The Directory of Women Sources challenged the belief that women are homemakers and showed their presence in various categories. The list of women profiles varied from sexuality to lecturers, from business directors to poverty. Women showed that they were present but media were overlooking them and not considering their views in news. In addition, this project will empower women by showing that their voices do count in the media and news. Nevertheless, some women were not willing to give their photographs especially those in the categories like crime and sexuality for confidential purposes. In addition, some women were also reluctant to give their profile data fearing what their husbands or family would think about it.

Gender and Media Diversity Centre

GTF funds are used to maintain a Gender and Media Diversity Centre for effective collection and dissemination of knowledge. GLhosts the Gender and Media Diversity Centre, which is a physical and virtual knowledge exchange facility between media development NGOs and academic institutions committed to enhancing media diversity, responsiveness and professionalism. The GMDC is run by an advisory group that meets twice a year. The Centre collects information, connects people with relevant information and promotes collaborative projects between partners who consist of media development NGOs, knowledge and training institutions. The Centre publishes journals and an electronic newsletter aimed at keeping the partners informed of the GDMC's work. In 2009 – 2010 the GMDC produced three journals (Annual Report 2009/2010 p35).

The programme target is the number of MoUs signed, new publications, new research, clippings, and queries answered. Prior to GTF funding, the Centre had 4,311 contacts in database, 661 books (unique collection) in library, 347 high quality images, 296 research items, 53 queries received and responded to in 2008/2009 and 6 seminars conducted. Programme achievements include creation of 1,244 additional contacts adding up to 5,555; 137 new publications up to 798; 135 new research items up to 431; approximately 4,000 VRC articles; 348 additional clippings uploaded to the library now 2,849, and 53 queries received and responded to. The programme impact is the extent to which gender and media knowledge is enhanced, exchanged, and engaged with through the Gender and Media Diversity Centre (GMDC).

The GMDC does outreach, advocacy and marketing to popularise key programmes. The GMDC spearheaded an audit of Gender in Media and Training (GIME) in 27 institutions in 13 countries. The research findings were put into actual work such as developing toolkit for educators. The Centre has crafted two modules mainstreamed in journalism training for the University of Namibia and Mozambique. GDMC has made use of the Business Unusual training manual from Gender Links and partnered with UNESCO to develop a training manual for economic reporting and training of trainers. GDMC and UNESCO are partnering in mainstreaming gender in education curriculum through the UNESCO Centres of Excellence. GMDC is working with top management in academic institutions to get buy-in. The GMDC also runs the internship program for students required to complete internship as part of higher learning. The Centre takes 6 interns per year and evaluates and awards them points after completion of their internship.

Media Coverage of HIV/AIDS and Gender

The programme target is for women sources in Southern Africa to at least match the global average of 25% and the proportion of those affected and infected by HIV to increase. The MTR score for achievement of the target is 3 out of 5 or 60%. The target is only partial achieved although the benefits and shortcomings are finely

balanced. The GTF funds⁹ were used to finance the Gender and Media Progress Study (GMPS) by Gender Links in partnership with GEMSA and the Media Institute of Southern Africa (MISA). The GMPS has shown an increase of 2% in women's sources in the region though there are country variations. Lesotho has the highest number at 32% up from 21% in the GMBS. Malawi has gone up from 11% to 20%, Botswana from 16% to 20%. Mozambique is the only country that moved backwards from 15% to 14% women sources. The proportion of persons living with AIDS quoted increased from 4% to 7% and of those affected from 4% to 36%.

The watershed 2010 Gender and Media Summit under the banner: "Taking Stock. Gender, Media, Diversity and Change" concluded that gender and media activists in the region are on the right track but that strategies need to be intensified, using the SADC Gender Protocol as leverage. GL has developed a broad spectrum of strategies including: working with media regulators on gender codes of practise; strengthening strategic alliances with media training institutions through GMDC, and working with media partners in ten countries to produce 148 gender aware HIV and AIDS policies in 2008/2009 and 100 gender policies in newsrooms in 2010/2011. Out of the targeted 204 media houses and 371 newsrooms in the region, 138 media houses and 184 newsrooms have developed HIV/AIDS policies using the Media Action Plan (MAP) on HIV/AIDS and Gender. If all 10 draft policies are completed the total comes to 194 or 94% of the original target. Additional 22 media houses had started but not finished the policy process (Annual Report 2009/2010 p27).

The anticipated impact of having gender codes of practise and gender and HIV/AIDS policies in media houses is to have an increase in women's sources, and the quantity and quality of coverage of gender, HIV and AIDS in the Southern Africa media. The findings of the GMPS reveal that the volume of HIV/AIDS coverage has remained constant at 2 to 3% of the total compared to earlier studies, but the proportion of those affected being quoted has increased substantially from 4% to 34% while official and UN sources dropped to 19% and of people living with HIV/AIDS from 4% to 7%. The proportion of women as news sources on HIV/AIDS has gone down from 39% in the 2006 HIV/AIDS Gender Baseline Study, and 30% in the 2008 Francophone Gender, HIV and AIDS and Media Study, to 20% in the GMPS. On GBV stories, women make up only 27% of sources and women reporters account for 37% of those who cover the topic. But at 19% or one fifth of all sources, victim/survivors now speak more than alleged perpetrator (11%), (GMPS, p11 and p14).

One of the major successes of media coverage of GBV and HIV/AIDS in the region is that the media is beginning to cover more from the perspectives of the survivors and people living with HIV. This is a positive reflection on the Media Acton Plan on HIV and AIDS and Gender that stressed the importance of those most affected being at the frontline of speaking out. The following are sample of stories carried out in Namibian media on gender and HIV/AIDS.

Base FM Community Radio aired a total of 22 stories on gender related news stories during the month of September 2010. The FM station has a target of incorporating a 50% quota of gender related news stories into all Base FM news bulletins and current affairs programmes on a daily basis.

Four HIV and AIDS related stories include the court case where several women are suing government for 1 million Namibian dollars each. The women claim they were forcibly sterilized because of their HIV status and against their will after giving birth in hospitals. This groundbreaking case where a number of women have taken Government to Court was postponed by the High Court to 2011.

⁹ The main funders of the GMPS are UKaid through the Department for International Development (DFID) and the Swedish International Development Cooperation Agency (Sida) through GL, and the EU and Hivos through MISA.

Namibia will celebrate this year's (2010) World AIDS Day under the theme "Addressing Stigma and Discrimination to prevent new Infections". A campaign to promote human rights and the rights of people affected or living with HIV was launched as part of the commemorations. The main focus was on the women who were forcibly sterilized by the government because of their HIV status.

Meeting of Media Regulatory Authorities and Policy

The SADC Gender and Development Protocol recognise that gender equality is intrinsic to freedom of expression and requires media regulators to be proactive in promoting gender equality in the media. The GTF funds have been used by GEMSA to develop a gender handbook for media regulators and by GL to conduct three pilot projects with the media regulators on developing gender codes of practise. The purpose of the meeting with media regulators will be to share these tools and pilot projects against the backdrop of the Protocol with a view to replicating gender codes of practise. GL has worked with the High Authority of the Media (HAM) in DRC, the Media Council of Malawi (MCM), the Media Council of Tanzania (MCT), the Tanzania Communications Regulatory Authority (TACRA), and the Press Council of Botswana to develop gender code of ethics. HAM in DRC and MCT in Tanzania have developed and adopted their gender code of ethics while the other three have it in draft form. Overall, GL is working with working with ten self and statutory media regulators on gender codes of practise with a target of producing 100 gender policies in media houses across the country in 2011.

Some of key lessons raised in the discussions by media regulatory authorities and policy at the 2010 GEM summit are that: 1) media organisations must be accountable. There is a resistance by the media to accept criticism. Gender activists should check/hold media accountable; 2) self-regulation is not effective. Media institutions are only signatories to the codes and policies but do not comply; 3) sensitive gender reporting is not a myth, for example case study of Base FM in Namibia, Tribune (Madagascar), Mauritius Broadcasting Corporation, Capital Radio FM (Malawi), People's Choice FM (Lesotho); 3) empower the public by turning them into citizen watchdogs through media literacy, familiarising them with the complaints procedures (measures to be put in place such as advertisement, workshops, jingles, interactions with other organisations); and 4) there must be a multi-sector representation of members of regulatory bodies such as civil society, lawyers, government, and media in order to get a diversity of people.

2.2.2 Appropriateness of programme approach and methodology

The MTR finds the programme approach sound and methodologies appropriate to the existing context. Gender Links' way of working starts with conducting research, engaging with stakeholders on results, using the media to publicise findings, developing corrective policies and action plans, empowering change agents through training and support and finally affirming good practice through summits and awards, with strong focus on monitoring and evaluation (GL Annual Report June 2010). This approach is used by GL to achieve all key programme outcomes on governance, gender justice, and media. Research ensures accuracy in identification of programme priorities and engaging stakeholders ensures ownership and buy-in. The GTF programme is also using the SADC Gender Protocol as reference and guiding framework. The Protocol gives a good and shared vision by all stakeholders and has been adopted at the highest level of government with specific targets and timeframes.

Aside from sound programme approach, Gender Links is a well-known organisation for action-research on gender and media, and advocacy. GL operates two satellite offices in Mauritius and Botswana and field offices in eight countries outside its Johannesburg base (Lesotho, Madagascar, Namibia, Swaziland, Zambia, and Zimbabwe). The organisation is led by a strong, self-driven and efficient Executive

Director with visionary, strategic and hands-on qualities, and grace. The staff are committed, passionate, and knowledgeable about their work and output driven. The organisation is managing heavy workload for staff through working with interns and giving staff flexi time. In addition, GL works in partnership with a well organised civil society network that has cohered past the adoption of the Protocol and into the implementation phase. As such, GL has the necessary competence and network in implementing the GTF regional advocacy programme.

2.2.3 Effectiveness of M & E Systems

The mid-term review assessed the effectiveness of the programme's monitoring and evaluation (M & E) systems, including the quality of internal systems and annual reports. Overall, Gender Links has a planning, monitoring and evaluation manual which spells out all of the M & E tools, systems and reporting formats. The manual defines activity, outreach, outcome, impact and institutional indicators. All GL staff have attended workshops and training on the M & E Manual. The M&E unit is responsible for setting up systems, gathering and managing data across all GL programmes. During 2009/2010, GL made a concerted effort to apply and test a range of monitoring and evaluation tools developed as part of GTF support and GL's growth in this area. GL has developed tools for collecting quality performance data including online forms to capture information off site from GL's satellite and field offices, for example the gender attitude and Protocol quiz; feedback forms such as publications and workshop evaluations; and making all research data available online in dynamic formats that can be easily updated and searched by country as well as theme. Using the website and its data bases as an information management tool is a major innovation that has increased the efficiency and effectiveness of M and E.

The results of GL's work are seen in terms of activity outputs¹⁰, outreach, outcomes, and impact. The GTF programme logical framework is structured along these different tiers of results although the log-frame lacks targets for measuring progress. This concern was also raised by the fund managers in the feedback to GL on the second annual report to the DFID GTF. The fund managers indicated that some baseline values are not complete and that some of these look like targets. The assessors further noted that some indicators do not have specific targets and that these are formulated in general terms: "targets should be established against which progress can be assessed and the achievements of the programme fully appreciated." At the meeting of GTF grantees in Brighton, programme advisors and managers concurred that the way to get around the deficiencies mentioned in the feedback to GL and others is to create a column called targets in the log frame, and then measure progress against these.

The DFID "how to" note of January 2010 concedes that the reason for this confusion is that in past log frames targets and indicators have been conflated. The note makes a distinction between targets, baselines, targets and indicators and advocates that this distinction be made in all log frames going forward. The mid-term evaluation provided the opportunity to review the log frame and propose targets that are now reflected in a column separate to indicators. Defining targets more clearly at the stage of the mid-term review also assisted the evaluator in making a more accurate assessment of progress at this mid-point in the programme (See Annex 1 for revised log-frame).

¹⁰ GL defines outputs as the tangible things that are produced; outreach is how multiplier effects are created through face to face engagements and the media and website; outcomes as changes as a result of GL's interventions, and impact is the broader social change that GL contributes to.

2.3 Programme impact

The mid-term review assessed programme impacts with respect to the broader economic, social, and political consequences of the programme and how it contributed to the overall objectives of the GTF in terms of increased capability, accountability and responsiveness and to poverty reduction. The major concerns of the evaluator are two: firstly, it is too early to measure programme impact after two years of programme implementation, and secondly, the GTF logical framework lacks clear and precise definitions of impact indicators at goal, purpose, and output levels. Nevertheless, the evaluator used testimonies and case studies to interpret programme impact at the broader and personal levels.

2.3.1 Programme's Overall Impact

The overall programme impact in terms of contribution to broader social change relate to the ripple effects of the campaign for adoption and ratification of the SADC Gender Protocol. These ripple effects are well beyond the original programme impact of using the Alliance process and case study materials to inform similar campaigns in the southern Africa region. The Alliance "Roadmap to Equality" case study and DVD have been shared at dozens of forums in Southern Africa and globally. Some of the major ripple effects of the Protocol on other sub-regions in Africa and on the continent include: the East African Community (EAC) and the Economic Commission for Africa (ECA) borrowing from the Protocol in terms of content and process. The UN Economic Commission for Africa Centre for Women wants to replicate the prevalence survey being piloted by Gender Links in developing indicators to measure gender violence. At the global level, nine of the national action plans to ender gender violence which were facilitated by GL are now being used by the UN Department for the Advancement of Women (DAW) as models in the UN Secretary General's UNite campaign.

GL's materials have been used to inform processes as far as Eastern Europe. The IGPN used GL's questionnaire to conduct interviews with Political Parties in Ukraine, Kazakhstan and Georgia to assess the political participation of women in these countries. NDI and Gender links are acknowledged in all IGPN's materials as authors of the used methodology. At the southern Africa level, the SADC Congress of NGOs has invited the Alliance to represent the gender sector within this broad umbrella that lobbies the regional body on a range of issues from poverty reduction, to climate change, to support for fragile states. As pointed earlier in the report, GL has received a prestigious award from Mail and Guardian Newspaper in October 2010 for outstanding drivers of systemic change in the region. The SADC Protocol is indeed groundbreaking and GL is contributing to social change in the region and globally.

2.3.2 Impact on intended target group

GL's approach of naming and shaming through research is also beginning to bring changes on the intended target group. For example, Capital FM in Malawi was rated as one of the worst performers in women representation during the 2003 GMBS. Capital FM took steps to correct the situation. They have since developed and adopted a Gender Awareness HIV and AIDS policy in 2008 and a stand-alone gender policy launched on 30th August 2010. As a result, the station now has 17 women, representing 41% of all staff, the Management Board is composed of three women and two men, and 50% women representation in newsroom, 7 women and 7 men. The station also reported increase in the number of women sources as a result of addressing the gender gaps identified in the 2003 study. Examples of outreach of Gender Links work include distribution of GL's gender aware score card by the Voluntary Media Council in Zimbabwe to all media houses in Zimbabwe.

2.3.3 Impact on lives of people involved in the programmes

The preliminary assessment of GL beneficiaries indicates that at least 28,000 people have been involved in GL in the past 10 years **LATEST STATS TO INCLUDE 2010/2011 FROM GM**. These include ex-staff, ex-board, partners, workshop participants, and outreach through GL's website. The MTR found evidence of changes in the lives of those involved in the programme attributable to GL. These changes are as a result of the implementation of the five core programme pillars of GL: campaign for SADC Gender Protocol; gender and governance; gender justice; making care work count; and gender and media. The MTR reports changes relating to the at least one key impact indicator of these core projects.

SADC Gender Protocol

One impact indicator of the campaign for the SADC Gender Protocol is the increase in the number of citizens, especially women who acquire and apply new knowledge about their rights as a result of the campaign. A woman councillor from Chiredzi Local Government Centre of Excellence in Zimbabwe is using new knowledge from the Protocol provisions to fight for the rights of widows who lost their land. Bernadette Chipembere, a councillor from Chiredzi, won a special award at the Gender Justice and Local Government Summit in March 2010 for her one-woman campaign to seek justice for widows. The minister of lands visited the councillor and has pledged support for her work as a result of media publicity in Zimbabwe of the award. Chiredzi Council is one of the 100 Centres of Excellence for Mainstreaming Gender in local government that includes developing a gender action plan with flagship local level campaigns for ending gender violence and empowering women economically. **MAYBE WE CAN FIND ANOTHER EXAMPLE AS I PUT THIS IN THE EXEC SUMMARY**

Gender and Governance

A key indicator of the gender and governance programme is quantitative and qualitative measures of increase in women's representation and participation in local government as a result of research, gender strategies and policies in six SADC countries. The means of verification for this indicator is increase in the number of women in actual decision-making positions at the local level such as mayors, chairpersons, and speakers. Women councillors are now being elected in managerial positions such as mayors, town clerks, chairpersons of committees (Zambia and Botswana) as a result of programme activities. The gender training addressed and challenged stereotypes and GBV. This has brought changes in mindsets and attitudes of both male and female local government councillors on the role of women in decision-making. For example, one male councillor in Zambia said:

The councillors began appreciating the role of women councillors especially after the attending the local government workshops. They have recommended immediate actions to address the glaring gaps identified in the situation analysis. The male councillors have started supporting female councillors to contest for key decision-making positions such as being mayors. This was the case after the provincial workshop in Kabwe in Zambia. A woman councillor named Christabel Mwenda had just been sworn in as the deputy mayor after passing through very difficult political environment after serving as a councillor for eight years. She was vehemently opposed by both men and women in the communities and she was called names for daring to challenge men. The male councillors realised their wrongdoing in undermining women because of their gender after the Gender Links training. They encouraged her to stand for second-term and she was elected almost unopposed as deputy mayor, male councillor in Zambia

Women councillors got courage to compete with men for key decision making positions in the councils. Sometimes they did not get elected but their self-esteem and self-worth is restored. Some said they are gratified by the fact that they

challenged men even though they did not win. Two women councillors in Zambia said:

There was a cry in Luanshya in Zambia that women councillors were being sidelined by male councillors in getting elected to key decision making posts in key local council committees. The men used to dictate that women councillors should be appointed in less significant committees such as public health because that was the domain of women. Two women councillors decided to stand for key positions in the council after the first provincial workshop in November 2009. One woman competed with men for the finance committee and the other stood for the post of deputy mayor. They both did not make it but were pleased that they stood and challenged men who had to reckon with them. They never ever imagined challenging men in the past, key informants in Zambia.

The local government gender training also created space for women's voices to be heard. In the beginning, very few women attended the provincial workshop and they scarcely talked during the workshop. But more and more women are now attending the backstopping workshops at the local council level and a lot of them are beginning to talk. The women opened up especially in sessions of GBV and stereotyping of women. The women councillors are now demanding a 50:50 representation of women in the local area development committee in-charge of the use of the constituency development fund. In addition, the local council in Zambia is demanding for the decentralisation of the gender and development division from the Ministry of Gender to the local council level

Gender Justice

The MTR tracked the indicator on changes in the lives of women survivors of gender violence through writing and telling their own stories in the mainstream media and public forums. The means of verification is follow-up MSC research on "I" story participants, case studies, and focus group discussions with participants. The evaluation found tremendous evidence of the impact of "I" stories on participants. Some of the survivors of GBV who wrote their stories commented that:

I did not know that by writing your story it can rehabilitate you. It is a therapy and it has made me to heal and to counsel others who are weak. I felt guilty that I let my children stay in an abusive relationship for a long time. But now I don't regret because I am able to sooth their hearts through the information I got through reading other "I" stories. I am now a survivor of abuse in every area and I discovered that abuse starts from the background of either the man or the woman because there is nothing good they learnt from their parents except swearing and beating up. I encourage people not to copy what they saw from their parents, Sweetness Lulama Gwabe

I was abused by a neighbour who was always telling me that I am crippled and worthless. I kept the story to myself until I met Grace who introduced me to Gender Links. I am no longer isolating myself and I am not afraid to face that man. I know my destiny is bright (Ety Khoza 2008, page 47)

I did not give my real names in 2008 when I told my story because I was not free. Now I am free because I told my story. I was introduced to Gender Links by my Auntie (Jollie Kalamawa, 2008 Page 52)

I did not use my real names because I wasn't ready to speak about my story. Even my children did not know about my story. I opened up with the people who were in my group. The people in my group spoke so freely about their stories. It encouraged me to tell my story. I had the strength to tell my story but they were angry with me because I never told them what I was going through. If I can tell another story now and I will put my picture in the story. I want to tell it when the group who was with me is around. They cried with me and comforted me. That is how much I am ready now, (Francoise – 2008).

Care Work Campaign

One impact indicator of the care work campaign is that care givers are empowered to claim their rights as a result of awareness raised and action taken to promote equal sharing of responsibilities between women and men. The campaign has given women care givers voice to speak out through the “I” stories project of GL and GEMSA.

Gender and Media

The MTR tracked the indicator on changes in attitudes, numbers and ways in which women and men are engaging critically with gender and the media as a result of literacy training. The MTR used firsthand accounts of citizen empowerment as a result of media literacy training and complaints taken up and responses to these as means of verification. Gender Links’ training on media literacy has empowered citizens to take active role in engaging with the media. Some of the participants of the training said:

I got to know about Gender Links and media literacy through a colleague at an NGO I used to work with. He encouraged me to take the media literacy course as part of empowering me as I was new on that post. My responsibilities were to train youth at a township of Alexandra, and to publish the training course the organization offered. I can say I was ignorant when it came to gender issues. In the first media literacy class we were given newspapers and we did a quick count of pictures of women on the newspaper. Monitoring tabloids was an eye-opener that women are portrayed negatively by the media. From that day on I did not read a newspaper the same way again.

Once you have done the training you are motivated to share the skills with the others so they can see things in the media the way you see it. I have imparted knowledge to the youth I was teaching and I think they were transformed from that training. I took the same exercises we did in the media literacy training to teach the youth in my class. I saw the same reaction from them that I think my facilitator saw in me. I have also used the knowledge from the training and I am part of the group that is advocating for women to be included in decision-making in my church council. Women contribute almost 90% of church revenue and yet they are not part of decision-making. For my final project I did a research on why young people read tabloids. I am now a reputable media monitor today because of the training I got from media literacy course. Many thanks to Gender Links, Susan Mogari, Freelance Consultant.

In another life changing story, a young female community journalist who attended Gender Link’s Business Unusual training in September 2007 attested to the changes in her life as a result of the training. She was working for Lenasia Community Radio in Johannesburg at the time. The training raised her awareness on how the media portrays women through the language and messages they send. She left the Community Radio in October 2008 and joined SABC’s Channel Africa Radio. Her current employer has a gender policy and a very good work environment for women. She has since been assigned several hard beat stories including covering Gaza war for two months in December 2008 through January 2009. This journalist said:

My work on hard beat stories started with an assignment to Gaza. A relief organisation in South Africa was looking for journalists to get on their team to deliver relief to Gaza in October 2008. The relief organisation said it was okay for me to come along with them, so I went to my managers to ask for their approval. They were concerned about my safety and wanted to know if my safety would be compromised in any way since Gaza is a danger zone. In a situation like Palestine there was a possibility that I would not come back alive or would be severely injured. As a journalist, I was at peace with myself about the risk I was taking. My managers allowed me to go. I have since covered other hard beat stories including an assignment to Egypt where I was once assaulted, but it was a minor incident. My manager does not look at my gender but my capability when assigning jobs, Zeenat Abdool, Producer and Presenter of Programmes, Channel Africa.

2.4 Equity

The MTR assessed the extent to which the programme had a positive impact on the more disadvantaged groups, differentiated by gender, ethnicity, socio-economic group, and disability. Overall, the GTF programme focus is to achieve gender equality and end poverty in the SADC region through adoption, ratification, and implementation of the Gender Protocol to achieve the 28 targets. As mentioned earlier, GL has repositioned its strategic focus in line with key targets of the Gender Protocol in order to align its core programmes and coordination of the alliance work to achieve these targets. The constitutional and legal rights of women, men, boys, girls, persons with disabilities, people living with HIV/AIDS, and widows are clearly articulated in the Protocol. The Gender Protocol Alliance has compiled data in the Baseline Barometer at country and regional level against which progress in achieving targets will be monitored by CSOs as part of their watchdog function.

Gender Links ensures that women and men are involved in all its activities and has a track record of at least 40% men being involved in all its activities. The preliminary findings of the ongoing beneficiary assessment show that 37% of beneficiaries of GL have been men in the last 10 years. Youth, the elderly, children and the disabled people are mainstreamed in all GL's work, especially the gender justice, care work campaign, and governance programmes. The socially disadvantaged people are the main focus of "I" stories and target of the 16 Days of Activism. For example, the 2008 "I" Stories on speaking out on gender violence covered two stories of disabled women. Not only does the programme ensure the voice of the socially marginalised people are heard through publishing their stories in mainstream media but it also connects them to service providers in the shelters. The women and children have received care and protection from the shelters.

The programme has positively impacted on the lives of the socially excluded groups through the "I" stories. Women who have spoken out have been empowered to seek redress because they regained their self-esteem and self-worth. Speaking positively about her disability in the "I" story, one disabled woman said "*We need to change the perceptions of our families to become more tolerant and accepting of disabled people. Our families disable us, not our disabilities*", Grace Dimakatso Maleka. The programme impact is discussed in detail in the previous section of this report.

2.5 Programme efficiency

The MTR assessed how far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of results. The MTR did not find any evidence of programme inefficiency because GL has sound financial management system, appropriate and functional partnership and management arrangements, and effective inter-partner management systems.

2.5.1 Efficiency of financial systems

The MTR assessed how well the financial systems work. GL has sound financial management system and clearly set financial Policies and Regulations. The financial system of Gender Links has rigorous checks and balances with a robust financial accountability and auditing arrangements. For example, the staff raise requisitions which are checked by the finance officer and Finance Manager to ensure accuracy and funds availability before payments are processed. All programme purchases require three quotations are obtained and tenders put out for larger procurements. All payments require two signatures (the Executive Director, Deputy Director and a senior manager other than the finance manager are signatories to the account).

All transactions are recorded by donor in Pastel and bank reconciliations done on a monthly basis. Gender Links has an internal auditor who checks the accounting

reports versus the accounting records once a month and an independent external auditor performs external audits annually. Monthly expenditures on all budget lines are reviewed monthly by the Executive Director, Director of Programmes and Finance Manager. The variances are analysed and rectified.

2.5.2 Partnership and management arrangements

Partnership strategy and how it works

The MTR assessed how well the partnership and management arrangements work and how they developed. GL has clear partnership strategy in relation to the SADC Gender Protocol and its four core programmes. The strategy includes coalition building, direct partnership arrangement, and strategic partnership. The strategy seeks to make links from local to global level as illustrated in the table below:

PROGRAMME	PARNERSHIP STRATEGY	REGIONAL PARTNERS	INTERNATIONAL LINKAGES
SADC Gender Protocol	Building a coalition of regional and national NGOs that promote gender equality	<p>MOUs with 7 regional NGOs to lead theme clusters:</p> <p>MOU's with 15 national coalitions of gender NGOs eg BOCONGO in Botswana; the Women's Coalition in Zimbabwe; the Gender Coordinating Network in Malawi.</p> <p>The Alliance represents the gender sector in the SADC Congress of NGOs (SADC CNGO). The Alliance also enjoys a close working relationship with the SADC Gender Unit.</p>	GL is a member of FEMENET which convenes the Africa caucus at the annual meeting of the UN Commission on the Status of Women; GL convenes the Southern Africa caucus on behalf of the Alliance at CSW; produces hard copy and online newspapers and and conducts cyber dialogues. GL has applied for ECOSOC observer status, and has observer status with the World Bank and IMF.
Media	Direct approaches to media houses for developing gender policies; long term building institutional relations with media regulators and training institutions.	<p>125 media houses working on gender policies in ten countries. A letter from management and report of the stage one management meeting are filed at head office before policy work proceeds.</p> <p>MOU's with eight media studies departments of universities as part of the Gender and Media Diversity Centre (GMDC) that "collects, connects and collaborates" in research, curriculum</p>	International partners of the GMDC include the International Federation of Journalists based in Brussels; the International Media Women's Foundation (Washington); the World Association of Christian Communicators that conducts the Global Media Monitoring Project (Toronto); University of Gothenburg Media Studies Department; Network of Indian Media Women.

PROGRAMME	PARNERSHIP STRATEGY	REGIONAL PARTNERS	INTERNATIONAL LINKAGES
		development	
Governance	Formalising links with local government associations and/or gender/local government ministries; approaches through these to 100 COE municipalities	MOUs agreed or in final stages in ten countries where GL is working. Some of these cover the ten municipalities in the country that have signed up as Centres of Excellence in Gender Mainstreaming (COE's); others have direct MOUs with GL.	International partners with whom GL regularly interacts on governance include the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); the DANIDA Women in Africa fund grantees; the DFID Governance and Transparency Fund (GTF) Grantees.
Justice	Formalising links with gender and justice ministries for the GBV indicators project.	MOUs with gender ministries in Mauritius and Botswana; the Mauritius Research Council; Medical Research Council (South Africa).	MOU with the UN ECA Africa Centre for Women; member of the UN DAW Expert Group on National Action Plans to End GBV; member of the Secretary General's Africa UNlte campaign advisory group.

The strategy of partnerships allows GL to manage from behind while making others shine or take the limelight at the national level. For example, the strategy for the SADC Gender Protocol is to build a coalition of regional and national NGOs that promote gender equality. GL's strategy for its gender and media programme is to develop direct partnerships with individual media houses and institutional relations with media regulators and training institutions. For its governance and gender justice programmes GL has formal links with local government associations and gender/local government ministries through the approach of 100 Centres of Excellence (CoE) with municipalities across the region. Finally, GLs has a sub-grant arrangement with GEMSA and has developed a strategic partnership with VSO-RAISA for implementing the care work campaign.

Gender Links' key partners are media organisations, academia, research organisations, government ministries, and local government associations in the region. Partnerships with these organisations have grown overtime. Gender Links has taken steps to strengthen partnerships with the various organisations with the view of ensuring sustainability and encouraging these partners to take greater ownership of work. These include formalising the partnerships through the signing of Memorandum of Understanding (MoUs) and forming strategic alliances. Some MOUs are agreed while others are in final stages or being negotiated. For the SADC Gender Protocol work, GL has signed MOUs with 7 regional NGOs to lead theme clusters and MOU's with 12 national coalitions of gender NGOs such as BOCONGO in Botswana; the Women's Coalition in Zimbabwe; and the Gender Coordinating Network in Malawi.

GL has also signed MOUs with: 10 local government associations and with municipalities that have signed up as Centres of Excellence in Gender Mainstreaming (COE's) in ten countries where GL is working; eight media studies departments of universities as part of the Gender and Media Diversity Centre (GMDC) that "collects, connects and collaborates" in research, curriculum development; MOUs with media houses, and media regulators; and MOUs with gender ministries in Mauritius and Botswana; the Mauritius Research Council; Medical Research Council (South Africa)

for its gender justice programme. As the coordinator of the Alliance Secretariat, GL has developed strategic alliances with the SADC Congress of NGOs (SADC CNGO), with the SADC Gender Unit, and with VSO-RAISA that is well connected to the SADC Parliamentary Forum, and some former and current Heads of States and first ladies to take forward the care work campaign. GL has developed other strategic alliances with MISA and South Africa Editor's Forum.

Involvement of Partners in Programme Management and Implementation

Gender Links and GEMSA worked closely in the design and development of the GTF programme. GEMSA remains the implementing partner of GL in the GTF programme.

THIS NEEDS REVIEW: EG GEMSA was the original implementing partner in the proposal. In light of the new partnership with VSO RAISA on care work and serious delivery constraints experienced through working with the GEMSA regional secretariat, this evaluation has recommended that no funds be made in advance to GEMSA and that where appropriate contracting take place directly with GEMSA chapters in country. This is a reflection of the importance of reviewing MOUs with partners annually and making adjustments as appropriate.

As the coordinating NGO of the Southern Africa Gender Protocol Alliance, GL involves the members of alliance in developing and implementing the annual plans. The local government associations plan the training workshops together with GL and they co-facilitate some sessions. The associations have also met some of the training costs, such as provision of transport in the rural councils and meeting the cost of catering in urban councils especially in South Africa.

Other examples of how partners influence programming at GL is the suggestion made at the GMDC advisory group meeting in February 2009 that GL conduct a Gender in Media Education Audit to identify strategic entry points in media training that have long term, multiplier effects. This research, canvassed at the World Conference of Journalism Educators and then the GEM Summit has led to a new initiative, supported by UNESCO, to mainstream gender in media education through a Community of Practise that involves peer learning and support among media trainers. Similarly, during the Gender Justice and Local Government Summit in March 2010, local government authorities worked with GL to conceptualise the Centres of Excellence in Gender Mainstreaming in now being implemented in 100 councils across the region.

2.5.3 Inter-partner management systems

The MTR assessed effectiveness of the programme's inter-partner management systems such as steering committees, working groups, and communications. Gender Links works through thematic clusters for campaign work on the SADC Gender Protocol and reference groups for its research work. These inter-partner management systems have proven effective in managing the regional programme. The structures at the regional level are stronger than those at the national level, especially in some countries without GL presence.

Gender Links is the Secretariat of the Alliance made up of country and theme clusters drawn from the region. The work of the Alliance is organised around 8 thematic clusters at regional level on: gender and media; peace and security; gender based violence; sexual and reproductive rights and HIV and AIDS; gender and governance; constitutional rights, and gender & economic justice. Thematic clusters are led by experts in those areas. For example, the legal and constitutional rights cluster is led by WILSA; gender & economic justice led by Zimbabwe Women Resource Centre

Network; Gender & Governance by Women in Politics Support Unit; Gender & Media by GEMSA; Gender Based Violence by Western Cape Network on Violence Against Women; Sexual & Reproductive Rights, HIV & AIDS by SAFAIDS; and peace and security by the Institute of Security Studies.

The Alliance meets annually to plan and review workplans on all 28 targets of the Protocol. Gender Links holds monthly teleconference with all cluster leaders to track progress on the annual workplan. There is a monthly electronic newsletter sent to a list serve of about 700 people for inputs and comments on Alliance work. As pointed out earlier, the work of the alliance at the national level is coordinated by national network of gender organizations. These networks work with country-based organisations to implement Alliance work of lobbying their governments to ratify and implement the protocol. For example, the legal cluster made submissions to the constitutional review commissions in Zambia, Zimbabwe, and Madagascar to advocate for gender equality based on the provisions of the protocol. Nevertheless, the alliance structure at the national level is still considerably weak in some countries. But significant progress has been made and lessons can be drawn from Malawi and Zimbabwe to inform processes in the other countries during the remaining programme period.

GL also creates reference groups for all its research and holds partner consultative meetings to engage with findings before the final product is published. For example, before publishing the Gender and Media Progress Study at the GEM Summit in October 2010 GL conducted workshops of editors, journalists, media analysis and gender activists in all fifteen SADC countries to reflect on the findings of this study that involved analysis of 33,000 news items. In addition, the CSOs coalitions at the national level make input into the draft national barometers before they are published.

2.5.4 Management of risks

GL identified potential risks at the design stage of the GTF programme. The main risk in the proposal was that Heads of State fail to adopt the SADC Protocol on Gender and Development in 2008. This risk was averted when all SADC Heads of State signed the Protocol with the exception of two governments, Mauritius and Botswana. As discussed earlier, the Alliance intensified targeted campaigns both at national and regional level to get the Protocol signed. Overall, the provisions of the draft protocol were retained in the signed Protocol but with minimal losses.

Assessment of programme assumptions

The GTF proposal had four major assumptions, including democratic space and political commitment to gender equality, use of protocol as framework for achieving gender equality, openness of newsrooms to train and restrictive media laws, and unwillingness of governments to take policy on care work.

Democratic space and political commitment

The programme assumption at the goal level is that democratic space and political commitment to achieving good governance in Southern Africa continue to prevail and not curtailed by adverse political circumstances at country level. The governments in SADC have made political commitment to gender equality and opening up democratic space by signing the Protocol. The Protocol will come into force when at least 10 countries ratify and deposit their instruments with the SADC Secretariat. So far 7 countries have ratified the SADC Gender Protocol and two are at an advanced stage.

The Protocol is being put into use by gender activists at country level to demand for democratic space for women's representation and participation in politics. Although elections in Namibia and Botswana have seen regression in women's representation at national level while four countries including South Africa, Malawi, Mozambique and Mauritius have seen increases in women's representation. Local government

elections in Lesotho resulted in 58% women's representation causing the government of Lesotho to rethink the quota system. This has resulted in the 2010 local government elections in Lesotho to be postponed indefinitely. There were also some disappointments with Zambia's constitutional review as submissions made by women activists were not fully addressed in the draft constitution. The Alliance will develop strategies to mitigate the losses in upcoming elections in SADC region in the remaining period of the GTF programme.

Use of protocol as framework for achieving gender equality

The programme assumption at the purpose level is that the Protocol is adopted and becomes an agreed framework for measuring progress towards achieving gender equality and that civil society organisations through SADC Protocol Alliance are able to collaborate at sector and country level to obtain up to date information for the Barometer. The MTR found evidence that this assumption is being fulfilled. To-date, the CSOs have prepared two shadow reports in the 2009 and 2010 Barometers and the governments are preparing their reports on the Protocol which will be submitted to SADC in March 2011. The SADC Protocol Baseline Barometer established that all countries in the SADC region have developed multi-sector national action plans to end gender based violence but implementation is varied. Gender Links and GEMSA are using the Protocol as their framework of reference for their programme work. It is anticipated that members of the Alliance will each select at least one of the Protocol targets as their core programme focus in the remaining period of the GTF programme.

Programme assumptions at output level

All programme assumptions at the output level are adequately managed by GL and partners and therefore do not have any significant setback on programme implementation. The two major assumptions that require focus are those on unwillingness of governments to take policy action on care work and media work. The programme identified the risk of lack of willingness by policy makers to adopt recommendations for appropriate recognition of care work. Gender Links, GEMSA, and VSO-RAISA are planning to increase lobbying and advocacy with key policy makers at country level, as well as engagement with regional bodies such as the SADC-PF, and a network of first ladies in the region. Regarding gender and media work, attempts by governments in the region to pass restrictive media laws such as in Botswana, South Africa, Zambia, and Zimbabwe may deny marginalised voices the opportunity to actively participate in debated and dialogue around critical issues. This is being addressed by Gender Links' work with media regulators to open up space for critical discourse and to place gender and media work squarely in the ambit of promoting freedom of expression.

2.6 Sustainability

The MTR assessed the potential for the continuation of the impact achieved and of the delivery mechanisms following the withdrawal of DFID support. Overall, the MTR found evidence that benefits of the programme are sustainable because the GTF programme matches the intentions and strategic needs in the region. GL as the lead organisation is a member of regional and global networks that are used to leverage support and share knowledge that will enhance sustainability. **A major indicator of the extent to which GL has built a credible institution whose work has hope of being sustained is the fact that the organisation has been provisionally earmarked for funding under the DFID Programme Partnership Agreement (PPA) scheme following stiff global competition for this window (one of DFID's most strategic and flexible).**

2.6.1 Sustainability of programme benefits

The GTF funding and all advisory services of GL fit into the organisation's strategic plan and programme of work. Gender Links did not change course or strategic direction to fit into donor needs. As such, there is assurance of sustainability after the funding stops. In fact, the whole campaign on the SADC Protocol originated from Gender Links' policy audit of SADC Declaration vis-à-vis the various international instruments and used the gaps to engage with the SADC Secretariat in drafting the Protocol. The implementation of the GTF programme is therefore a continuation of work already started by Gender Links, GEMSA, and members of the SADC Protocol Alliance. Gender Links was already actively implementing regional projects on achieving gender parity in decision-making; ending gender violence; the recognition and remuneration of care work, and making the media accountable for advancing gender equality in its practices and editorial output. During the 2010 Board meeting GL reviewed its vision and mission and has repositioned its strategic focus in line with targets of Gender Protocol which they championed. The Protocol forms core business of GL's media, justice, and governance programmes.

2.6.2 Networking and sustainability

The MTR assessed how collaboration, networking and influencing of opinion support sustainability of programme outcome. Championing work on gender equality is sensitive especially in a patriarchal society like southern Africa. It took peer pressure for governments in the region to take necessary steps to adopt the Protocol. GL has networked with organisations from diverse backgrounds and collaborated with governments to achieve programme results. Working with a network of NGOs in 14 countries led to pressure on Heads of States at national level to sign and adopt the Protocol. The credibility of GL as a regional organisation is strengthened by its diverse international linkages and membership. Collaboration with these diverse organisations contributes to the sustainability of programme outcomes.

GL is a member of FEMENET which convenes the Africa caucus at the annual meeting of the UN Commission on the Status of Women; member of the UN DAW Expert Group on National Action Plans to End GBV; member of the Secretary General's Africa UNite campaign advisory group; and GL has applied for ECOSOC observer status and has observer status with the World Bank/ IMF. GL also makes regular exchanges with the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); International Union of Local Authorities (IULA), and the Commonwealth Association of Local Government. In addition, the international partners of the GMDC include the International Federation of Journalists based in Brussels; the International Media Women's Foundation (Washington); the World Association of Christian Communicators that conducts the Global Media Monitoring Project (Toronto); University of Gothenburg Media Studies Department, and Network of Indian Media Women.

2.7 Value for money

The MTR assessed whether value for money has been achieved in the implementation of programme activities and if the same results have been achieved for less money. Overall, the mid-term review establishes that Gender Links has achieved more with less money and all programme expenditures are appropriate and within context. Gender Links has foresight and is engaged in strategic partnerships in order to leverage resources and reduce costs through dovetailing programme activities.

Programme expenditures appropriate to the context

All DFID expenditures are linked to the five core project activities and budget lines. All expenditures are detailed against outputs and are aligned to the log frame. The administrative costs comprise only 8% of the total budget, and salaries for the Executive Director and Finance Manager allocated on percent basis. Salaries and other expenditures appropriate to the context. GL has managed to keep administrative costs low and eliminated costs like rents due to its sound asset base. The organisation GL bought and owns two adjoining houses with office rights using money obtained from reclaiming VAT as permitted for NGOs that pass the South African Revenue Service's rigorous audits. This facility has a conference wing which is periodically rented out to partners to offset maintenance costs and a guest wing used to reduce accommodation costs.

In-kind logistic support from partners

GL estimates that it saves some GBP 200 000 annually through in-kind logistic support. This is because of in-kind logistical support given by partners during key programme events. For example the partnerships with local government associations have resulted in office space being provided free or at reduced cost in four GL field/satellite offices. All workplace activities (e.g. gender policies and action plans in 100 newsrooms and 100 local councils) are conducted on-site at no cost. Both the local associations and council's contribution during the gender workshops are in-kind and cash, such as transport for trainers, access to council chambers for training venues, subsistence allowance and transport refund for councillors. Gender Links pays for conferencing facilities such as meals, training materials, etc. Local government associations also co-facilitate the gender training workshops. Other examples of in-kind support was in Mauritius and in DRC when the Media Trust and Panos provided conference facilities free of charge respectively, and in Botswana the regional and Botswana country barometers were launched in SADC House free of charge.

Programme synergy and dovetailing activities to reduce costs

Gender Links has also created synergies between the different programmes such that all programmes contribute towards the same goals. For example, media is a common thread in all GL program and the governance programme is linked to Gender Justice through integrating gender plans in the local government. Care work campaign is linked with the Media and GMDC to develop online directories for women sources and working with Gender Justice on 16 Days of Activism. Gender Link's work with local governments seeks to develop synergy in GL's programme work by focusing various projects in specific localities.

GL uses the quarterly plans and calendars for identifying possibilities for dovetailing events so as to cut travel and venue costs and maximise synergies. For example, GL launched the Zimbabwe Centres of Excellence for Local Government training manual together with the SADC Gender Protocol 2010 Barometer, making the link between local, regional and international (MDG 3). Also during the 2010 GEM Summit, the members of GEMSA attended the GEM Summit and also held general assembly soon after the summit. Conducting meetings in the same venue and one after the other has enabled GL and GEMSA to reduce costs.

3.0 Innovation and replicability of programme

The mid-term review assessed whether the programme has identified a new way of working that should be shared with others, especially the process that introduced changes and impacts. The MTR found evidence of programme innovation and potential for replication elsewhere. The key aspects of the programme that can be replicable elsewhere are discussed below.

Action-Research is Gender Link's Flagship

Gender Links' comparative advantage is in evidence-based research that adds value to society and creates impact. Research has given GL advantage in addressing the root causes of gender inequalities and to design cutting edge interventions that focus attention on neglected areas, such as mainstreaming gender in local government. The approach of many NGOs is to design interventions that address gaps or putting off the fire without finding out the cause. Gender Link's approach is to understand the cause of the fire and develop policies that make governments and media houses own up to their actions or make them accountable. One former intern of Gender Links commented that:

It is amazing to see how a very small organisation has managed to gather so much information from the SADC region and how it is using it to coordinate with governments and other organisations in the region to bring about tangible change in society and the lives of ordinary people, Albert Ngosa, GL Office in Zambia

Strategic interventions with wider relevance

Gender Links work with local government fits well with the recently launched African Women's Decade (AWD) (2010-2020) of "Grassroots Approach to Gender Equality and Women's Empowerment". The Decade hopes to effectively combine a top-down and a bottom-up approach with the aim to advance gender equality through the acceleration of the implementation of global and regional decisions and commitments on gender equality and women's empowerment. Unlike most gender NGOs in the governance sector whose focus is on national parliament, GL's focus is strengthening women's representation at the local government level. All themes and provisions of the SADC Gender and Development Protocol fit well with all 10 thematic focus of the AWD. This situates the work of the Alliance strategically on the continental map to inform learning and implementation of the AWD as well as access additional resources from the AU's Fund for Women.

Unique package of programmes

Gender and media is not a common approach to address gender inequalities. Gender Links is interested in shaping people's attitudes and beliefs through media because popular media has a way of shaping values and beliefs. Values, attitudes, and beliefs are the core obstacles to gender inequality in the SADC region. GL has developed gender and media related policies as a sustainable approach to addressing gaps identified through research. Engaging the media in all of Gender Links work ensures great outreach and profiling of the organisation. Communication is an underlying strategic component of Gender Link's work. Gender Links' work is underpinned by understanding gender roles, access to services, media, and capacity building to institutionalise gender. Gender Links' work with local governments is groundbreaking and can be replicated by many gender organisations. Local government is important because delivery of services happen at the local government level. Many policy and advocacy organisations focus on national level policy processes without linkage to the communities.

Utilisation of technology to advance advocacy

The latest accessible information technology including online chats in the form of cyber dialogues, face book and twitter, and SMSes are used to ensure that all stakeholders remain linked up across geographical boundaries especially throughout the 16 Days Campaign of No Violence against Women. Gender Links has also used IT to engage women from all over the world daily during the post-Beijing review meetings in New York in 2005 and 2010 on the outcomes of parallel sessions through the use of forum newspapers dialogued through the cyber dialogues. This ensured that inputs from women from all over the world was included in the final document

handed over to the UN. Gender Links is also using cyber dialogues for the 16 Days of Activism every year to make technology work for women.

Recognition of talent and outstanding achievements

Gender Links has provided awards to recognise outstanding achievements by journalists, local government councils, and its own staff. This innovative approach has recently been recognised by the Mail and Guardian that led to GL's winning the Mail and Guardian prestigious "Investing in the Future" award in the non-profit category for recognizing the importance of working with local government to bring about social change in Southern Africa. GL's work approach of giving awards for outstanding work is also applied internally to its staff. One of GL's staff commented that:

"Gender Links sees potential in a person, trains them and give them backing to deliver. As a result the person becomes passionate and committed to Gender Links' work",
Pushpa Anne Jamieson, Country Facilitator Malawi.

Maintaining a small organisation with large footprints

Balancing a small organisational structure with growth of programmes and budget is a great strength of Gender Links. GL has not become a huge monolithic structure but has remained small and focused in spite of the scope and intensity of work in the region. The organisation has coped by moving away from projects to programmes and through leveraging its work in order to reach a wider audience. Working through country facilitators to implement GL programmes is also consistent with managing growth and cost-effectiveness.

4.0 Summary of recommendations

The terms of reference (TOR) specifically requested this MTR to make key recommendations useful for guiding the programme forward. The recommendations are subdivided into those related to programme design and programme management and the evaluator indicates clearly for whom the recommendation is intended. These recommendations are in response to the broad range of challenges identified by the review and they are a synthesis of views obtained from key respondents and information from document reviews.

4.1 Major Challenges in Programme Implementation

4.1.1 Challenges Relating to Programme Design

The major challenges relating to programme design identified during the mid-term review mainly relate to the challenging programme context in the SADC countries. The design challenges have nothing to do with relevance of the programme approaches but structural issues in SADC. These are discussed below.

Negative cultural practices hinders achievement of the gender equality goal

Programme implementation in the highly patriarchal societies in the SADC countries is problematic. Although the SADC Gender Protocol calls on state parties to enshrine gender equality and equity in their constitutions and to ensure that these rights are not compromised by the provisions, laws or practices, negative cultural practices still widely govern the lives of women and girls, especially in the rural areas. Women still experience discrimination based on gender. Patriarchal ideologies and stereotypes of women undermines women's participation and representation in politics, media, business, religious institutions because of the unfriendly environments

Unfriendly and uneven political environment for women

The negative stereotyping of women creates unfriendly political environment for women. The women politicians and elites are unfairly judged and ridiculed by society compared to male politicians. One male councillor in *Chongwe* in Zambia said “*The men use vulgar language and their private lives become public knowledge. If they are single they are called prostitutes or husband-snatchers and if they are married then their husbands have failed to control them*”. Traditionally it is believed that men are better leaders than women but experience shows that women are actually better leaders.

Media stereotype of women

The media industry is male dominated, highly conservative, and stereotyped against women. The male owners, editors and journalists are socialised to think women can only cover soft stories and cannot handle hard stories such as reporting on crimes, politics, etc. Although changes are slowly beginning to take place in media houses, conservatism and gender stereotypes still influence how women are assigned to work and promotion in the hierarchies of media houses. Changing attitudes cannot happen overnight but the programme should continue addressing stereotypes against women using precedents from programme achievements with progressive media houses.

Lack of economic empowerment hinders women’s participation in politics

The key stakeholders interviewed in the local councils said women lack resources to participate in politics. One women councillor in Zambia lamented that “*a man with thick pocket can buy votes and promise what they cannot deliver yet people so blindly vote for him*”. Lack of resources limits women’s potential in being adopted by the political parties because of the commercialization of elections. The women are in the majority in the informal sector and do not have collateral to borrow money from the banks. The 2010 Gender Protocol Barometer reports that the figures on land ownership by women ranges from 11% to 46% (in Botswana). Economic empowerment should be a key focus of the programme.

Lack of adequate political will and commitment of governments and the media

Although the governments in SADC region have demonstrated political will to sign the Protocol, there appears to be inadequate will and commitment to implement the provisions of the Protocol.

Inadequate commitment to implementing provisions of the protocol

There seems to be lack of commitment of the Zambian government to live up to the provisions of the SADC Protocol and MDG which they signed to. The draft revised national constitution maintained women’s political representation at 30% not 50% per Protocol provision. Zambia does not have a policy on affirmative action to address the political imbalance in women’s representation in decision-making. Women are left to fight for themselves in the uneven political playfield. A quota system would help. Another area of lack of adequate political will is in developing and adopting national standalone care work policies to cater for women’s unpaid care work. The GEMSA chapters complained of government’s unwillingness to pay for women’s unpaid care work and that some government officials are even reluctant to attend policy meeting claiming GEMSA does not give allowances or refund their transport costs.

Inadequate commitment to implementing gender policies in media houses

The media has also not yet demonstrated adequate commitment to develop and implement gender policies in newsrooms. Lack of commitment is manifested through the calibre of staff sent to attend policy development workshops and expectation of financial facilitation to develop policies. Policy development is intellectual and requires people who are highly capacitated. One GL country facilitators said “*Media managers*

are unwilling to release their key staff to participate in a process that takes one or two days. In one case, a driver was part of the editorial team sent to help in drafting the policy". Some media houses expect to receive financial awards to develop policies. When they realise there is no financial support they send junior staff to attend the training. They also allocate only one day out of the expected 4 days for training and development of the policy.

Variations in composition and facilitation of local councils in countries

The local council or local authorities in SADC countries are not uniform in their structure and facilitation by government. For example, there is no qualification limit for one to be elected councillor in Botswana. This is a challenge because councillors have political power and are key decision-makers at the local level. They are expected to work with and supervise sectoral committees headed by technical people. In Zambia, councillors are expected to work as volunteers and are not facilitated to do their work. Lack of facilitation and payment of the local councillors has contributed to lack of quality people joining politics. The members of parliament on the other hand are handsomely remunerated and facilitated to visit their constituencies.

No Gender Committees in Local Council and Women Councillors Outnumbered

IS THIS JUST BOTSWANA OR EVERYWHERE? IF BOTSWANA IS A CASE STUDY WE SHOULD SAY SO

There is no gender committee at the district level unlike other sectors such as health, education, roads, etc. Gender is not talked about because it is a new concept to most councillors and gender committees are not in the constitution of Botswana. For it to become part of council business requires budget allocation and a technical focal person. The representatives of Women's Affairs Directorate are unable to act as the focal person at the district level because they oversee 2-3 districts and are thin on the ground. The Government of Botswana cut down council budget by 70% and froze recruitment by the council because of economic crisis. Each council has a woman commissioner to drive gender issues but these are politicians who need technical support from staff focal point. Botswana is the first country in SADC to implement the 2008 resolution in Ghana by the United Council of Local government in Africa (UCLGA) to have women commissioners who would drive gender issues in the councils.

The voice of women councillors is not heard because they are outnumbered in the council. For example, the total numbers of women councillors are 117 out of 604 (19%) in the 2009-2014 elections in Botswana in all 16 local councils. In Chobe District there are 9 councillors and only 1 woman councillor (ratio of 9:1), there are 26 councillors in Kgatleng District and only two are women (ratio of 13:1).

Frequent turnover of trained councillors and transfers of staff

Politics is always changing and new councillors come while those trained may lose their seats. While this turnover may eventually contribute to a creation of a critical mass of gender sensitive leaders in the communities, sometimes the new councillors may not have buy-in. Gender mainstreaming is further affected by frequent transfers of local government staff by the Ministry of Local Government. Often new staff and councillors have no concepts of gender action plans thus the need to start getting buy-in with them. This sometimes results in unnecessary delays implementation of plans and calls for continual training of the local councils in order to maintain momentum and get new councillors on board.

Increase in local councils in Botswana due to decentralisation

The government has created administrative centres attached to each local council. There were 16 local councils at the start of the programme. GL and BALA have so far

trained all 16 councils and 2 administrative authorities (18 in total). It will become a political issue if not all councils are trained. **AGAIN VERY BOTSWANA SPECIFIC-HOW BIG AN ISSUE FOR THE PROG OVERALL?**

4.1.2 Challenges in programme management

The MTR identified the following programme management challenges which should be addressed in the remaining years of the programme.

Weak institutional structures of partner organisations and protocol alliance

The success of the programme depends on strong institutional structures of partners and members of the Gender Protocol Alliance both at regional and country level. The work of the Alliance in sustaining momentum at the national level is weak in delivering programme outcomes.

Weak National Coordination Structures

The effectiveness of the work of the Alliance is highly dependent on robust national structures since GL merely plays a regional coordination role and does not have a presence in all countries. GL is rectifying this issue through signing MOUs with the gender structures of the in-country NGO coalitions instead of individual organisations, such as NGO CC in Zambia, NGO GCN in Malawi, and Women's Coalition of Zimbabwe. BOCONGO in Botswana is not a strong structure for coordination at the national. There is no full time gender person at BOCONGO and the governance and implementation structure of BOCONGO needs restructuring.

GEMSA Network Politics Hindering Project Delivery

THIS ANALYSIS IS TIGHT HELPS TO EXPLAIN POSN TAKEN ON GEMSA EARLIER, MAYBE NEEDS TO BE REFERRED TO/CROSS REFERENCED IN THE EARLIER SECTIONS

GEMSA has not demonstrated capacity to deliver due to internal network policy that has greatly affected its ability and institutional capacity to deliver programme outcomes. This was evident by low levels of achievement on all key programme outputs in which GEMSA took the lead. For example, the MTR scores for achievement of the target on development of care work policies and legislation and the score for achievement of the creation of online directories of women sources are 4 out of 5, or 40% due to very limited achievement and extensive shortcomings. As the principal grantee, GL has faced a number of challenges with its main partner in the project, GEMSA. While GL is a research, advocacy and training institution with a reputation for high quality products and services, GEMSA is a membership network that has good mobilising power but is often fraught with network politics that hinder delivery. This is especially true of the regional secretariat. High turnover of staff at the Secretariat has resulted in inadequate institutional support. On the other hand, country chapters are legally autonomous.

The country chapters that existed prior to GEMSA (like UCOFEM in the DRC), or those GL helped to establish (like MWO-GEMSA in Mauritius) are well grounded and respected in their countries. GL has good collaboration with these chapters on the care work and the Sixteen Days of Activism. Other GEMSA chapters are not as strong. Not all GEMSA Chapters are registered in their respective countries. Lack of registration has limited GEMSA's ability to access local funds in the respective countries, such as from some UN agencies. This has also constrained partnership with media organisations interested in working with GEMSA. Some country facilitators lack a physical address and they operate from their homes or private offices. They lack logistical and technical support to implement the activities because the secretariat does not contribute towards operation costs such as emails and internets, telephones, and transport.

All the above recommendations have led to the overall recommendation that GL contract directly with GEMSA chapters that have a delivery track record rather than through the GEMSA regional secretariat.

Difficulty in reaching communities with programmes

Reaching community media and leaders with gender training is still a challenge. The main thrust of Gender Links work is with mainstream media houses, including the public media, because these have the widest reach. Community media is relatively new and sometimes unstable, but is growing. The GMPS included monitoring of community media for the first time and GL is targeting community media in its gender policies with newsrooms work. Targeting community radios in particular would ensure direct engagement with communities. The majority of gender stereotypes and gender crimes are committed at the community level. There is a strong element of community participation in community radios both on content of programmes and management.

The local government gender training is mainly targeting civic and elected leaders but not traditional and cultural leaders, political parties, religious leaders, and community with gender training. These are people with the power to act and they sometimes command power and a lot of respect when they speak compared to the local councillors. They should be targeted with gender training as agents of change in the communities and in their parties. The local council training does not reach councillors in the remote areas. These councillors are left out because of lack of transport to the training venue. For example, three quarters of Zambia is remote and 54 out of the 72 local councils are in remote areas. In addition, the councillors are unable to disseminate information in the communities due to lack resources to do their work and the remoteness of communities.

Intensive processes are costly and require huge amounts of resources

Research and training are the key programming approaches of GL by they are resource intensive. For example the research on GBV indicators has proven to be very costly because it requires a high level of financial and human resources and buy-in from governments. Gender Links has managed to leverage resources through developing strategic partnerships with key institutions including the Mauritius Research Council, Medical Research Council in South Africa, and the Women's Affairs Department in Botswana. Resource sharing with some of these institutions has assisted in managing resource constraints.

The local government gender training workshops for the local councillors are done in three days due to resource constraints. The councillors feel the six modules should be covered in at least five days because all topics are very important. These concepts are new and people need time to internalise and apply them. Despite in-kind contribution by the local councils and local government associations, the costs for the workshops are enormous. The programme should look into this in the final phase.

Operational challenges at country level

Legalising Gender Links at the national level

Gender Links Field Offices comprise consultants (field officers) on the ground rather than legally registered offices. As a result the organisation cannot access local funds available at the country level and the work done at country level cannot be openly publicised. For example in Zambia, GL operate under the umbrella of Local Government Association of Zambia. Local donors such as DED WHO IS THIS are interested in supporting the work of Gender Links but the Zambian office is not yet legalised. Legalising Field Offices would greatly contribute to local fundraising for supporting operational expenses such as provision of financial incentives for volunteers and recruiting additional staff. Currently GL has skeleton staff at the Field

Offices. The country facilitators seemed overwhelmed managing both programme and administrative work including planning, budgeting, bookkeeping, and organising and facilitating local council workshops. GL is managing workload through collaboration with local government associations and support from interns. **GL has upgraded the field office in Lesotho to a satellite office and is registering offices in Mozambique and Madagascar. GL management sees this as a demand driven and incremental process that must move in tandem with budget capacity and resource mobilising potential in the various countries.**

Difficulties Establishing Presence in Angola

Both Gender Links and GEMSA have struggled to establish effective networks and bases in Angola due to challenges of high costs, language barrier, and poor delivery. This risk is being mitigated by opening a Gender Link's Lusophone office in Mozambique in order to strengthen Lusophone base.

4.2 Recommendations

The MTR makes the following recommendations to address challenges of programme design and those related to programme management consistent with MTR findings.

4.2.1 Recommendations for programme design

Intensify advocacy work on women's constitutional and legal rights

GL and the Women in Law Southern Africa Trust as the coordinator of the constitution and legal rights regional cluster should revisit the Alliance advocacy efforts to address cultural barriers and gender based discriminations against women. So far the advocacy efforts of the constitution and legal rights cluster have targeted countries going through constitutional reforms like Angola, Madagascar, Namibia, Swaziland, Seychelles, Zambia, and Zimbabwe. Members of the cluster in these countries have made submissions to the constitutional review committees based on the provisions of the SADC Gender Protocol for these countries to enshrine gender equality and equity.

While targeting constitutional reviews is commendable, the Alliance's efforts tended to be one-off actions without any sustained follow-up. The members of the cluster should be more proactive and lobby governments at the national level to address gaps identified in the 2009 Baseline Barometer. The Alliance conducted a comprehensive analysis of the gender provisions of Constitutions in the SADC region and identified gaps. The cluster should now name and shame countries with regressive and discriminatory legislation based on the 2010 Barometer. Countries failing to meet the provisions of the Gender Protocol on women's constitutional and legal rights should be lobbied to review their constitutions and to address the identified gaps by removing claw back clauses that allow for discrimination under the customary law.

Lobby governments to ratify and implement the protocol

The Gender Protocol has not yet come into force because SADC requires 9 countries (two thirds of the 13 signatories) to ratify the Protocol. One more country is required for this to happen: lobbying and advocacy strategies need to be stepped up for this as well as ratification and domestication by all countries.

Create additional four regional clusters to strengthen alliance work

Gender Links should create four new regional clusters on education, men's network, care work, and faith-based work on the Protocol. There are examples of good work on the protocol happening with men's networks in Malawi and South Africa, faith-based organisations in Zambia, and care work campaign by VSO-RAISA. Alliance should take advantage of the church's influence because churches are much organised in reaching the grassroots with messages on the provisions of the Protocol. Creation of

new clusters will ease coordination efforts at regional and country level. In addition, Gender Links should ensure that members of the alliance identify and implement at least one of the 28 targets of SADC Gender Protocol as their core business. The new cluster on peace and security led by ISS is a significant milestone. ISS is seeking to work with lead organisations at country level whose core business is gender, peace and security. The ISS model should be emulated by regional clusters in order to strengthen coordination of the alliance work at the national level. The Alliance should also learn from Malawi and Zimbabwe's model of working with thematic clusters at country level.

Develop strategies to mitigate the losses in upcoming elections in SADC Countries

The members of the Alliance should develop strategies to mitigate the losses in upcoming elections in SADC region in the remaining period of the GTF programme. The Protocol mandates state parties to introduce affirmative action measures to eliminate all barriers to women's participation in all spheres of life including political representation. It is reported in the 2009 Baseline Barometer that 9 of SADC countries have some form of affirmative action provisions to improve the situation of women and girls. Gender Links and the Women in Politics Support Unit as the leader of the gender and governance cluster design advocacy strategies to lobby governments to implement affirmative action for achieving 50:50 women's political representation through constitutional and legislated quotas. The members of the gender and governance cluster should lobby governments to set aside a certain percentage of seats or positions for women through the constitutions or relevant electoral laws. The Alliance should target law makers, political parties, and electoral commissions to ensure application of quotas and enforcement of sanctions for non-compliance. Gender Links should also target political parties and traditional and cultural leaders in addition to women politicians and journalists with its media literacy and gender training. Gender Links should support the women politicians to develop better campaign strategies to counter the negative stereotypes. Gender Links should integrate civic education in the 50:50 campaigns and especially in village meetings to popularise the Protocol.

Scale-up online directories of women sources from different professions

Gender Links should scale-up work on maintaining online directories of women sources. The online directories project should be transferred from GEMSA to GMDC to coordinate. GMDC should work with the gender and governance and gender and media programme teams to register women sources during their various training activities and backstopping. The registered women sources should be trained on how to access and use the media to their advantage. Gender Links should also work with CSOs to target women in different professions with training on how to engage with the media in order to increase the number of women sources. There are many potential women sources out there but they are not capacitated to deal with the media due to cultural stereotypes that make women not value themselves. Training of women sources should be designed to de-socialise women and to remove the boundaries or high moral bars on women. Society has high social moral standards for women compared to men.

Scale up work with community media

Gender Links should scale-up work with community radios through piloting work with community radios in South Africa and one or two other countries in order to reach the rural communities. There are over 100 community radios in South Africa alone including those in countries like Malawi, Zambia, Mozambique, the DRC, Angola, Botswana and Lesotho. Gender Links should support community radios to develop gender policies and to implement programmes to roll out the policies. The approach to community radios should be different because of the high turnover of staff all the time.

Most of the community radio reporters get into journalism out of passion and service to the communities but they get snatched by mainstream media houses due to better pay. In spite the turnover, training of community radio journalists will lead to a creation of a critical mass of empowered journalists from the communities and mainstream media. There is also potential in building synergies in Gender Links governance programmes because some community radios operate from Local government buildings. Gender Links should engage with both male and female gate-keepers of tradition and cultures at the community level through use of community radios.

Strengthen backstopping and develop monitoring tools for tracking implementation of gender and HIV/AIDS aware policies in newsrooms

Gender Links should provide focal persons within the media houses with simple monitoring tools. Monitoring of implementation of policies is one of the key gaps identified in the GEM Summit. Gender Links should develop yearly monitoring reports on policy implementation in order to make media houses own up to their policies. In addition, GL should strengthen backstopping to ensure implementation of policies in newsrooms and media houses. The need for backstopping is well articulated by one of the editors during the drafting of their gender policy: *“It is good that you come in and empower us to develop the policies. But the problem is you then disappear and we have no one to turn to during the implementation period, particularly when it comes to training the journalists on HIV/AIDS or gender sensitive reporting,”* Rose Mdami, Editor Tumaini Media.

Develop programme on the economic empowerment of women

Gender Links and the Zimbabwe Women Resource Centre Network (ZWRCN) as the leader of the gender and economic justice cluster should develop programmes on economic empowerment for women. There are several good practices in the region on economic empowerment of women such as models implemented by the United Church of Zambia. Gender Links and ZWRCN should conduct research on such innovative approaches and disseminate best practices to Alliance members in the economic justice cluster. The Alliance should use the case studies to lobby governments to implement and scale up best practices economic empowerment of women. Gender Links should introduce economic justice programmes through its justice, governance, and care work at the local government work to localise interventions.

Economic justice is a gap that requires immediate attention. This is because women are denied justice and political representation as result of lack of resources. It was reported in Zambia that sometimes chiefs interfere with court proceedings and GBV issues are pulled out court. Women could pursue legal redress if they are economically empowered. The political parties in Zambia also discriminate against women because they do not have proof of sound economic base to be adopted as party flag-bearers.

Lobby Governments in SADC to Make Harmonized Local Government Structures

NOT SURE I UNDERSTAND THIS RECOMMENDATION WELL AND IF FEASIBLE?

Gender Links and the Local Government Associations at the national and regional level should lobby governments in SADC region to harmonise structures and operations of the local councils through appropriate decentralisation policies. The Local Government Association of Zambia made submissions to the constitutional review commission with provisions to improve the structures and functions of local councils but they were disappointed with the review commission. Local councils are the key entry point for GL's gender mainstreaming work at the local level. Aside from influencing constitutional and legislation, Gender Links should also target the School of Governments and Universities to mainstream gender in the curriculum for training

of administrators. Just like the work with journalists, GL should target training institutions to ensure the technical staff who join local government are equipped to influence decision-makers in the councils. Change the training curriculum at the training institutes to change the mindsets. GDMC should take the lead in piloting mainstreaming gender in the training institutions.

4.2.2 Recommendations for programme management

Revisit Gender Links and GEMSA Partnership

Gender Links should revisit its partnership with GEMSA and VSO. The evaluator recommends GL to have a direct partnership agreement with VOS-RAISA **through the Alliance Cluster arrangement** to strengthen the strategic relationship and direct funding agreement with active GEMSA chapters. DFID should allow GL to directly administer funds earmarked for care work and disburse directly to active GEMSA Chapters to avoid inevitable loss of funds due to GEMSA network politics that hinder delivery. In the first year of GTF, GL administered GEMSA funds directly against activities and deliverables. In the second year, GL reached an agreement with DFID for funds to be transferred directly to GEMSA on a quarterly basis and following accounting for the previous quarter. For the current year GL has reverted to direct administration of funds to ensure that they are properly spent, and has contracted directly with country chapters where these have capacity and a track record for delivery.

The evaluator endorses this modus operandi for the remainder of the grant period, as this is the best safeguard against wasteful expenditure. The evaluator also recommends that any savings made contribute to strengthening the Alliance, as the broader umbrella network, and one that has wider multiplier effects as it mobilises around the 28 targets of the SADC Protocol on Gender and Development. DFID's willingness to allow some GTF funds earmarked for the care work project to be rolled over into 2014 is a significant window for this campaign as this is the time when the most momentum will be required.

Registration of Field Offices in their respective countries

Gender Links should register the Field Offices in order to legalise them in those countries. The Field Offices would greatly contribute to GL's fundraising abilities by tapping into local resources at country level. Local fundraising will increase contribution to core management support in order for Gender Links to recruit more programme staff to manage different aspects of the programme. The current staffing level in the Field Offices is relatively low compared to the level of effort in delivering programme outcomes. Gender Links should also consider opening a Field Office in Malawi in order to initiate work on local government. Malawi is scheduled to have local government elections in April 2011. Gender Links should consolidate achievements at the national level by ensuring women are supported to contest for local elections in Malawi.

5.0 Annexes

Annex 1 Achievement Rating Scale

- 1 = fully achieved, very few or no shortcomings
- 2 = largely achieved, despite a few short-comings
- 3 = only partially achieved, benefits and shortcomings finely balanced
- 4 = very limited achievement, extensive shortcomings
- 5 = not achieved

NB: SCORES NEED REVIEWING IN LIGHT OF GUIDANCE FROM DFID

Please complete this template in summary form to provide a uniform assessment of progress against your stated objectives.

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
Purpose						
Strengthened capacity of citizens, especially women, to engage with government and media institutions in ensuring effective, responsive governance.	Five issues of the SADC Gender Protocol Barometer tracking and scoring progress; overall score increasing over the period to at least 65%; citizen engagement and ownership.	P.1 Progress towards the realisation of the 28 targets for achieving gender equality in the SADC region by 2015 as measured through the Barometer and score card. Country networks organising by sector and championing	Please see table accompanying this document with the 28 targets in the Protocol and data gathered by Alliance members so far. In the 2009 Baseline Barometer activists scored their governments 55% (see	Two issues of the Barometer have been produced and launched at Heads of State Summits: the 2009 Baseline Barometer and 2010 Progress Barometer. The score dropped from 55% in 2009 to 54% in 2010 due to electoral losses for women in Namibia and Botswana.	Although the declining score is a concern the process of engagement around the Protocol has greatly improved, with 7 country launches by December 2010; country networks beginning to organise sectorally in Malawi and Zimbabwe; clusters beginning to mobilise at country level, eg gender, peace and security.	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
		targets at country level.	Baseline Barometer)			
Outputs						
1. SADC Gender Protocol Campaign						
1.1. Accountability: Governments demonstrate commitment to achieving gender equality by 2015 through the adoption, ratification and implementation of the SADC Protocol on Gender and Development	At least one time bound target in each of the ten sectors	1.1.1 Extent to which the SADC Protocol, a sub-regional instrument, has stronger and more time bound provisions for gender equality than in similar continent-wide and international instruments.	First draft had 18 targets; some to be achieved by 2015 others by 2020.	Protocol with 28 indicators to be achieved by 2015 adopted in August 2008. An analysis of losses and gains was done for the publication <i>Roadmap to equality: lessons learned in the campaign for a SADC Protocol on Gender and Development</i>	Although the final draft had some disappointments, for example the failure to address sexual orientation, it is the most specific of any instrument adopted to date and is a powerful lobbying, advocacy as well as M and E tool. This Protocol was adopted in the record time of two years compare to other SADC Protocols (eg trade 5 years)	1
	15 countries sign the Protocol	1.1.2 No of countries that have not signed the Protocol that do so by the end of the project period.	Ten out of 14 (Seychelles rejoined in October 2008) signed in August 2008. Four: Madagascar, Malawi, Botswana and Mauritius did	Madagascar and Malawi have since signed the Protocol which means that 12 countries have signed the Protocol	Mauritius has indicated that affirmative action provisions contradict its constitution and Botswana that it is not able to sign because it will not be able to deliver on the targets. Both Heads of State have indicated that they will continue to work towards the attainment of the targets. Despite not signing these two countries are doing	2

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
			not sign at the time.		relatively well on implantation and country barometers have launched at high level in each. GL has satellite offices in these two countries that are very active in on-going lobbying.	
	15 countries ratify the Protocol	1.1.3 No of countries that ratify the Protocol during the project period.	Zero as the Protocol was adopted in August 2008 at the start of the DFID funding.	Eight countries Angola, DRC, Lesotho, Mozambique, Namibia, Seychelles, Tanzania and Zimbabwe have ratified the SADC Gender Protocol, and two Nine are required for the Protocol to come into force	Momentum around ratification has picked up substantially over the last year. GL with funding from FES is in the process of developing a tool kit on ratification, using case studies from countries that have completed the process, to assist activists in countries where ratification has not yet taken place.	4??
1.2. Responsiveness: Civil society organisations, and the women's movement in particular, is strengthened through the campaign for the adoption of the Protocol and its	10 sector and 15 country MOU's	1.2.1 No. of organisations brought together by the campaign; formation of theme clusters; no of national activities organised and.	None, new activity	12 country MOUs signed; Seven cluster MOUs	GL took the initiative during the Windhoek HOS meeting in 2010 to sign MOUs with country networks as well as firm arrangements with cluster coordinators. The addition of the Peace, Governance and Security cluster led by the ISS is a significant milestone. Following the launch of the Barometer in Malawi, GL is working to add an education and men's cluster,	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
implementation.	At least 6-10 clusters at country level	Evidence of strengthened coordination at country level	None, new activity	Work in progress but case studies emerging in Malawi and Zimbabwe	Additional funding from UNIFEM on costing of implementation of the Protocol in 2010 will provide forum for strengthening country clusters. GL keen to take up suggestion by evaluators that responsibility for different targets be allocated at country level. A matrix of responsibilities and directory of those involved in the campaign will be developed in 2010.	4
	Capacity building workshop linked to each annual meeting (20 people trained x 5 meetings)	1.2.2 No. of women's rights activists trained with new knowledge in lobbying and advocacy and examples of ways in which this is applied in the ongoing campaign for the ratification and implementation of the Protocol.	Capacity building workshops linked to annual Alliance meetings since 2005.	The Alliance has held capacity building workshops on media, new media, lobbying and advocacy linked to the annual meetings that have taken place parallel to heads of state summits since 2005. The number of participants has ranged from 20 to 30 at each meeting. In 2008, the Alliance produced a handbook based on lessons learned during the campaign for the SADC Gender Protocol. This has been distributed widely and used as a training and discussion tool on lobbying and advocacy	The book was officially launched in the Democratic Republic of Congo at 5 th SADC NGO civil society forum held annually parallel to the Heads of State Summit SADC. It has been used as a training tool at various meetings. For example at the Commission on the Status of Women 54 th Session in New York (Mar 2010) during the Africa Caucus meeting. 50 copies were distributed. Specific distribution numbers by partners and countries. 20 copies were distributed at the Africa Women's Leadership Conference held in Lusaka Zambia in May 2010. 80 copies	2

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
					were distributed to GL's Gender and Media Diversity Centre partners who comprise mainly of training institutions. Donor partners HIVOS (1) and DFID (15) in Sept 2009; Botswana – (101); in Gambia 15 NGO participants from Africa received copies; Kenya (1); Lesotho (9); Madagascar (1); Mauritius (1); Mozambique (2); Malawi (2); Namibia (2); Seychelles (1); South Africa (36); Swaziland (5); Tanzania (30) Zambia (3) and Zimbabwe (62)	
		1.2.3 Extent to which the Alliance process and case study materials are used to inform similar campaigns for social change in the region.	.Began as observer to SADC CNGO	A case study of the Alliance lobbying process leading up to the signing of the SADC Protocol was shared during the SADC CNGO 5 th civil society forum (over 140 NGO participants) – through the launch of the Handbook on lessons learnt	SADC CNGO has requested the Alliance to assist in gender mainstreaming of NGO coalition's programmes	2
1.3. Responsiveness: Citizens, especially women, become aware	<ul style="list-style-type: none"> • 25 language pamphlets • 560 village meetings • 22 000 	1.3 Increase in the number of citizens, especially women, who acquire and	Zero as the Protocol was adopted in August 2008, at the start of this grant.	<ul style="list-style-type: none"> • 23 Indigenous pamphlets developed and distributed • 261 village meetings held reached 15 755 community members (58% women and 42% men) to raise 	Trends on knowledge will be measured to see if the level of awareness is increasing over time. GL has produced a CD comprising radio spots which can be used as radio	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
of, and are empowered to claim their rights and make demands of their governments through the SADC Gender Protocol campaign.	<p>community members reached</p> <ul style="list-style-type: none"> At least 80% of women and men get correct answers to the SADC Protocol quiz. 	<p>apply new knowledge about their rights as a result of the campaign. Extent of improvement in knowledge</p> <p>http://www.genderlinks.org.za/page/sadc-and-gender-protocol</p>		awareness on the Protocol.	programmes; produced a DVD to document the campaign; worked with partners to produce simplified materials in 23 indigenous languages as well as ten fact sheets. The audio from the DVD is being converted into radio programmes.	
	15 countries x 28 targets = 420 case studies on the Protocol @work	No of case studies on the Protocol @ work showing its active application and the difference this is making.	Zero as the Protocol was adopted in August 2008 at the start of the grant	10 case studies included in the 2010 SADC Progress Barometer.	In 2009, GL received runner up in the “Drivers of Change Awards” for its pioneering work on the Protocol. Emma Kaliya of the Gender Coordinating Committee in Malawi received special commendation for her role in the 50/50 campaign. GL was joint winner of the “Investing in the Future” Award in 2010 for the Gender Justice and Local Government Summit under the banner: ‘Score a goal for gender equality: Halve gender violence by 2015.’	4
2. Gender and media						
2.1 Responsiveness: Media	Women constitute at least 15%	2.1.1 Quantitative and qualitative	Women constituted 8% sources in the	<ul style="list-style-type: none"> The number of women sources in the political topic has increased significantly 	The media is beginning to open up space for gender discourse on critical political	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
reporting on women's political participation is enhanced and women decision-makers are empowered to use the media for advancing gender equality.	media sources during elections	improvement in the coverage of women as candidates and voters; and in the coverage of gender issues in the elections.	political topic category (2003 GMBS) and 14% in the 2005 GMMP. The top four countries with regard to women in politics (Mozambique, South Africa, Tanzania and Namibia) showed an improvement (with percentages of women quoted now sitting at 20%; 22%; 11% and 16% respectively). These figures are still well below the proportions of women parliamentarians in those countries (36%; 32%; 32% and 27% respectively).	<p>from 8% in the GMBS to 13% in the GMPS.</p> <ul style="list-style-type: none"> • While women sources in elections declined in Botswana from 13% in the GMPS political category to 12% during elections, other countries registered significant increases (from 8% to 13% in Malawi; 9% to 17% in Mauritius; 18% to 19% in Namibia and 19% to 34% in South Africa). • 266 media practitioners and 130 politicians trained in 6 countries (Malawi, Botswana, Namibia, Mozambique, South Africa and Tanzania) 	developments. The Mauritius Broadcasting Corporation for example, invited Director of the Gender Links Francophone Offices Loga Virahsawmy to do a gendered analysis of the country's national election results on 7 May following elections on 6 May.	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
		2.1.2 Extent to which women decision-makers are able to engage with and use the media as a means to increase women's representation and advance gender equality.	In the GMBS women politicians constituted 8% of those quoted in the political category	<ul style="list-style-type: none"> 130 women politicians from five countries trained (Malawi, Botswana, Mozambique, Namibia and Tanzania) 		
	Reporters view gender as a critical element in elections and mainstream political analysis	2.1.3 Change in attitude of reporters towards gender as a result of participation in this exercise.	GL conducted similar training in 2005, and found that it had a profound impact on the reporters.	<ul style="list-style-type: none"> 266 media practitioners trained in six countries (Malawi, Botswana, Namibia, Mozambique, South Africa and Tanzania) 	See comments provided from workshop evaluations in different countries.	
2. Gender and governance						
2.2 Accountability: An increase in women's representation and participation in national and local politics, especially in countries where	All SADC countries make a concerted effort to attain 50% women in political decision-making by 2015 and at least edge towards the original 30%	2.2.1 Progress towards achieving gender parity in women's representation and participation in parliament.	Average of 22% at national level but with considerable country variation; e.g. South Africa 44% compared to DRC 7.7%	The average of women's representation at the national level has increased by 2% to 24.1%. Of the four elections that have taken place over the past year there have been two increases and two countries have regressed. Mozambique moved from 34.8 to 39.2% at national level and from 29 to 35.6% at the local level.	There has a marginal average increase in women's representation in parliament over the past year putting the SADC region second only to the Nordic countries and 4% ahead of Europe (excluding Nordic countries). This is in line with global trends which show that ebbs and flows in annual participation are common. The	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
this is still very low.	target.			Mauritius saw a marginal increase from 17.1% to 18.8% in the country's May elections. Botswana regressed from 11% to 7.9%. Namibia also slid back from 30.8% to 26.9%.	region is still marginally ahead of the global increases.	
	Research on gender and local government in six countries; women's representation reaches at least 30% by 2015; case studies of the difference that women make.	2.2.2 No of gender strategies at the local level; Quantitative and qualitative measures of increase in women's representation and participation as a result of research.	Average of 22% women's representation at the local government level. No countries had gender strategies for local government	Research on women's representation and participation in local government (with DFID funding) complete in Botswana, Swaziland, Madagascar, Mozambique and Zimbabwe and has have given us more up to date statistics for this level of government with the average now showing 24%. There are six local government elections taking place in the first half of 2011; it is anticipated that this average figure for local government will change considerably. While representation of women in parliament regressed in the 2009 Botswana elections that for local government increased to 19.5%. Research to commence in Malawi following their first LG elections since 2000. <ul style="list-style-type: none"> Gender and GBV action plan training manuals have 	With the results from the research we are developing databases which will track women's progress at this, under researched, level of government, including where women are in the decision making structures in councils. Coupled with the new Centres of Excellence GL will be in a position to illustrate both quantitative and qualitative gains for women in decision making in local government. We will track progress in countries holding elections over the next period.	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
				been produced for Botswana, Zambia, Swaziland and Zimbabwe.		
3. Gender justice						
Accountability: National and local action plans to end gender violence are developed; publicised; tested; given a human face; implemented and tracked leading to a reduction in this human rights abuse in line with the SADC Gender Protocol target of halving gender violence by 2015.	Three countries - South Africa, Botswana and Mauritius-adopt indicators for measuring GBV	3.1 Concrete targets and indicators developed and adopted as a result of a pilot project in two countries	The only available statistics are from the police and court system. These are unreliable because many cases of GBV are under-reported or withdrawn.	The pilot study in the Gauteng province of South Africa will be launched at the Gender Justice and Local Government Summit in March 2011. The prevalence and attitude survey is complete in Mauritius and will take place in Botswana in April. During the last year GL has worked to establish key partnerships with stakeholders in Mauritius and Botswana. This included the Mauritius Research Council, Minister of Gender Equality in Mauritius and the Women's Affairs Department (WAD) in Botswana that will be carrying the bulk of the costs. GL has acquired ethical clearance for the study in both countries.	The research is being conducted using hand held personal digital assistants (PDAs). The PDAs ensure that the data from the interviews are in digital form and may be uploaded onto a computer immediately after the interview is completed, this excludes the need for data capturing. The research tool will be used in other GL research to promote greater data accuracy.	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
	National Action Plans to End Gender Violence in 8 countries.	3.2 At least 8 National Action Plans (NAPs) to End gender violence are in place and regularly monitored within each country	Audit to be conducted by June on status of all NAPs	All 15 SADC countries have multi sectoral National Action Plans to End Gender Violence. Nine countries have legislation on GBV.	An audit of the NAPs in each country will be included in the SADC Gender Protocol Baseline Barometer that will be published at the SADC Heads of States meeting in Namibia in August 2010.	2
	250 "I" stories	3.3 Changes in the lives of women survivors of gender violence through writing and telling their own stories in the mainstream media and public forums.	Some 100 women have participated in GL "I" Stories since 2004; detailed follow up and case studies have been conducted with five.	109 personal accounts from sex workers and women who have participated in the "I" for the previous five years in four countries. A follow up workshop was held with "I" story participants from the previous five years of the GL "I" stories project. The project aimed to audit where the women who participated in the previous were in their lives.	World Cup Soccer 2010 has put the issue of sex work high on the gender agenda. The voices of women who are working or have worked as sex workers are missing from the debate and media coverage. The GL satellite office in Botswana worked with 10 women to tell their own stories.	3
	60 cyber dialogues	Increased citizen empowerment and government responsiveness through the "Making IT work for gender	1063 people participated in the 2007 cyber dialogues	8143 people (3300 in 2008 and 4843 in 2009) participated in 24 cyber dialogues (12 each year) in two languages	During the 2009 16 Days campaign GL in partnership with EKOWISA, a Zimbabwean NGO, used SMS technology to send out thematic messages via SMS to people across Southern African.	3

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
		justice”.				
	15 countries have specific legislation addressing GBV including PEP and trafficking	3.4 Gender violence is taken seriously by political leaders and concrete measures are implemented across the region to reduce GBV.	To be established by the Baseline Barometer	<ul style="list-style-type: none"> • Seven countries have specific legislation on Sexual Offences. • Two countries have included the provision of post exposure prophylaxis (PEP). • Five countries have specific legislation on human trafficking.. 	Key challenges include the lack of comprehensive data on GBV; limited access to legal aid for survivors of gender violence; inadequate numbers of places of safety across Southern Africa.	2
4. Care work campaign						
4.1 Accountability: SADC provisions on the appropriate recognition of care work, including involvement of men, incorporated in domestic policies and legislation of at least six countries	Policies and legislation in place and adopted in at least 6 countries	4.1.1 Extent to which care work policies in SADC countries measure up to provisions in the Protocol	To be established through GEMSA baseline survey that will be complete by August 2009	Namibia involved care work in its policy. Malawi, Mozambique and Zimbabwe are in the process of updating policies, and advocacy efforts are being directed at the respective governments.	Campaign and advocacy work is being initiated in 7 target countries. GL and GEMSA have formed a strategic alliance with VSO-RAISA that is working at a high level to ensure changes in policy (SANDRA TO ADD)	4

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
		4.1.2 Policies and legislation that conform to best practise standards; changes in the lives of care givers as a result of these changes	To be established through GEMSA baseline survey that will be complete by August 2009	Campaign for the adoption of model policy is rolling out for 2010-2011.	Some countries e.g. Malawi, Mozambique and Zimbabwe have already started including care work in policies	3
4.2 Responsiveness: Care givers are empowered to claim their rights as a result of awareness raised and action taken to promote equal sharing of responsibilities between women and men.	<ul style="list-style-type: none"> 5 daily newspapers at CSW 100 "I" Stories 	4.2.1 Increased knowledge and commitment to action at regional and global level as a result of the GEMSA campaign.	Care work constituted 13% of all coverage on HIV and AIDS in the 2006 baseline study. Most of these stories were told by experts and professionals rather than care givers. 50 I Stories and a DVD have or will be produced but the impact of these has not been tracked.	<ul style="list-style-type: none"> Country baseline studies conducted in 12 countries in the region. 50 "I" Stories and a DVD were produced on care work. Factsheets and publications were distributed on care work issues. Care work constituted 14% of the total in the GMPS. 	Further to the "I" Stories production, care workers in South Africa Orange Farm-Let Us Grow have formed an alliance in the district. The Alliance at Let Us Grow made an impact by meeting with government officials on care work related issues and funding in June 2009. A planning workshop was held with Country Facilitators to develop country advocacy plans	3
5. Gender and media						

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
5.1 Accountability: Citizens are empowered to engage critically with gender and the media through media literacy.	20 x 8 x 5 = 800 trainers and members of the public trained in media literacy and become more active media consumers and campaigners.	5.1.1 Changes in attitudes; no. and ways in which women and men are engaging critically with the media as a result of media literacy training.	At least 500 trainers and members of the public will go through media literacy training during the course of the programme.	240 people trained in one year in Botswana, DRC, Lesotho, Mauritius, Mozambique, South Africa, Swaziland and Zambia. KAS survey results being analysed.	Media training institutions have started integrating the media literacy course into training curricula. University of Antananarivo in Madagascar introduced course to Masters students. <ul style="list-style-type: none"> New Era newspaper of Namibia challenged for writing a story accusing a woman of duplicating a case study on the impact of GL's I stories series. The woman who had previously facilitated the media literacy course in Namibia took the case up with the Press Ombudsmen arguing that she had been unfairly represented.. 	2
			165 women and men received training of trainer or media literacy training in four SADC countries in 2008/2009; this will be extended to at least 500 more in an additional 4 countries during the project period.	240 trainers and members of the public trained in 2009/2010. Training was extended to 4 new countries which ran the course on a pilot basis. Total trained to date is 365.		
5.2 Accountability: There is steady progress in achieving the SADC target of equal representation	<ul style="list-style-type: none"> 2 Summits (2008 and 2010) 150 best practices 	5.2.1 Innovative approaches to gender balance, sensitivity and awareness of media reporting.	30 best practices at the 2006 Gender and Media Summit	2008: 66 best practices presented at the 2008 GEM Summit; 187 entries to the awards; 108 women and 79 men. 2010: 58 best practices presented; 119 award entries (82 by women and 37 by men)		2

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
of women and men in and through the media.				to contest in 16 categories		
	Number of women sources	5.2.3 Women sources on all topics are more readily available and consulted more frequently.	So far MWO GEMSA is the only GEMSA chapter to have developed a directory of sources.	A total of 1200 sources have been collected and online resource still to be developed.	Collection of sources is ongoing.	4
	Target number <ul style="list-style-type: none"> • MOUs • Contacts • New pubs • New research • Clippings • Queries 	5.2.4 Extent to which gender and media knowledge is enhanced; exchanged, and engaged with through the Gender and Media Diversity Centre (GMDC).	4311 contacts in data base; 661 books (unique collection) in library; 347 high quality images; 296 research items; 53 queries received and responded to 2008/2009; six seminars conducted	<ul style="list-style-type: none"> • 1244 additional contacts up to 5555 • 137 new publications up to 798 • 135 new research items up to 431 • Approximately 4000 VRC articles • 348 additional clippings uploaded to the library now 2849 • 53 queries received and responded to 		3
Women sources in Southern Africa to at least match the	5.2.5 Increase in women's sources; the quantity and	17% in the 2003 GMBS; 19% in the 2005 GMBS but with	The Gender and Media Progress Study has shown an increase of 2% in women's sources in the region though	The watershed 2010 Gender and Media Summit under the banner: "Taking Stock. Gender, Media, Diversity and Change"	3	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
	global average of 25%; proportion of those affected and infected by HIV to increase.	quality of coverage of gender, HIV and AIDS in the Southern Africa media.	considerable country variation, for example SA went from 19% to 26% and Botswana from 16% to 14%.	there are country variations.. Lesotho has the highest number at 32% up from 21% in the GMBS. Malawi has gone up from 11% to 20%, Botswana from 16% to 20%. Zambia is the only country that experienced a reduction (from 13% to 15%). The proportion of persons living with AIDS quoted increased from 4% to 7% and of those affected from 4% to 36%.	concluded that gender and media activists in the region are on the right track but that strategies need to be intensified, using the SADC Gender Protocol as leverage. GL is working with media regulators on gender codes of practise and has set a target of 100 policies gender policies in media houses across the country in 2011. Strategic alliances with media training institutions are being strengthened through the GMDC.	
Activities:						
1.1.1 Analysis of losses versus gains in the Protocol adopted	Publication			An analysis was conducted, Handbook "Roadmap to equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development"	See 1.2 above	
1.1.2 Lobbying and advocacy in Mauritius and Botswana (the countries that have not yet signed).	Two countries			GL satellite offices in Mauritius and Botswana are actively engaged in this campaign.		
1.1.3 Lobbying and advocacy in all the countries that have not	10 countries			Lobbying continues to take place for the remaining 10 countries that have signed	Civil society is galvanized over the issue and many partner organisations are taking initiatives to push at country	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
yet ratified the Protocol, including at parallel meetings of Heads of State.					level. E.g. the Western Cape Network on Violence against women held a workshop on ratification for its members in the Western Cape province of South Africa and explored what the Protocol means for gender based violence	
1.2.1 Meetings of the Alliance linked to the Heads of State Summit; regular communication between the clusters.	One meeting per annum			An Alliance meeting supported by the Norwegian Church Aid was held in October 2009. Materials comprising the indigenous language pamphlets, the handbook, Voices and Views audio CD and Roadmap to Equality DVD were used for training as well as distributed.	The Alliance is working towards strengthening its institutional mechanisms especially at country level. MOUs will be drawn with focal NGO coalitions in each country with a view to deepen commitment and accountability.	
1.2.2. Monthly cluster telcons; annual reports and action plan of the Alliance.	10 sectors, 12 meetings per year			Monthly telcon with clusters held since May.	Monthly teleconferences continue and minutes are sent out	
1.2.3 Chapter in the Alliance handbook on capacity building and on-going gathering of case studies showing how knowledge is applied.	Publication			Handbook completed	Book completed and launched	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
1.2.4 Launches of the video; staging of interactive engagements on the Protocol process including at international forums.	15 country launches			Video launched at the 53 rd session of the UN Commission on the Status of Women; Annual meeting of AWID; special event in Mauritius; 590 copies of the video distributed.	Video launched and continues to be used at village level workshops and other gatherings and training workshops. It was also launched at the 5 th SADC Civil Society NGO Forum in September 2009. It was used as a training tool at various Village and community level workshops. For example in Malawi it was used in over 20 community workshops to showcase the process leading up to adoption of the Protocol. Distribution by numbers includes: DRC summit (100), Botswana (30), at an Africa meeting in Gambia (20), Kenya (5), Lesotho (20), Namibia (50), CSW 54 th Session in March 2010 (123), Swaziland (20), Zambia (20) and Zimbabwe (60). These have also been distributed through the GL project sites and used during local government training workshops,.	
1.3.1 Dissemination of Protocol in 25 languages.	25 language pamphlets			23 indigenous language pamphlets have been produced and are being disseminated at village level workshops across the region, They are also	All pamphlets are available on the Gender Links website. Pamphlets have been disseminated at the 261 community level meetings and	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
				available on the GL website	some have been reprinted because of the high demand with support from other donors	
1.3.2 Village/ community level awareness raising	14 countries x an average of 40 community meetings to popularise the Protocol in the four years after its adoption = 560 meetings x 40 pp= 22,000pp			261 community level meetings have been held in 10 SADC countries so far reaching 15 755 (58% women and 42% men) community members to raise awareness on the Protocol.	In addition to these specific meetings, GL has mainstreamed the Protocol into all its work. The provisions of specific areas are printed in the covers of all our publications.	
1.3.3 Production of Radio programmes	20 radio programmes per annum			Completed and on GL website <ul style="list-style-type: none"> • Roadmap to equality (10) • Tjoon in (18) • Trafficking (17) • Score a goal for gender equality (5) • GEM Summit (4) http://www.genderlinks.org.za/page/radio-programmes	GL has mounted a pilot with the Mauritius Broadcasting Corporation that has committed to air 12 programmes using a combination of audio from the DVD, local experts and call in. Programmes are also being broadcast on Duma FM in Botswana	
1.3.4 Personal testimonies.	100 personal testimonies			Gender Links is currently conducting a beneficiary analysis with a sample of approximately 300 beneficiaries	In progress as part of GL longitudinal study to be conducted on its programme beneficiaries	
1.3.5 Knowledge and attitude survey.				A knowledge quiz is administered at all community level meetings and ongoing analysis is done, the quiz is also available on the website	Knowledge of the Protocol Quiz is administered at all GL events	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
				http://www.genderlinks.org.za/attachment.php?aa_id=11911		
2.1.1 Newsroom training on gender and governance	100 news room training sessions			22 newsroom training sessions held in Malawi, Mozambique, Botswana, Namibia, South Africa and Tanzania.	Local government elections (April 2010) in Lesotho postponed indefinitely. No workshops in Mauritius as it was felt that GL has been working consistently with the media on gender and governance.	
2.1.2.3 Follow up media monitoring; collection of stories written; testimonies from participants;	50 profiles ?			Profiles collected from women politicians in Botswana, Mauritius and Namibia	Botswana participants had challenges writing their profiles due to low IT literacy levels.	
2.1.3 Training DVD on gender and governance in Southern Africa	1 DVD			Completed; being used in all the 50/50 campaign work and roll out of gender action plans at the local level.		
2.1.4 To train women decision-makers	7 countries x average of 20 women decision-makers= 140 women decision-makers trained			130 politicians trained in Malawi, Botswana, Mauritius, Mozambique and Namibia, South Africa and Tanzania. Women empowerment workshops conducted in the run up to country elections.		
2.2.1. Research in 6 countries	6 research reports			Research reports completed in five countries Botswana,	Despite the political conflict and unrest in Madagascar and	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
				Swaziland and Madagascar, Mozambique and Zimbabwe. Research to commence in Malawi following local elections early in 2011.	Zimbabwe GL managed to undertake the research in these countries and efforts to work with local government stakeholders has been very well received. Local elections in Malawi have been postponed yet again and are only scheduled to take place in early 2011.	
2.2.2 Launches and strategy workshops	6 launches and strategy workshops			Launches and strategy workshops held in Botswana, Swaziland, Madagascar. Training manuals developed for Zambia, Botswana, Swaziland and Zimbabwe. Launches to take place in Zimbabwe and Mozambique in Nov/ Dec 2010.	Gender Links worked with local stakeholders to establish a Gender and Governance Forum in Zimbabwe bringing together government, associations of local government and civil society organisation working in the area of gender and local governance.	
3.1 Testing of indicators in Mauritius and Botswana as measured by the basket of indicators to be devised as part of national action plan process.	Basket of indicators tested in two countries			The prevalence and attitude survey will commence in Mauritius and Botswana between July and August 2010. Other aspects of the study such as the costing, qualitative research, collection and analysis of administrative data and political discourse analysis will be completed by December 2010. The research will be written in the first half of 2011.	Getting buy in and in kind support from in country partners has greatly assisted in moving the project forward. The use of new technologies while time consuming in the initial set up phase of the project will save time in the long term.	
3.2	NAPs in 8			An audit of the NAPs in each	The backstopping in country has	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
Backstopping of NAPs	countries			country will be included in the SADC Gender Protocol Baseline Barometer, to be launched in August 2010. Audit of NAPs have taken place in Botswana, Mauritius and South Africa	including a review of the current plan with a view to identifying priority actions and aligning the NAPs to the Protocol.	
3.3 and 8.4 "I" Stories and Cyber dialogues	<ul style="list-style-type: none"> • 250 I Stories • 60 cyber dialogues 			<ul style="list-style-type: none"> • 109 "I" stories collected from four countries. • 8143 people (3300 in 2008 and 4843 in 2009) participated in 35 cyber dialogues in two languages each year across 14 Southern African countries for 16 Days 	In 2009 GL focused on reaching more people with fewer languages. Countries were asked to identify which languages they would like to use, French and English was used for the cyber dialogues. This resulted in a much higher number of people participating in the 12 dialogues in two languages.	
3.4 Gender Justice Barometer (GJB)	60 issues (12 per year)			Gender justice content included in 20 editions of the Roadmap to equality e-newsletter (formerly the gender justice barometer)	The content focuses on assessment of each country and the region as relates to the GBV targets in the SADC Protocol on Gender and Development	
4.1.1 Baseline study and development of model policy	Baseline study completed			Regional and country based studies were conducted and compiled into publications and disseminated widely to policy makers and civil society	The results of the research study will be used to lobby other civil society actors in the SADC region	
4.1.2 Lobbying and advocacy on the model legislation.					The results of the audit will largely inform the country policy and advocacy plans.	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
4.1.3 Gathering of case studies and personal accounts.	100 personal accounts			This is an ongoing exercise	The caregiver accounts will be used to lobby the media	
4.2.1 5 daily newspapers at the CSW; 100 first hand accounts about home based care carried in the media; Posters, pamphlets, fact sheets and folders in local languages	<ul style="list-style-type: none"> • 5 daily newspaper at CSW • 100 I Stories 			<ul style="list-style-type: none"> • 344 users logged into the chat room during the 5 cyber dialogues. • 95 people (61 women, 34 men) participated in face-to-face discussions preceding the cyber dialogues. • 5 editions of the newspaper were published. • 1000 hard copies of each edition were distributed • 4096 people across the globe received each online edition of the newspaper via list serves. • 7 articles, resulting in 19 publications, of commentaries resulting from the conference 		
4.2.2 Case study in booklet and DVD form	DVD			The case study video is complete		
4.2.3 GMBS and HIV/AIDS monitoring survey	12 countries			Survey complete, data being analysed	Findings will be canvassed at country workshops and launched at the Gender and Media Summit in October.	
5.1 Citizens (at least half are	1400 citizens trained			<ul style="list-style-type: none"> • 200 people trained in 2009/2010. Results of the 		

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
women) trained in media literacy; attitude and follow up surveys devised and administered.				<p>Knowledge, Attitudes and Skills surveys still being analysed – there were no more media lit workshops since this report and none prior (according to the previous report)</p> <ul style="list-style-type: none"> • 22 media trainers trained 		
5.2.1 Two gender and media summits: 150 best practices in promoting gender equality in and through the media.	150 best practices			<p>2008: 66 best practices presented at the 2008 GEM Summit; 187 entries to the awards; 108 women and 79 men.</p> <p>2010: 58 best practices presented; 119 award entries (82 by women and 37 by men) to contest in 16 categories</p>	NRP	
5.2.2 Online directories of women sources on the GEMSA website	Directories of women sources in 11 countries			A total of 1200 sources have been collected and online resource still to be developed.	Collection of sources is ongoing.	
5.2.3 Gender and Media Diversity Centre operations; seminars; bi-annual journal; annual meeting with librarians; audit of gender in media	<ul style="list-style-type: none"> • 10 journals • Number seminars 			<ul style="list-style-type: none"> • The GMDC hosted 20 seminars with 552 participants. • 3 journals were produced: • A librarians meeting was held from 5 – 6 August 2009 • Gender in Media Education Audit was conducted in 12 countries. 	The GMDC website has been restructured. An experiential learning exchange has been institutionalized. Three journals have been produced. An annual meeting with Librarians was hosted. A series of 20 seminars were hosted. The Gender in Media Education Audit (GIME) was completed (report to be	

Objective statement	Target	Log frame Indicators*	Baseline for Indicators	Progress against the indicators	Comments on changes over the last year, including unintended impacts	Score
education.					published by July 1 st , 2010) as well as subsequent GIME Workshops.	
5.2.4 Second Gender, HIV and AIDS and media study. One regional and 14 country reports on media coverage of Gender, HIV and AIDS and the media	14 country reports			Research completed in 14 countries	Angola not in study because researcher was not able to deliver findings/data on time	

Annex 2 Terms of reference for the MTR



CALL FOR EXPRESSIONS OF INTEREST (EOI) TO CONDUCT AN ORGANISATIONAL AND SPECIFIC PROGRAMME EVALUATIONS SEPTEMBER 2010 TO JANUARY 2011

Synopsis

Gender Links is a Southern African NGO founded in March 2001 with offices in Johannesburg, Mauritius (Francophone base) and Botswana (headquarters of the Southern African Development Community) as well as project sites in seven other countries. The vision of the organisation is 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 SADC Protocol on Gender and Development. GL has four programme areas: the SADC Protocol on Gender and Development; media; governance and justice.

At its meeting in March 2005 the GL Board resolved to commission an external evaluation of the organisation and specific programmes as per donor requirements every five years. The first such evaluation took place in 2006. In preparation for the tenth anniversary of Gender Links in March 2011 as well as to provide specific assessments required by key donors GL is calling for proposals for two suitably qualified, impartial, independent consultants to conduct an organisational and specific programme evaluations for Gender Links.

Objectives

The evaluation aims:

- I. To evaluate the overall efficiency and effectiveness of the organisation and make recommendations which will add to the success and value of the organisation.
- II. To reflect specifically on work supported by the following donors as part of the programme evaluation:
 - MDG III Fund: Employment equity in the media and the gender justice and local government work.
 - DANIDA: The Gender and Media Diversity Centre and the gender and local government work.
 - Hivos: The Gender Links Opinion and Commentary Service and overall institutional support.
 - SIDA: The development of HIV and AIDS and gender policies in newsrooms.
 - Diakonia: Gender and economic reporting as part of the *Business Unusual* training course.
 - Norwegian Council on Africa: The development of gender violence indicators.
- III. To provide the following stand alone evaluations that will draw from the overall and programme evaluation but follow the format and requirements of these donors.

- A Mid-Term Review (MTR) for one of GL's largest donors, UK Department for International Development's Governance and Transparency Fund (DFID-GTF). The purpose of the MTR is to provide an independent assessment on the progress and performance to date and to measure and report on achievements and early signs of change and impact, and to indicate adjustments that may need to be made to ensure the success of the programme and its should be used to inform GL's future work. The work supported by DFID covers all four of GL's programme areas as well the care work project of the Gender and Media Southern Africa (GEMSA) Network.
- An assessment of the work carried out under the UNIFEM Trust Fund Grant on Violence Against Women including support for developing National Action Plans to End Gender Violence.

Requirements

Organisational evaluation

The evaluation should provide the Gender Links Board and management with an impartial assessment of the organisation highlighting some of the key strengths and opportunities as well as weaknesses and threats which will inform the organisations future strategic planning processes. The guiding framework for the organisational evaluation will be the institutional scorecard developed by GL and adapted from institutional reviews made in the course of applying for the DFID Governance and Transparency and MDG 3 Fund; UNIFEM VAW Trust Fund; as well as an evaluation by Diakonia, attached at **Annex A**. The evaluators will be expected to score each item as well as provide a brief narrative assessment of their findings with regard to strategic positioning and relevance; governance; programmes; institutional growth and development; financial management and sustainability; monitoring and evaluation; conclusions and recommendations. Reference can be made in the EOI to the strategy and action plan for the current and past periods <http://www.genderlinks.org.za/page/strategy-and-action-plan> as well as the annual report <http://www.genderlinks.org.za/page/annual-reports>. The first five year evaluation and other relevant M and E documents are available at <http://www.genderlinks.org.za/page/monitoring-and-evaluation>.

Programme review: The general programme review will be integral to the organisational evaluation, but include specific reference to work funded by donors that have requested this or contributed to the evaluation as stated under objectives.

Specific donor evaluations

Stand alone donor evaluations are required for the DFID-Governance and Transparency Fund (GTF) and UNIFEM funded projects. These will draw from the overall evaluation process but include more in-depth information on progress against targets, assessing relevance, impact, efficiency, effectiveness, sustainability, value for money, equity, replicability and review the risk analysis of the programmes. Consultants will make reference to proposals and reports already submitted to donors on these projects. A brief summary of these projects follows:

DFID – GTF: Making Every Voice Count for Gender Equality in Southern Africa

This programme aims to make governments *and* the media accountable for achieving gender equality and ending poverty in the Southern African Development Community (SADC) region. It forms part of the work of Gender Links, a Southern African NGO that promotes gender equality and justice, in partnership with the Gender and Media Southern Africa (GEMSA), network. The partners have developed a programme to “make every voice count for gender equality” in Southern Africa.

Using the SADC Protocol on Gender and Development, the programme will empower citizens, especially women, to engage critically with the media and policy makers to:

- Adopt, sign, ratify and implement the Protocol which has 28 concrete targets for achieving gender equality by 2015.
- Ensure women's equal representation and participation in decision-making.
- Halve current levels of gender violence and devise targets for achieving this.
- Recognise women's unpaid labour as care givers; especially those who care for people living with HIV and AIDS.
- Hold the media to account for promoting gender equality in and through its work.

The specific requirements of this evaluation can be accessed in the Monitoring and Evaluation section of the GL website: <http://www.genderlinks.org.za/page/monitoring-and-evaluation>.

UNIFEM: Supporting the effective implementation of national and local action plans to end violence against women

Gender Links and GEMSA will support implementation by:

- Holding a regional consultative workshop to develop indicators on gender violence that will form a framework for comprehensive monitoring and evaluation system for measuring the impact of existing national plans of actions.
- Assist in strengthening multi-sector task teams for implementation of the national plans.
- In collaboration local partners and gender machineries in Botswana, Mauritius, Namibia South Africa, Swaziland, and Zambia develop communication strategies for popularisation of the plans so that ordinary women are aware of the existence of these plans and what they seek to accomplish for them. Develop advocacy and communication materials for the action plans.
- Building on Gender Links and GEMSA's gender and media strengths, implementation of the Prevention, Training, Education and Awareness Raising component of plans in Botswana, Mauritius Namibia and Swaziland. Conduct training on acceptable standards and ethical reporting of gender based violence and related issues such as poverty, children living on the streets which often leads to child prostitution a form of gender based violence, trafficking and so forth using the "Reporting Gender Violence" manual developed by Gender Links.
- Pilot the implementation of local action plans in Mauritius and South Africa in selected districts.
- Carry out annual assessments on progress being made to end gender violence by developing score cards with targets and indicators which will act as checklist against which progress will be measured. This will be achieved in the context of the SADC Addendum on the prevention and eradication of violence against women and children as well as the draft SADC Gender and Development Protocol which is set to supersede the SADC Declaration.

Methodology and proposed work plan

The consultancy is envisaged to take place over 60 person days during a four month period (with a final report back session to the Board in March 2011). The model is based on GL's five year evaluation (available on our website under Monitoring and Evaluation). It is underpinned by a process approach, with constant interaction between the evaluators and the organisation at all levels. The proposed work plan links the evaluation to key events and programme work, so that these are not only assessed on paper and through interviews with beneficiaries, but also through

observations of the work underway. While the methodology and work plan are open to discussion, it is important to agree a road map at the outset in order to make the best use of the time. Some key dates such as date of submission of application, presentation, briefing meeting with the ED, the Gender and Media Summit are not negotiable. The deadline for submission of final report is also fixed.

ACTIVITY	DATES	Consultant 1	Consultant 2
Application			
Final submission date for proposals	10 September		
Presentations	17 September		
Successful candidates announced	20 September		
Key internal briefing, observations and preparation			
Key documents, meetings with M and E Manager, field staff	22 -23 September	2 days	2 days
Meeting with ED and key managers	27 September	1 day	1 day
Interviews with GL staff and Jhb based donors and partners	4 – 6 October	3 days	3 days
Field work and observation			
GEM Summit – participate and conduct interviews with beneficiaries and partners	11 – 15 October	5 days	5 days
	18 October to 12 November		
Mauritius – Satellite office		3 days	
Botswana – Satellite office			3 days
Zimbabwe		2 days	
Namibia/ Zambia			2 days
16 Days of No Violence against women and children (participate in the initial part of the campaign)	25 - 30 November	2 days	2 days
Report and feedback			
First draft	10 December	10 days	10 days
Workshop to review draft	15 December	1 day	1 day
Final draft	7 January 2011	1 day	1 day
Presentation to Board	March	1 day	1 day
TOTAL		30 days	30 days

Support available to the evaluators

- GL has a full time Monitoring and Evaluation manager and unit that will provide briefing materials, analysis and support to the evaluators as required. The unit will also assist in setting up meetings.
- GL is currently undertaking a beneficiary analysis involving the administration of a questionnaire to 300 people who have worked with the organisation over the ten years. The quantitative analysis and preliminary findings will be made available to the evaluators.
- The GL administration will make all travel and logistic arrangements. Evaluators will be accommodated at the GL guest house when they are in Johannesburg, if they are not from here.

Qualifications of the evaluator/s

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames. Specific experience of conducting DFID and UNIFEM evaluations would be an advantage.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- Fluency in English, knowledge of French and Portuguese would be an added advantage.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.

EOI submission process

Proposals may be submitted individually or in pairs. If the latter, GL will be looking for a clear division of labour between the consultants. For example, one might focus on organisational aspects, while the other focuses on programme review.

The format for the Expressions of Interest is attached. **Please take note of all the supporting documents required.**

Please submit proposals by **Friday 10th September 2010** to the Monitoring and Evaluation Manager, Susan Tolmay at mande@genderlinks.org.za or fax to +27 11 622 4732 (Tel: +27 11 622 2877)

Annex 3 Evaluation Schedule

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
6-Oct	8:00	GL Overview	Initial meeting	Susan Tolmay (M&E)		South Africa	
6-Oct	10:00	GBV indicators	Partner meeting: GBV indicators data sets			South Africa	
6-Oct	12:00	Strategic positioning	COJ training requirements (GL training institute)			South Africa	
6-Oct	14:00	GL Overview	Introduction to GL through various DVDs			South Africa	Giant footprints, Roadmap to equality, At the Coalface, Making every voice count, From campaigns to action plans
7-Oct	8:30	Strategic positioning		Colleen Lowe Morna (ED)		South Africa	Previous evaluation, Annual reports - last five years
7-Oct	11:00	Monitoring and evaluation		Susan Tolmay (M&E)		South Africa	M&E manual, Pdrive, planning documents and reports
7-Oct	14:00	Sustainability		Bridget Marango (Finance)		South Africa	Audits
7-Oct	15:00	Institutional strengthening		Vivian Baikainaga (HR and admin)			Policies and regulations, wellness plan etc

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
8-Oct	8:00	Programme of action		Kubi Rama (DoP)		South Africa	Annual plan
8-Oct	10:00	Programme of action		Sikhonzile Ndhlovu (Media)		South Africa	Prog pubs
8-Oct	11:00	Programme of action		Abigail Jacobs Williams (Governance)		South Africa	Prog pubs
8-Oct	13:00	Institutional strengthening	Choir				
8-Oct	14:00	Partnerships and target groups		GMDC - Jennifer Lewis		South Africa	
8-Oct	15:00	Institutional strengthening		Ntombi Mbadlanyana		South Africa	
8-Oct	16:00	Institutional strengthening		Mpumelelo Mlilo		South Africa	
11-Oct	am	Programme of action		Loveness Jambaya (Alliance and Justice)		South Africa	Prog pubs
11-Oct	am	Gender justice	Sixteen Days Planning			South Africa	
11-Oct		Gender and the media	Trainers and GMDC, Media literacy meeting			South Africa (regional)	
11-12 Oct		Gender and the media	MAP facilitators meeting			South Africa (regional)	

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
11-12 Oct		Commentary service	Commentary service and online newsletter during summit			South Africa (regional)	
13-15 Oct		GL Governance		Board members at Summit (together, +- 3hrs)		South Africa	
13-15 Oct		Donors		FES		South Africa	
13-15 Oct		Gender and the media	GEM Summit	Various - list to be developed		South Africa (regional)	
16-Oct		Gender and the media	Focus group: GL media partners, participatory debrief on the summit (Jeanette to facilitate?)			South Africa (regional)	
18-Oct	9:00	Programme of action	Management meeting with SO			South Africa	Agenda, monthly reports
18-Oct	12:00	Programme of action	Gender training: Review of GL ideology and theory of change; guidance on next steps			South Africa	
18-Oct	14:00	Programme of action	Presentation of final plan for third quarter			South Africa	Quarter plan
18-Oct		Care work campaign	Facilitators meeting				

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
19-Oct		Partnerships and target groups		LGAZ		Zambia	
19-Oct		Partnerships and target groups		WLSA		Zambia	
19-Oct		SADC Protocol Campaign	Launch of Barometer, country report (village level meeting?) - Zimbabwe			Zimbabwe	
19-Oct		Gender and governance	Local gvt observations	Meetings by evaluator with Zambia partners		Zambia	
19-20 Oct		Donors		HIVOS - Revai Makanje		Zimbabwe	
19-20 Oct		Care work campaign				Zambia	
20-Oct		Partnerships and target groups		UCAZ		Zimbabwe	
20-Oct		Partnerships and target groups		ARDC		Zimbabwe	
20-Oct		Partnerships and target groups		ZWRCN		Zimbabwe	
20-Oct		Partnerships and target groups		WiPSU		Zimbabwe	
20-Oct		Partnerships and target groups		ZWALA		Zimbabwe	

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
20-Oct		SADC Protocol Campaign	Launch of Barometer, country report (village level meeting?)- Zambia			Zambia	
20-Oct		Gender and governance	Local gvt observations	Meetings by evaluator with Zimbabwe partners		Zimbabwe	
20-Oct		Gender and the media	Newsroom and local gvt observations Zimbabwe			Zimbabwe	
21-Oct		Donors		OSISA - Sisonke		South Africa	
21-Oct		Care work campaign	GEMSA	Jennifer Mufune		South Africa	
21-Oct		Care work campaign	VSO-RAISA			South Africa	
21-Oct		Donors		DFID - Samantha Yates		South Africa	
21-Oct		Donors		NCA - Moreblessings Chiduashe		South Africa	
22-Oct		Care work campaign	Mum Rose - field visit				
22-Oct		National action plans	NAP - SA - Meetings with partners				
23-Oct		Institutional strengthening	Bring and braai wellness activity			South Africa	
25-Oct		SADC Protocol Campaign	Launch of Protocol Barometer in Botswana			Botswana	

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
25-Oct		SADC Protocol Campaign	Launch of Protocol Barometer in Mauritius (village level meeting)			Mauritius	
25-27 Oct		GL Governance		Athalia Molokomme		Botswana	
25-27 Oct		Partnerships and target groups		BALA		Botswana	
25-27 Oct		Partnerships and target groups		WAD		Botswana	
25-27 Oct		Gender and governance	Local gvt observations	Meetings by evaluator with Mauritius partners		Mauritius	
25-27 Oct		Gender and governance	Local gvt observations	Meetings by evaluator with Botswana partners		Botswana	
25-27 Oct		GBV indicators	Meetings by evaluator with Mauritius partners			Mauritius	
25-27 Oct		GBV indicators	Meetings by evaluator with Botswana partners			Botswana	
26 - 27 Oct		National action plans	NAP - Botswana				
26 - 27 Oct		National action plans	NAP - Mauritius				
26-27 Oct		Care work campaign	Mauritius				
		"I" stories	"I" stories focus group			South Africa	

Date	Time	Area To Cover	Activity/observation	Interviews	Part of beneficiary analysis	Country	Documents
27-Oct		Commentary service	Launch of GL Lusaphone Opinion and Commentary Service			Mozambique	
27-Oct	TBC	Institutional strengthening	Investing in the future awards ???			South Africa	
28-Oct		Institutional strengthening		Focus group with staff		South Africa	
		Gender and the media	GMPS ???				
		Centres of excellence	COE workshop observation (Maur, Zam, Zim?)				
		Glass ceiling	Media - Glass ceiling, GMPS (Zim, Bots, Maur)				
29-Oct		FINAL MEETING					

Annex 4 List of People Met

	Name	Gender	Title	Organisation
1.	Abigail Jacobs Williams	Female (F)	Gender and Governance Manager	Gender Links, Johannesburg Office
2.	Arthur Okwemba	Male (M)	Consultant/MAP Facilitator	African Woman and Child Features Service - Kenya
3.	Bongai Mundeta	F	Director	VSO/RAISA, South Africa
4.	Bridget Marango	F	Finance Manager	Gender Links, Johannesburg Office
5.	Catherine Chapeshamano	F	Councillor	Kafue District Council
6.	Chitenge Chipo	F	Accountant	Local Government Association of Zambia (LGAZ)
7.	Clementine Helena Comate	F	Country Facilitator GEMSA - Mozambique	GEMSA
8.	Colleen Lowe Morna	F	Executive Director	Gender Links, Johannesburg Office
9.	Dingaan Mithi	M	Programme Officer	Journalist Association Against AIDS, Malawi
10.	Dr. Maude Dikobe	F	African Diaspora Studies, English Department	GPPC, University of Botswana
11.	Dr. Sibonile Ellece	F	Lecturer	University of Botswana
12.	Elsie Magdaune Alexander	F	Vice Chair and Alliance Member	GPPC, University of Botswana
13.	Emilia Muchawa	F	Director	Zimbabwe Women Lawyers Association
14.	Emma Kaliya	F	Chairperson	NGO Gender Coordination Network, Malawi
15.	Prof. Eno Akpabio	M	Head of Department, Media Studies	University of Botswana
16.	Ethel Masojane	M	Principal Economic Planner	Francistown Local Council, Botswana
17.	Faides Tembatemba Nsofu	F	National Facilitator	Gender Links – Zambia Office
18.	Fanuel Hadzizi	M	Gender & Media Officer	Gender Links, Johannesburg Office
19.	Fanuel W. Kibakaya	M	Chief Physical Planner Housing & Estates	Francistown Local Council, Botswana
20.	Gideon Nkala	M	Editor & Member of Press Council of Botswana	Mnegi Newspaper
21.	Gladys Ramad	F	Broadcasting Advisor	Gaborone, Botswana
22.	Ivy Mutwale	F	Capacity Building and Networking Manager	SADC-CNGO
23.	Jacob Ntshangase	M	Country Facilitator, R.S.A.	Gender Links
24.	Jennifer Lewis	F	GMDC Manager	Gender Links, Johannesburg Office
25.	Joyce Sakala	F	Councillor	Chongwe District Council
26.	Kenneth Mwansa	M	Country Director	AMICAAJJ - Zambia
27.	Keredwe Pule	M	Chief Human Resources Officer	Francistown Local Council, Botswana

	Name	Gender	Title	Organisation
28.	Kubi Rama	F	Director of Programmes	Gender Links, Johannesburg Office
29.	Laston Sinyangwe	M	Division Fire Officer	Chongwe District Council, Lusaka Police - Zambia
30.	Dr. Leapetswe Malete	M	Director International Education Partnerships	University of Botswana
31.	Lentswe Motsamai	M	Assistant Gender Officer	Department of Women's Affairs, Ministry of Labour and Home Affairs, Botswana
32.	Loga Virahsawmy	F	Director (Mauritius & Francophone)	Gender Links, Johannesburg Office
33.	Loveness Jambaya	F	Justice Manager	Gender Links, Johannesburg Office
34.	Loyda F. N. Kando	F	Acting Registry Supervisor	Chongwe District Council, Lusaka – Zambia
35.	Ludo Margaret Mosojane	F	Customary Court President	Tati Town, Francistown Botswana
36.	Ludo Matshameko	F	Project Manager	Botswana Association of Local Authorities (BALA)
37.	Magdeline Madibela Mathiba	F	Head of SADC Gender Unit	SADC – Gaborone, Botswana
38.	Mathews Nkupisha	M	Council Chairman	Chongwe District Council, Lusaka Province, Zambia
39.	Mbuyiselo Botha	M	Government & Media Relations Manager	Sonke Gender Justice Network, Johannesburg
40.	Mpatalisji Namumba	F	Information Officer	LGAZ
41.	Mpho Dibeela	M	Editor & Member of Press Council of Botswana	Botswana Guardian, Gaborone
42.	Mpumelelo Mlilo	M	Finance and Administration Coordinator	Gender Links, Johannesburg Office
43.	Mum Rose	F	Director	Let Us Grow – Orange Farm, Gauteng - Johannesburg
44.	Ncane Maaiya	F	Country Facilitator	GEMSA – Swaziland
45.	Netsai Mushonga	F	National Coordinator	Women's Coalition of Zimbabwe
46.	Ngosa Albert	M	Intern/Monitoring & Evaluation Data Capturer	Gender Links, Zambia Field Office
47.	Nonhlanhla Mbonani	F	Internet Content Analyst	Film & Publication Board, Gauteng RSA
48.	Ntombi Mbadlanyana		Local Government Facilitator	Gender Links, Johannesburg Office
49.	Oarabile Monggae	M	Volunteer, Gender Links, 4 th Year, Social Work Student	University of Botswana
50.	Patrick C. Manthe	M	Local Councillor	Botswana Association of Local Authorities (BALA)
51.	Perpetual Sichikwankwe	F	Country Facilitator	GEMSA – Zambia

	Name	Gender	Title	Organisation
52.	Phemelo Maiketso	F	Principal Gender Officer	Department of Women's Affairs, Ministry of Labour and Home Affairs, Botswana
53.	Pinkie Mekgwe	F	Board Member, Gender Links	Deputy Director, International Education and Partnerships, University of Botswana
54.	Pushpa Anne Jamieson	F	Country Facilitator, Malawi	Gender Links
55.	Rabbuh Raletsemo	M	Prevention Programme Officer	National Prosecuting Authority (SOCA – Unit), RSA
56.	Rev. Rosemary Mulumo Nsofwa	F	Community Development Secretary	United Church of Zambia
57.	Sangulukani Isaac Zulu	M	Area Councillor	Chongwe Ward, Lusaka – Zambia
58.	Sikhonzile Ndlovu	F	Gender and Media Manager	Gender Links, Johannesburg Office
59.	Sikhwebu Phama	F	Chief Social & Community Development Officer	Francistown Local Council, Botswana
60.	Susan Mogari	F	Entrepreneur	Gauteng, Johannesburg
61.	Susan Tolmay	F	Monitoring and Evaluation Manager	Gender Links, Johannesburg Office
62.	Sweetness Lulama Gwabc	F	GBV Survivor	Gauteng Johannesburg, RSA
63.	Thomas Sereto	M	Controller of Fire Services	Francistown Local Council, Botswana
64.	Tresphord Kasale	M	Senior Superintendent National Coordinator	Victim Support Unit, Zambia Police Service
65.	Valencia K.D. Mogegeh	M	Director Women's Affairs Department	Department of Women's Affairs, Ministry of Labour and Home Affairs, Botswana
66.	Vincent O. Galatlhwe	M	Volunteer, M & E Data Capturer	Gender Links Botswana Office
67.	Vivian Baikainaga	F	Human Resources Manager	Gender Links, Johannesburg Office
68.	Zeenat Abdool	F	Producer/Presenter of Programmes	SABC – Channel of Africa Radio
69.	Dr Cheryl Hendricks	F	Senior Research Fellow	ISS Pretoria Office
70.	Keabonye Ntsabane	F	Country Coordinator	Gender Links, Botswana Satellite Office
71.	Dr. Samantha Yates	F	Social Development Adviser	DFID Southern Africa, Pretoria

Annex 5 Documents Consulted

- GEMSA (2009): Regional Report: Making Care Work Count: A policy Analysis
- GEMSA and VSO-RAISA (2010): A policy Development Handbook: Making Care Work Count.
- Gender Links (2007): At the Coalface – Gender and Local Government in Southern Africa, Edited by Colleen Lowe Morna and Susan Tolmay
- Gender Links (2007): The “I” Stories: Speaking out on gender violence in Southern Africa Volume 3, 2007
- Gender Links (2008): At the Coalface – Gender and local government in Zambia, Edited by Tolmay and Colleen Lowe Morna
- Gender Links (2008): Strategic Communications Planning & Capacity Building National Action Plan to End GBV & 16 Days of Activism: Workshop pack
- Gender Links (2008): The “I” Stories: Speaking out on gender violence: South Africa, 2008
- Gender Links (2008): The “I” Stories: Speaking out on HIV and AIDS in Mauritius, 2008
- Gender Links (2009): Annual Report March 2008 – February 2009
- Gender Links (2009): At the Coalface – Gender and Local Government in Botswana, Edited by Pamela Mhlanga, Susan Tolmay and Colleen Lowe Morna
- Gender Links (2009): Glass Ceilings: Women and Men in Southern Africa Media, Edited by Pat Made and Colleen Lowe Morna
- Gender Links (2009): GTF Programme Case Study Five: Speaking Out Can Set You Free
- Gender Links (2009): GTF Programme Case Study One: Monitoring and Evaluation
- Gender Links (2009): GTF Programme Case Study Three: Gender and Governance
- Gender Links (2009): GTF Programme Case Study Two: SADC Gender Protocol
- Gender Links (2009): SADC Gender Protocol Baseline Barometer. Edited by Colleen Lowe Morna and Deborah Walter
- Gender Links (2009): The “I” Stories: Polygamy – the heart of the matter, 2009
- Gender Links (2009): The “I” Stories: Speaking out on gender violence in Southern Africa Volume 4, 2009
- Gender Links (2010): Annual Report March 2009 – February 2010
- Gender Links (2010): Brief Summit Report: Local government and gender justice summit and awards, Parktonian Hotel, Johannesburg, South Africa: 22 – 24 March 2010
- Gender Links (2010): Draft SADC Gender Protocol 2010 Barometer: Zambia
- Gender Links (2010): Gender and Media Progress Study: Southern Africa by Colleen Lowe Morna, Thabani Mpofo and Danny Glenwright
- Gender Links (2010): Gender in Media Education: An audit of Gender in Journalism & Media Education and Training Southern Africa, Final report written by Patricia A. Made
- Gender Links (2010): Gender in the 2009 Malawi Elections
- Gender Links (2010): Gender Links/GEMSA – DFID Annual Report: April 2009 – March 2010

- Gender Links (2010): SADC Gender Protocol 2010 Barometer. Edited by Colleen Lowe Morna and Loveness Jambaya Nyakujarah
- Gender Links (2010): SADC Gender Protocol 2010 Barometer: Botswana
- Gender Links (2010): SADC Gender Protocol 2010 Barometer: Malawi
- Gender Links (2010): Southern African Gender and Media Progress Study: Malawi
- Gender Links (2010): The South African “I” Stories Experience: Speaking out can set you free, 2010
- Gender Links and MPP (2007): Diversity in Action: HIV and AIDS and Gender Policies in Newsrooms: Media Action Plan Handbook, Second Edition by Patricia A Made and Colleen Lowe Morna
- Gender Links and the Medical Research Council (2010): The war @ home: Preliminary findings of the Gauteng Gender Violence Prevalence Study
- Ministry of Women’s Rights, Child Development, Family Welfare & Consumer Protection (2007): National Action Plan to Combat Domestic Violence, November 2007
- SADC Protocol on Gender and Development
- Southern Africa Gender Protocol Alliance (2009): Roadmap to equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development, Edited by Pat Made and Colleen Lowe Morna
- Voluntary Service Overseas (2009): Gender and HIV & AIDS: A new Agenda for Change: 2009 VSO-RAISA Regional Conference Report Back, Pretoria, South Africa, 29 – 30 June 2009