Chapter

8

Into the Future

Pamela Mhlanga maps the way forward at an Alliance meeting.   PHOTO: COLLEEN LOWE MORNA

This chapter maps out the future direction of the Alliance looking at what has worked, what needs to be guarded and priority actions, such as tracking and measuring change.

What has worked

> "The adoption of a collective/coalition approach was the best strategy as gender transformation, evidenced from past achievements, will effectively take place if it is done from a collective perspective ensuring that all key stakeholders in the region are consulted and actively participating in the process. Using a participatory approach to the process to ensure that most key stakeholders are on board and take part adequately was the key to the success of the adoption of the protocol".
> *Elsie Alexander, Botswana national focal point, and of Women in Law and Development in Africa(WILDAF)*

As the Alliance looks to the future after the adoption of the Protocol, it is focused on consolidating the gains that have been made, and using the lessons learnt as the foundation for its growth and for taking the campaign to the next level of ensuring that member states now walk the talk and implement the Protocol. Issue-based advocacy was the cornerstone of the Alliance's work and this principle will continue to sustain the campaign's momentum in the future.

As the Head of the SADC Gender Unit Magdeline Madibela noted in her *Foreword* to this handbook, the partnership between governments and civil society, strategic organising, having a clear roadmap and support structures such as taskforces all were successful strategies leading to the adoption of the Protocol. The following, are some of the other strategies and approaches that worked:

Coalition building
- Agenda setting – setting a central agenda from the onset and using this as a basis for building regional and national lobbying strategies.
- The identification of partners as well as a targeted expansion strategy. The coming together to form a coalition was an organic process. Partnership identification was based on the mandates, expertise, comparative advantage, a shared vision and ethics.
- Creating a democratic and affirming space for cross border campaigning has been key in guiding the Alliance's work. Developing guiding principles and working modalities that foster transparency and accountability has underpinned the coalition building process within the Alliance.

Advocacy and lobbying
- Structured process of reviewing and refining advocacy and lobbying strategies also worked well. Alliance members met at strategic moments, for example at SADC Summits, to talk through their experiences and to strategize on how to address the gaps and challenges. In March 2009, for example, members conducted a SWOT analysis and resolved to bring the momentum back into the campaign with a renewed focus on some emerging issues (the impact of humanitarian crises in SADC on the rights of women).
- The crafting of a broad range of tools to facilitate tracking of processes internally (report back tool for Alliance members), and externally (analysis of developments relating to successive drafts of the Protocol), as well as advocacy and lobbying (position papers on Alliance concerns and proposals). These have ensured that the campaign's message and approach remain consistent.
- Gathering intelligence on government, intergovernmental and other structures, their functions and level and influence, and the implication for the campaign at national and regional levels. For example, information on the dates of

key meetings, the agenda of these meetings and the composition of government delegations. Elsie Alexander, the Alliance's Botswana focal person, also said that "incorporating the national machineries more effectively after 2007 at the national and regional levelÖled to the success of the adoption of the protocol".

- Constant negotiation on the Alliance member's positions on issues, as well as constant discussions and negotiation on when to retreat, when to change direction and how to articulate the main points of the campaign proved successful in building ownership of the campaign and a strong unity among the members.

Information and communication

- Raising the visibility of the campaign through a well structured media strategy. This has included periodic writing of opinions and commentaries, press releases, involving media practitioners in Alliance activities, targeted briefing of media, engaging media editors.
- Using innovative communication strategies for members to meet and stay connected; teleconferences in between Alliance meetings, cyber dialogues on specific issues.
- Unpacking the information in the Protocol so that there is better outreach to a range of end users; for example simplified versions of the SADC Protocol in local languages and the three official SADC (English, French, Portuguese) languages. An Advocacy Kit with fact sheets that the Alliance members and other partners can use.

Leadership and management

- Identifying strong leadership with the requisite mandate and reach is key in maintaining the momentum of a campaign. Likewise decentralizing leadership so that there is wider ownership and shared decision making is a hallmark of effective organising; this is linked to responsibility and accountability
- It is essential to create space for frank and open conflict resolution and a

mechanism for airing views on the pros and cons of the coalition and its work. Efforts have been made to create the space in each Alliance meeting to focus on working modalities, challenges and opportunities, whilst also addressing concerns.
- The Alliance is leading the Protocol campaign and needs to constantly reflect on how it can reposition itself so that Protocol issues are on the agenda and are mainstreamed in the work of other social movements in SADC.

Knowledge building

- There has been recognition that whilst members come into an initiative with rich expertise and good track records in addressing a diversity of gender issues, specific skills may be required to support the campaign process. Training has been undertaken, particularly on engaging media, in order to strengthen the members' skills base so that they can campaign more effectively. However, some important learning opportunities have also evolved, for example, a better understanding of SADC, the Protocol system, diverse gender issues and how to articulate them better, mapping of players and processes on gender and development at regional level. This remains a central strategy for making the Alliance and campaign process more effective.

GEMSA's Rose Haji and Charles Chisala get the word out through Cyber dialogues.
PHOTO: COLLEEN LOWE MORNA

What needs to be guarded?

The growth of the Alliance and its work requires careful management and nurturing, to ensure that it maintains its essence and stays true to its vision, mission and principles. This requires a reflection on what needs to be guarded in order to ensure that the process is sustained and its impact and influence is felt; there is still a long road to travel in order to make the Protocol a reality in the daily lives of women and men in SADC. So what needs to be guarded?

Integrity of the process
- Sensitivity to issues of diversity, differences of opinion, different locations and understanding of the Alliance and its work by members must be maintained in order to ensure that there is space to nurture this.
- Much energy needs to go towards maintaining the profile of the Alliance as a serious and focused network, which means maintaining the consistency of the message, articulation of issues and shared understanding on approaches to the work.
- The experience and comparative advantages, political influence and profile of the members needs to be nurtured, creatively utilized and supported to anchor the growth of the Alliance and ensure delivery; the level of trust that has been built needs to be maintained.

Building and nurturing relationships
- The relationship with governments and the SADC Secretariat is strong in some cases and fragile in others, however, the Alliance always has to take care not to be co-opted and lose its agenda; retaining the identity of the Alliance as a civil society movement is integral to its success.
- Building constructive relationships with other key thematic networks on areas where mutual support is necessary will remain a priority.

Examples of potential networks and organisations to invest in include human rights networks, SADC Council of NGOs, HIV and AIDS networks, and organisations involved in broader social movement building.
- A stronger and more structured relationship with SADC is essential going forward; thus whilst the current entry point for the Alliance is the SADC GU, there is need to use this relationship to forge a stronger alliance with other Directorates in SADC.
- The leadership and management of the Alliance have been consistent, and stronger support mechanisms are needed so that the leadership does not suffer from fatigue; members need to take greater ownership of processes and strengthen synergies amongst themselves.

Knowledge building
- The approach adopted to support Alliance members' knowledge base is critical if the work of the Alliance is to sustain momentum. Knowledge building has been addressed through specific skills building sessions within the Alliance. This needs to be nurtured and built on.
- Critical reflection has played an important role in the growth of the Alliance, and every opportunity needs to be created to support this, and to bring in other thinkers and players to facilitate and share in the process.

Movement building from the ground
- The 'Taking the Protocol to the Villages' advocacy model has demonstrated the potential for nurturing movement building to achieve gender equality, in a way that can bring men and women together to achieve a common goal. This is potentially an excellent way of grounding the Protocol campaign in a more sustainable way, so that it is more people driven than before.

Priority actions

- The priorities for the Alliance in the short and medium term include mobilising for the ratification or signing of the Protocol, and its effective implementation. Critically monitoring and tracking progress is central to the work of the Alliance going forward. The focus of the nine thematic clusters will be to ensure that the actions identified to advance the actions in those sectors are undertaken and meaningful impact is achieved. The thematic priorities will inform national action in those areas, as well as relevant members of the Alliance.
- Periodic review of the three- year consolidated plan and operational guidelines is key to sustaining the work of the Alliance, supported by a good resource base mobilised by the Alliance leadership with the support of the members.
- The growth of the Alliance in terms of reach and depth is essential for long term sustainability, which is, reaching out to new partners and associates, and deepening the approaches and strategies to achieve results.

Measuring change

- There are two distinct areas of work for the Alliance in the short to medium term. First is the design of a tool for measuring change in achieving gender equality and women's empowerment in the sectors prioritised and identified in the Protocol. In March 2009, the Alliance reviewed and worked on a measuring tool, the SADC Gender Protocol Barometer (Barometer). Baseline information was identified, as well as the indicators and sources for the information at regional and national level. Second, is strength-ening the tools for measuring the growth of the Alliance, beyond the numbers. This requires review in order to ensure that more indicators of success are integrated.

The Barometer will be used by members to measure change at regional and national levels. The quantitative and qualitative data will provide information on the status of women relative to men in each of the sectors, but also allow one to compare information across countries in all the areas. It is designed as a user friendly tool that members will be comfortable using. The idea is to further interface this process with other efforts, such as those developed by the SADC Gender Unit and its partners (e.g. SADC Gender Monitor).

SADC GENDER PROTOCOL BASELINE
BAROMETER

Edited by
Colleen Lowe Morna
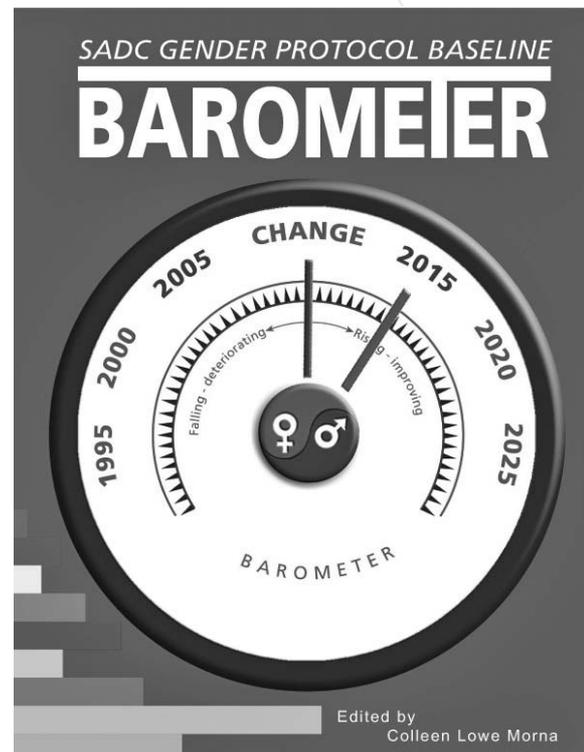
National Action

- While the regional campaign continues, much more energy needs to be applied in-country. In particular, the protocol needs to be taken to every hamlet and village of SADC if we are to achieve a region in which women and men are truy equal.

Annex A

Checklist for change
Coalition Building

- ✓ Does the coalition have strategies and resources to build a shared understanding of the issues and purpose for collection action among its partners?
- ✓ Has space been created for constructively engaging on the campaign's identity, approach, mission, vision and operations?
- ✓ Is there room for periodic review of the fundamental glue (mission, operations) that holds the coalition together?
- ✓ Has the leadership been negotiated from the beginning, and structures for effective leadership debated and agreed upon? Is there space for periodic review?
- ✓ Are there accountability and transparency mechanisms in place? For example, periodic reporting, information on resources shared with all partners
- ✓ Is there an effective mechanism for conflict management and resolution; are members periodically using it to share diverse views and differing opinions?
- ✓ What cross-border activism strategies are in place for building solidarity among members?
- ✓ Are there tangible benefits for partner organisation s involved in the campaign, i.e. capacity building, shared resources, etc.?
- ✓ Are members sufficiently motivated and informed of all events and processes as they unfold? What mechanisms are in place for addressing members' differing information needs, particularly across borders?
- ✓ Are members' talents, influence and power acknowledged and harnessed at every opportunity, that is, are members at the centre of the coalition and driving it?
- ✓ Is there a communications strategy for networking the coalition's members and for supplying a steady flow of information to and from the members?

Understanding regional processes

- ✓ Are there champions in the sub regional institutions/organisations or in high-level political positions at national level that can be valuable and strategic allies in pushing your agenda?
- ✓ Are there key policy instruments and frameworks in the sub regional institutions/organisations that commit the region to advancing gender equality and women's human rights?
- ✓ Has the policy framework for advancing gender equality and women's human rights been translated into a programme of action with specific activities, targets and measurable outcomes?
- ✓ Do the gender equality and women's human rights policies and programmes

provide the space and opportunities for engagement between civil society and governments?
✓ What sub regional institutions/organisations are pivotal to advancing the gender equality and women's human rights agenda?
✓ Are there structures within the sub regional institutions/organisations tasked with coordination, implementation and monitoring and evaluation of the regional programme of action to advance gender equality and women's human rights?
✓ Do the structures have the capacity and resources to effectively carry out its mandate?
✓ Is it strategically placed within the sub regional institution/organisation to move the gender equality and women's human rights agenda?
✓ Is there a precedent of the structure relying on civil society for technical expertise?
✓ Who are the key, primary and secondary stakeholders in moving the gender equality and women's human rights agenda through regional processes?
✓ How are these stakeholders constituted at the sub regional level? What are their roles at the national level?

Lobbying and advocacy at national level

✓ What strategy is being deployed at regional level to support a campaign and how is this replicated at national level?
✓ Has there been a careful mapping of national processes, and how is the campaign going to be mainstreamed and form a reference point for these processes?
✓ What are the key entry points at national level, and what tools are being deployed to engage meaningfully?
✓ What mechanisms are in place to develop a shared consensus on issues, and how is this going to feed back to the regional process?
✓ Has a clear information and communication strategy been developed? Does it address media engagement? How?
✓ What space is there for shifting strategy at national level to take into account changes and developments? How does this feed into the regional processes?
✓ Is the outreach work well structured? What linkages have been developed with community based initiatives, traditional leaders/structures, and women in respective communities in terms of taking leadership and owning the process?
✓ Have all IEC materials been developed in a targeted way and link regional developments to national concerns and issues (regional in dimension but country specific?

The Power of research and drafting

✓ Have audits and research been conducted to establish a strong baseline for the areas and issues that need to be addressed in a legally binding document on gender equality?
✓ Has an international and regional commitments framework been used to contextualize and pull together in the protocol the standards and benchmarks that countries should aspire to reach?
✓ Have a series of Checklists been developed to identify the gaps and provide a structured approach to make recommendations to eliminate the gaps?
✓ Are tracking tools in place to monitor changes, losses and gains as a developing protocol moves through a series of drafts?

Media, information and communication

- ✓ How do you plan to brand your campaign?
- ✓ Do all members agree with the logo, slogan and messages?
- ✓ What sort of materials do you need to develop? To whom will these be distributed? How will the distribution be tracked? How will feedback be incorporated into your work?
- ✓ How can you use new media to leverage your work?
- ✓ What relationships have been developed with the mainstream media? How can these be improved?
- ✓ What materials can be developed to help improve media coverage?
- ✓ How do you plan to track media coverage? How can this assist in improving the quantity and quality of coverage?

Capacity Building

- ✓ What informs the training being undertaken for members? Is it designed to produce a number of outcomes (direct and indirect)?
- ✓ What opportunities have been created to utilise the skills and expertise within the membership? What steps have been taken to provide incentives to members who provide expert input and support?
- ✓ Are there ways of linking one training process with another, to ensure that learning building blocks are well established?
- ✓ What follow up support is provided for members once training is complete? Is there a well structured feedback mechanism on how the training has been utilised?
- ✓ How well designed are training opportunities so that there are spaces for peer learning and sharing, including mentoring?
- ✓ What mechanisms exist for replicating good practices in experiential learning?

Annex B
ALLIANCE Institutional and Operational Guidelines

Principles and criteria for membership

Principles:

The Southern African Gender Protocol Alliance (Alliance) is a coalition of gender and women's NGOs campaigning for the adoption, ratification and implementation of the SADC Protocol on Gender and Development (Gender Protocol). The vision of the Alliance is underpinned by the desire to make every voice count, and guided by the principles of democracy, ethnic and religious diversity, equality, fairness, transparency, accountability, as well as linguistic and geographical representation.

The Alliance is for the effective participation of women, gender activists and gender NGOs in the implementation and monitoring of the region's gender agenda, so that gender equality and women's empowerment become a living reality for the millions of SADC women and girls.

On adoption of the Gender Protocol, the Alliance's focus shifts to lobbying for its speedy ratification, and then tracking and monitoring implementation by SADC governments.

The Alliance shall have a logo which will be used in all correspondence.

Membership Criteria

The NGOs, CBOs or FBOs that are part of the Alliance must meet the following criteria:

• Must be registered and operating in a SADC country at community, national or regional level.

• Should be working in the field of women's rights and/or gender as elaborated in all SADC documents, especially the SADC Declaration on Gender and Development and Addendum on gender based violence, as well as the SADC Protocol on Gender and Development.

• Should either be led by women, demonstrate a gender balance particularly at decision making level or be striving to achieve this.

• Like minded organisations from outside SADC may join as associates.

- Each member shall provide a profile of the organisation and the work it does.

- Each member shall provide bi-annual updates on the progress being made in its work related to the Alliance.

- Other African organisations are welcome to be associates of the Alliance but cannot be members.

- Non-African organisations with similar interests that wish to be associates must be constituted in Africa and established by law in that African country. Such associates are expected to contribute financially and otherwise by lending support to a regional or national organisation.

- The members shall ensure that the work of the Alliance is known and supported in their countries and regions.

Membership Application

- A formal application should be submitted to the overall coordinating organisation
- The application shall be considered by members of the Alliance Steering Committee, based on the criteria, and within one month of the submission of the application.
- A formal communication shall be sent to the applicant organisation communicating the decision of the Steering Committee.

Operations

The Alliance shall be composed of an overall coordinating NGO and thematic clusters. The clusters shall be coordinated by a lead NGO that will liaise periodically with the overall coordinating NGO. The overall coordinating NGO and thematic cluster lead NGOs shall form a Steering Committee. The Steering Committee shall meet periodically to review progress, and shall report periodically to the Alliance.

The tenure of the overall coordinating NGO and the Steering Committee shall be for a period of 3 years.

OMALANDULATHANOTO-KOLO GA-SADC KOMBINGA YUUKASHIKE KO OKANTU NOMAPENDULOPO

GA ZIMINWA ETI 17 AUGUSTE 2008

Maitlamo a SADC mo dikgannye Tsa bong le ditlhabololo

E SAENETSWE KA 17 PHATWE 2008

NY FENITRY NY SADC AM... FITOVIANA SY FAMPANDR... RAHA ATAO INDRAY MI... FENITRY NY SADC MAHA... NY LAHY SY NY VAVY EO... FAMPANDROSOAN...

NANKATOAVINA TAMIN'NY 17 AGOSI...

Maitlamo a SADC mo dikgannye Tsa bong le ditlhabololo

E SAENETSWE KA 17 PHATWE 2008

LE PROTOCOLE DE LA COMMUNAUTE POUR LE DEVELOPPEMENT DE L'AFRIQUE AUSTRALE (SADC) SUR LE GENRE ET LE DEVELOPPEMENT

ADOPTE LE 17 AOUT 2008

O Protocolo da SADC sobre o Género e Desenvolvimento

Adoptado em 17 de Agosto de 20...

M'GWIRIZANO WA SADC PROTOCOL PA ZA AZIMAI NDI AZIBAMBO NDI CITUKUKO

WOBVOMEREZEDWA 17 AUGUST 2008

"I realised the power of partnerships between governments and civil society, because the different comparative advantages brought in by the various partners enhanced the drafting of the Protocol."

MAGDELINE MATHIBA MAGDIBELA
HEAD, SADC GENDER UNIT