



European Union



Evaluation of European Union Funded Gender Links Alliance Programme
(March 1, 2014 – April 30, 2016)

Sandra Ayoo
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1.0 Programme Identification Details

Contract Number	DCI-NSAPVD/2012/286-458
Short Title of Programme	Making every voice count for gender equality in Southern Africa
Lead Institution	Gender Links
Start date	1 March 2013
End date:	25 July 2016
Amount of EU Funding:	Euro
Brief Summary of Programme:	<p>Overall objective To contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three, through strengthening the Southern Africa Gender Protocol Alliance Network in holding governments to account and empowering citizens to claim their rights.</p> <p>Specific objectives</p> <ul style="list-style-type: none"> • To strengthen the regional Secretariat in order to enhance its capacity to support national coordinating networks. • To strengthen national and theme networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns. • To campaign for an Addendum to the Protocol on Gender and Climate Change. • To monitor and evaluate progress towards attainment of the 28 targets through the annual SADC Gender Protocol Barometer; gathering of case studies of the Protocol@Work and developing an online data base of information for regular tracking.
List all countries where activities have taken place	Angola, Botswana, Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Madagascar, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Zambia, Zimbabwe
Partners	Platforma da Mulheres Accoa (PMA), Botswana Council of NGOs (BOCONGO), Women in Law Southern Africa (WLSA Lesotho), Federation Pour la Promotion Feminine et Enfantine (FPFE), NGO Gender Coordinating Network (NGOGCN), Media Watch Organisation, Forum Mulher, Namibia Non-Governmental Organisations Forum (NANGOF), GEMPLUS-GEMSA, South African Women in Dialogue (SAWID), Coordinating assembly of NGOs (CANGO), Women in Law Southern Africa (WLSA Zambia), Women's Coalition of Zimbabwe (WCOZ).
Target groups-	SADC population (men and women) - 13,521 (7,063 females, 6,458 males) and 69,788,740 indirect beneficiaries. Direct beneficiaries are Gender ministries; Government departments; 14 country networks; 10 regional theme groups; SADC Secretariat (Gender Unit).

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Executive Summary

This report presents the outcome of an independent summative evaluation of Gender Links' Alliance Programme entitled "Making every voice count for gender equality in Southern Africa." This programme was implemented in 14 countries starting 1 March 2013 to 25 July 2016 with funding from the European Union (EU) Brussels. The programme served 13,521 (7,063 females, 6,458 males) and 69,788,740 indirect beneficiaries, an overall total of 69,802,261 beneficiaries in the whole of SADC. The direct beneficiaries were the gender ministries, 14 country networks, 10 regional theme groups, and the SADC Gender Unit. The evaluator employed a mixed methods design including in-depth key informant interviews (KIIs), focus group discussions (FGDs) with media facilitators and document review. She interviewed a total of a total of 31 people, 23 women and 8 men (See Table 1 and Annex C for list of persons interviewed). The evaluator spent approximately 30 days in Lesotho, South Africa, Swaziland, and Namibia from August 1 to 31, 2016 collecting data and preliminary analysing.

The evaluation found evidence that Gender Links complied well with the EU strategic directions to gender equality related to the MDGs and post-2015 strategy. The EU strategic direction links gender equality to human rights and social justice and sees women's political and economic empowerment as essential elements for poverty reduction. Alliance lobbied governments to adopt and ratify the original Protocol and the revision and alignment of the post-2015 Protocol to the UN Sustainable Development Goal (SDGs) five. The overall rating for Alliance Programme achievement of programme objectives and results is 83% (See details in Table 2). The Alliance programme goal of contributing to the attainment of the 28 targets of the SADC Protocol on Gender and Development (SGP) to be achieved by 2015 was partially achieved because this goal was beyond the control of the members of Alliance. Both the SADC Gender Development Index (SGDI) and the Citizen Score Card (CSC) scores that measures progress tied at 69% in 2016, indicating that SADC region missed the mark of achieving 100% gender equality by 31%. Alliance participated in the aligning the SGP to the targets of the SDGs. The revised Protocol was signed by the heads of states in August 2016 in Swaziland. The revised Protocol is a stronger regional gender equality instrument compared to the African Union and global instruments (See Figure 5 for details).

Alliance succeeded in campaigning for a standalone climate change targets in Post-2015 Protocol. The network was also successful in linking the local voices and concerns of citizens to the regional and global international policy debates through the summits, village workshops, Barometer launches, meetings with the Gender Ministers, and participation in CSW sessions in New York and other processes like the Global Alliance on Media and Gender (GAMAG) in which GL has been especially active in campaigning for the inclusion of gender, media and ICTs that are currently missing from SDGs. The Alliance's work was recognized by the African Union as outstanding contribution to women's rights in 2013. Alliance was also awarded the Drivers of Change semi-finalist by the Southern Africa Trust (SAT) in 2015 and semi-finalist in the One Africa Award in 2015. Furthermore, the UN SDGs working group acknowledges Alliance's input on the Global SDGs consultations and the SADC Executive Secretary requested the Alliance together with UN Women to work with the SADC Secretariat as technical partners in the reviewing the Protocol in May 2015.

The programme targets with partial achievements are: (a) marginal increase in the score of the Southern Africa Gender Development Index (SGDI) by 2% in two years, and (b) knowledge of citizens on SGP decreased from a baseline of 52% in 2013 to 46% in 2016 because of the

smaller sample since 2016 has not yet ended (See section 3.1.1.2 on implementation challenges). Despite these challenges,

Achieving 100% gender equality in the region by 2030 requires persistent efforts from members of the Alliance in lobbying governments to fulfil their commitments to gender equality. As such, Alliance should strengthen its watchdog role to better monitor progress in the region. The network should use technology to reduce costs associated with production and distribution of Barometers and the summits. Furthermore, Alliance should build in a mechanism for checking membership commitment on a regular basis since it is a loose “coalition of the willing” and intensify popularization of the SGP especially through use of the media.

The report is structured as follows:

- Chapter Two – provides a brief overview of the Alliance, the programme and the purpose, scope, and methodological approach adopted for this summative evaluation.
- Chapter Three – examines key findings of the evaluation arranged under programmatic assessment, financial assessment, and the operationalisation, management and institutional capacity assessment. This is the core of the report.
- Chapter Fours, Five and Six – examines main conclusions, lessons learned, and key recommendations for Alliance respectively.
- Annexes – presents achievement rating scale, summary of post 2015 SADC Gender Protocol gains and losses, list of persons interviewed, list of documents consulted, and the detailed terms of reference.

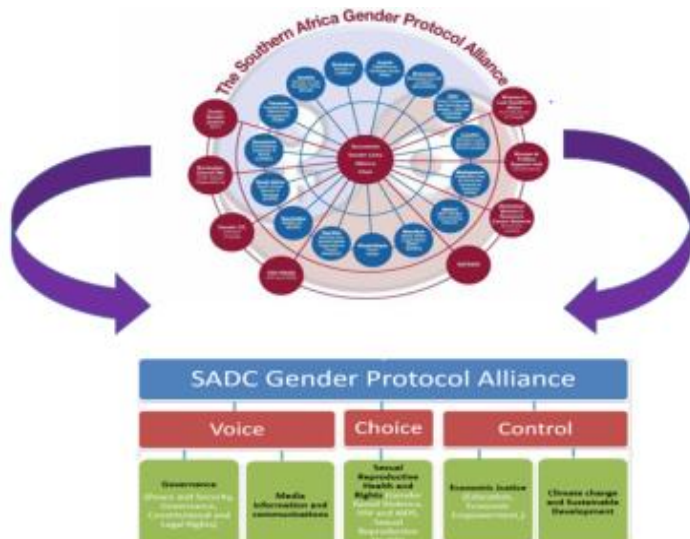
2.0 Introduction and Programme Overview

Overview of Alliance: The Southern African Gender Protocol Alliance (Alliance) is a network of gender and women's organisations in the Southern African Development Community (SADC) region. Alliance is a 'network of networks' composed of 15 national focal networks and formerly ten regional organisations. Formed in 2005, Alliance campaigned for the adoption and ratification of the SADC Protocol on Gender and Development (SGP) which was adopted in 2008 – 13 countries signed, 12 countries ratified, and 10 countries deposited instruments of ratification with the SADC Gender Secretariat. The SGP has been in force since 2012 after Swaziland ratified it. The Protocol was originally aligned to the Millennium Development Goal (MDG3) which expired in 2015 but have now been replaced by the SDGs. Following lobbying by the Alliance at regional and global level, SADC gender ministers agreed to review the Protocol in 2014 and to align it to the SDGs, Beijing Plus Twenty and the African Agenda 2063.

Alliance is not a registered network but a loose coalition of gender and women's organisations operating on an arrangement that one of the member organisations, currently Gender Links houses the Secretariat. At the moment, GL is the face of the Alliance. This has entailed GL to second two members of staff to coordinate the activities of the Alliance. Implementation of activities has mainly been through individually legally registered member organisations, more especially the host organisations in the 15 SADC countries. Alliance members reviewed and agreed to continue operating as a loose coalition at their annual Steering Committee meeting held in Johannesburg in August 2011. The Committee weighed the pros and cons of registering Alliance and concluded that the advantages of non-registration outweighed its disadvantages. As loose coalition, Alliance is dependent on the coordinating organisation for key aspects like resource mobilisation, ensuring that the activities are done, among other tasks. The Committee's concerns were that Alliance would be bogged down with administration and legal governance issues if registered and that registration would lead to competition for funds with members leading to loss of trust and less willingness to share information freely.

As a loose coalition, Alliance national focal networks and regional thematic networks operate the network activities by signing Memorandum of Understanding (MOU) with Gender Links for smooth operations and accountability of donor funds. Although the MOUs are not legally binding, it has helped to formalise relationships with member organizations, enhanced shared understanding, harmonised expectations, clarified the responsibilities of the different parties, and set boundaries for the relationship. The Committee were of the view that the loose composition would ensure that it is a flexible structure that can change as the campaign changes as has been witnessed since 2005. There is also a common understanding that any member can coordinate the activities of the coalition. The Protocol is the unifying factor that brings together these women's and gender non-governmental organisations (NGOs) and government through the gender ministries and SADC Gender Unit to work together for a common cause of achieving gender equality in SADC.

The Alliance structure was initially aligned to the ten thematic areas of the Protocol but a mapping exercise led to the consolidation of the network into five strong pillars or clusters including governance, sexual reproductive health and rights, economic justice, climate change and sustainable development and media, information and communications as shown in the diagram below. These clusters are aligned to the three pillars of SDGs (voice, choice and control) (See section 3.1.3.2 for discussions on Programme Impacts on Direct and



Indirect/Wider Beneficiaries). This will enable the Alliance to position itself for the Post-2015 Protocol implementation, tracking and researching while creating regional and global linkages. The mapping exercise also located the niche of each member organisation within the three pillars as depicted in the diagram and Table 1 and election of a seven-member executive committee which includes expert lead organisations. The chair of the coalition is Emma Kaliya of NGO

Coordinating Gender Network (NGO CGN) in Malawi and the vice chairperson is Karina Dulobo from Forum Muhler, Mozambique. The Alliance cluster leads will report progress on cluster action plans on an annual basis (See section 3.3.1 for discussion on organisational structure).

Table 1: Alliance executive committee

Cluster	Lead organisation	EXCO representative	Country
Governance (Constitutional and legal rights, Peace, Political representation and participation)	Women in Law Southern Africa (WLSA)	Slyvia Chirawu	Zimbabwe
Economic Justice (Education and Productive resources)	Zimbabwe Women’s Resource Centre Network (ZWRCN)	Pamela Mhlanga	Zimbabwe
Sexual Reproductive Health and Rights; Gender Based Violence, Sexual Health, HIV and AIDS)	Safaids	Adolf Mavheneke	Regional
Media	Gender Links		Regional
Climate Change	Gender and Climate Change Southern Africa (Gender CCSA)	Dorah Marema	South Africa
Alliance chairperson		Emma Kaliya	Malawi
Alliance vice chairperson		Karina Dulobo	Mozambique

Source: Alliance regional elections, May 2016

Programme Overview: The programme entitled “Making every voice count for gender equality in Southern Africa” was implemented in 15 countries through the country networks, 8 theme groups and two cross-cutting interest groups (men and Faith Based Organisations). The programme is coordinated by Gender Links, the secretariat of the Alliance. The overall goal of the programme was to contribute to the attainment of the 28 targets of the SGP which was to be achieved by 2015, in line with Millennium Development Goal three, through strengthening the Alliance Network in holding governments to account and empowering citizens to claim their rights. The programme design was to address gender inequality in SADC caused by patriarchal

systems coupled with negative cultural and traditional practices which impede women's realisation of their full potentials. As a result, women are disproportionately affected economically, socially, and politically compared to men. Women are economically disempowered particularly in the rural areas, remain under-represented in all areas of decision-making including the media, constitute the majority of those infected by the HIV virus, and disproportionately affected by climate change and violent conflicts especially in countries in political transition such as Malawi, Madagascar and Zimbabwe. The programme was designed to bring about change in seven areas:

- Clear identification of gaps through the Barometers, which informed the Network's advocacy campaigns.
- Enhanced ownership of the SADC Gender Protocol campaign through strengthening Alliance work at national and local level.
- Strong civil society-government partnerships that helped to advance the agenda.
- A clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3.
- Acquisition of and contributing to knowledge, sharing of information and best practices on gender.
- Strengthened coordination mechanisms; taking stock of progress, sharpening advocacy strategies and the galvanising of a robust women's movement in Southern Africa.
- A SADC Gender Protocol that remains relevant and constantly responds to emerging concerns and needs through campaigns such as the Addendum on Gender and Climate Change.

The programme was conceived and implemented with the aim of bringing lasting change in attitudes and behaviours through working with individuals, institutions, state and regional actors. This theory of change (ToC) asserts that gender is the most cross-cutting source of social exclusion. Gender inequality begins in the home and is reinforced in formal and informal ways and it is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. The theory of change recognises that for change to occur, strategies must go beyond the measures typically taken by governments to include changes in attitudes and behaviour. The Alliance programme sought to influence change at individual and institutional as well as national policy level.

2.1 Evaluation Purpose

Gender Links (GL) commissioned a summative evaluation of the 41-month Alliance programme implemented with funding from the European Union starting 21 February 2013 – 25 July 2016. The overall aim of this evaluation is to determine the extent to which the programme met its objectives and whether the expected results were achieved (See Annex E for detailed TOR). The evaluation was also to assess how the programme contributed to the overall European Union objectives under the European Union call for proposals 'Strengthening the Capacities of Non-State Actors - Actions in partner countries: Multi-country (EuropeAid/131140/C/ACT/Multi).' This summative evaluation anchors on the United Nations Evaluation Group guidelines and the five standard OECD evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability. The three main objectives of this evaluation are: assessment of the programmatic achievement, financial management, and institutional capacity of Gender Links as the Alliance Secretariat (See Annex E for the full terms of reference (TOR)).

a. Programmatic achievement

- Identify the impact of the programme and ways that this may be sustained beyond the European Union grant.
- Record and share lessons with intended users.
- Account to local stakeholders for the programme's achievements.
- Improve future programme design and management.
- Assessment of partnership strength and sustainability as impacted by the action.
- Assessment of the achievement of goals by GL.

b. Financial management

- Verify that funds were used effectively and efficiently to deliver results.
- Assessment of the efficacy and efficiency of the management of the programme.
- Assessment on the use of funds as agreed in the grant agreement.

c. Management and institutional capacity of the secretariat

- Assessment of the programme structure and its functionality in regards to the current environment.
- Assessment of the organisation structure in relation to the South Africa partners and target groups.
- Assessment of the SADC Gender Protocol Alliance network in relation to the regional Alliance (Excluding South Africa).

2.2 Methodology

The evaluator use mixed methods evaluation design to collect sufficient and accurate data necessary for conducting a summative evaluation. The evaluation methodology and reporting structure is based on the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability and all evaluative data were based on the logframe programme indicators summarized in the Achievement Rating Scale (See details in Annex A). Data collection methods included document review, in-depth interviews with key stakeholders, and observation at the SADC Council of Non-Governmental Organisation in Swaziland held prior to SADC Head of States meeting in August where the 2016 regional Barometer was launched. Gender Links employed convenience sampling to identify key individuals interviewed by the evaluator to understand their perceptions and opinions on the evaluative criteria. The evaluator interviewed a total of 33 people, 24 women and 9 men (See Table 2 and Annex C for list of persons interviewed). The key stakeholders included 11 representatives of the Alliance networks, 4 partner organisations, and 2 people from government.

Table 2: Cluster of people interviewed

	Male	Female	Total
Gender Links	1	5	6
EU Representative	0	2	2
Government	2	0	2
Representatives of donor agencies	1	4	5
Members of Alliance networks	2	9	11
Media Facilitators	3	4	7

	Male	Female	Total
Total	9	24	33

The evaluator consulted programme documents including the original programme proposal, log-frame and budget; the 2014 and 2015 interim reports to EU; the 2016 end-of-programme report; 2014 and 2015 SADC Gender Protocol@work summit reports; 2014, 2015, and 2016 Gender Protocol regional barometers; 2014 and 2015 GL Annual Reports; the revised SADC Gender Protocol; 2010 – 2015 EU Gender Action Plan, and the 2016 – 2020 EU joint staff working document (see details in Annex D). In addition, the evaluator consulted a total of 238 case studies submitted at the 2014 and 2015 SGP Summits on different themes including climate change (33 case studies), economic justice (25 case studies), education and training (7 case studies), gender-based violence (39 case studies), governance (8 case studies), health and HIV and AIDS (22 case studies), media (36 case studies), and implementation (68 case studies). Alliance has been collecting case studies to measure gender progress on the ground and assess the implementation of the SADC Gender Protocol. To date a total of 3933 case studies of the SADC Protocol@Work and 713 Drivers of Change have been collected by Alliance. The evaluator had access to 238 of the 3143 case studies and also GL’s analysis of 610 Drivers of Change stories to inform this evaluation.

Finally, the evaluator used NVivo computer software for coding and analysing content from interview transcripts and summit case studies. In content analysis, the evaluator put together the most recurring themes from interview transcripts and case studies in line with the overall project indicators to assess the number of times that these variables were mentioned (some graphs in the report refer to the number of times a variable is mentioned). The evaluator also used NVivo key variable text search function to get a broad overview of trends in the 238 summit case studies. These variables are related to the project indicators and are presented in percentages to make comparisons across all case studies categories.

3.0 Evaluation Findings

3.1 Programmatic Assessment

3.1.1 Programme Effectiveness

The evaluator adopted a rating scale of one to five, with five being fully achieved – with very few or no shortcomings and one not achieved (see Annex A for details). The scoring of five and four shows that the planned result and target were achieved by the end date of the programme. The scoring of three indicates partial achievement. The scoring of one and two are the least, they indicate that the result was not achieved.

3.1.1.1 Achievement of Results Against the Targets in the Logframe

Table 2 shows the overall rating for Alliance Programme achievement of programme objectives and results at 83%. A further breakdown shows that the programme achieved 100% of two out of the five Programme objectives and 100% achievement in two of the seven Programme results.

Outstanding Programme Achievements

As shown in Table 3, the most significant Programme achievements are in (a) signing all 15 MOUs between GL, national and theme networks as well as gender champions, and (b) Alliance success in getting a standalone climate change targets in Post 2015 Protocol. The Programme did a good job in strengthening national and theme networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns. The Programme largely achieved some objectives and results despite a few short-comings in four areas: (a) production of all three regional barometers despite shortcomings in producing all country barometers, (b) seven of 10 targeted costed gender national action plans were achieved, (c) holding two regional summits with a total of 2934 of the targeted 3300 case studies collected by the end of the project despite inadequate funds to hold summit in 2016, and (d) having an effective regional secretariat centrally located in Johannesburg to coordinate the regional and country networks despite the limited human capacity, especially to conduct research and effective communication. Alliance Programme achievements also led to unintended consequences such as development of the East African Barometer (See section 3.1.3.1 on Broader Programme Impacts).

Table 3: Achievement of outcomes in the original logframe

OUTCOMES	Achievements	Scores out of 5
Overall Objective: To contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three, through strengthening the Southern Africa Gender Protocol Alliance Network in holding governments to account and empowering citizens to claim their rights.	The SGDI increased from baseline of 67% to 69%, missed the target of 70% by 1%; 7 out of the target of 10 Member States aligned their gender policies and costed action; and the measure of knowledge of citizens on SGP decreased from a baseline of 52% to 46%, didn't achieve the target of 100% .	3

OUTCOMES	Achievements	Scores out of 5
Objective 1: To strengthen the regional Secretariat in order to enhance its capacity to support national coordinating networks. GL has limited resources to provide this support, which is additional to its three core programme areas.	GL is effectively coordinating the Alliance network but thin human and financial resources. The human capacity is stretched especially on research and communication.	4
Objective 2: To strengthen national and theme networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns: This is critical for ownership and adding depth to the work.	The Programme met the target of all 15 MOUs between GL and national and theme networks as well as gender champions by 100%.	5
Objective 3: To campaign for an Addendum to the Protocol on Gender and Climate Change: This new area has been placed on the agenda by the Mozambique Network.	Alliance succeeded in getting a standalone climate change targets in Post 2015 Protocol.	5
Objective 4: To monitor and evaluate progress towards attainment of the 28 targets through the annual SADC Gender Protocol Barometer; gathering of case studies of the Protocol@Work and developing an online data base of information for regular tracking.	The Programme produced all three regional barometers (2014, 2015, and 2016), country barometers, and 2934 of the targeted 3300 case studies. There was no summit in 2016.	4
Expected Result 1: Clear identification of gaps in implementation of the SADC Protocol on Gender and Development that will inform the Alliance advocacy strategies.	Eight editions of Barometers used as advocacy tool to hold governments accountable based on implementation gaps identified.	4
Expected Result 2: Enhanced ownership of the SADC Gender Protocol Campaign.	Alliance campaigned on three topical issues: Post 2015 Protocol campaign, Bring back our girls campaign, LGBTI rights campaign.	3
Expected Result 3: Strong civil society government partnerships that help advance the gender agenda.	The Programme achieved signing all 15 MOUs between MOUs between GL, Alliance associates and government ministries.	5
Expected Result 4: Clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3.	The Programme achieved 7 of the targeted 10 costed gender action plans.	4
Expected Result 5: Robust women's movement; sustained momentum to 2015.	Campaign for addendum on climate change.	4
Expected Result 6: Acquisition of and contributing to knowledge, sharing of information and best practices on gender.	Two out of three summits held in 2014 and 2015. No summits held in 2016 due to resource constraints hence fewer case studies.	4
Expected Result 7: The campaign for gender and climate change shows that the SADC Gender Protocol remains relevant and is constantly updated.	Buy in from Gender Ministers for a campaign on addendum, 1067 signatures gathered for addendum.	5
Total		50/60
		83%

Strong SADC Protocol on Gender and Development

The women's movement in southern Africa has greatly benefited from the programme. Alliance made major achievements in advancing the SGP as a tool for holding governments accountable for achieving gender equality in SADC as shown in Box 1 and Table 4.

Box 1: Programme Milestones Achievements

- September 2012 – Protocol in now in full force after Swaziland ratifies
- February 2013: Gender ministers meeting in Maputo ahead of the 57th meeting of the Commission on the Status of Women (CSW) commit to take forward the Addendum for climate change
- 2013 – Campaign on the addendum for climate change gathers 1067 signatures
- May 2015 – Alliance becomes part of the review process
- August 2015 – 28 Targets expire
- October 2015 – Protocol review meeting
- March 2016 – a Monitoring, Evaluation and Reporting (MER) Framework process kicks off
- March 2015: The Alliance participated at CSW 59 with a focus on the targets and indicators for the SDGs and the SADC Gender Protocol Post -2015
- March 2015: The UN SDGs working group acknowledges the Alliance's input on the Global SDGs consultations.
- May 2015: The SADC Executive Secretary requests the Alliance together with UN Women to work with the SADC Secretariat as technical partners in the review process.
- May - June 2015: The Alliance holds 13 national SADC Protocol @ work summits.
- July – August 2015: The Alliance completes an alignment exercise for the review of the SADC Gender Protocol; aligning to the SDGs, African Union Agenda 2063 and Beijing Plus 20 review. The Alignment exercise also cross referenced the possible targets with other SADC Protocols.
- August 2015: The Alliance launched the sixth edition of the SADC Gender Protocol Barometer in Botswana on the eve of the 36th SADC HOS Summit in Gaborone at the SADC Protocol@Work summit.
- October 2015: The Alliance participates actively at the first review process of the Protocol together with UN Women, governments and the SADC secretariat.
- January 2016: The East African gender movement emulates the SADC Gender Protocol Barometer and requests capacity building for an East Africa Barometer aligned to the SDGs.
- March 2016: The Commission on the Status of Women adopts the SADC led Resolution on HIV and AIDS which is cross referenced in the Post 2015 Protocol.
- March 2016: The Alliance holds a side event at CSW60 which which was attended by the UN Women Executive Director who affirmed commitments to conduct research on gender equality in the region.
- May to July 2016: The Alliance holds national Post 2015 consultations on strengthening the Protocol and developing its implementation framework.
- June 2016: the Post 2015 Gender Protocol is adopted in line with the SDGs.
- June 2016, Alliance participates at the SADC Gender Ministers meeting where the Ministers adopted the updated SADC Gender Protocol reviewed in line with the Sustainable Development Goals, Beijing Plus Twenty Review and African Union Agenda 2063.
- August 2016, the Heads of State approved and signed the revised Protocol at the summit in Swaziland.
- The newly adopted Protocol does not have time bound targets. Gender Ministers have approved the development of MER framework for implementation of the Protocol. Time frames of 2030 or earlier will be included in the MER framework.

Source: Gender Links

The current status of the Protocol per country

Table 4: Status of the Protocol by Country

Country	Signed the Protocol	Ratified the Protocol	Signed Revised Protocol in 2016	Gender Policy and Costed Action Plan
Angola	✓	✓	✓	X
Botswana	X	X	X	X
DRC	✓	✓	✓	✓
Lesotho	✓	✓	✓	X
Madagascar	✓	X	✓	X
Malawi	✓	✓	✓	✓
Mauritius	X	X	X	X
Mozambique	✓	✓	✓	✓
Namibia	✓	✓	✓	✓
Seychelles	✓	✓	✓	✓
South Africa	✓	✓	X	X
Swaziland	✓	✓	✓	✓
Tanzania	✓	✓	✓	X
Zambia	✓	✓	✓	✓
Zimbabwe	✓	✓	✓	X

Table 4 shows that 12 countries ratified and deposited their instruments with SADC Secretariat, which made the Protocol technically in full force in 2012 after Swaziland ratified it. The network held 27 consultative meetings at the country level to identify country specific issues that needed to be taken forward in the post-2015 Protocol. As shown in Box 1, Alliance lobbied and applied themselves to gender equality discourses at the global annual 59th and 60th Commission on the Status of Women (CSW) to profile their work and achievements in SADC and at the 36th SADC Head of States (HOS) Summit in Gaborone and 37th HOS summit in Swaziland through participation in the SADC CNGO. That 12 out of 15 countries have signed the revised Protocol is also a great achievement on the part of Alliance and the women's movement in Southern Africa. There is however more work for sustained in-country campaign by members of the Alliance to lobby the Governments of Botswana, Mauritius, and South Africa that have not yet signed the revised Post-2015 Protocol to do so as soon as possible.

Botswana has in the past had concerns that it could not sign the Protocol because its time frames were too tight and it was too prescriptive. Other concerns cited by Botswana as obstacles were the provisions on employment for widows, and the exclusion of widowers, have been amended. At the technical meeting in October 2015, Mauritius showed positive signs of moving towards signing after provisions on affirmative action that the island said run counter to its Constitution got changed to "special measures". Mauritius then signalled at the gender ministers' meeting that it would not be able to sign as the qualification in the revised Protocol that marriage before 18 be subject to national law had been removed. Child marriages are a major issue in the SADC region and have been the focus of several campaigns, especially in Malawi, Mozambique and Zimbabwe. Mauritius says its national laws allow for marriage from 16 to 18 with parental consent and this is permitted by certain religious groups. During a closed meeting before the formal adoption of the revised Protocol, Ministers from other countries stood firm on 18 as the minimum age for marriage.

By signing and ratifying the Protocol, the governments of SADC have made it legally binding and therefore directly committing to achieving the targets of SDGs and the African Union Agenda 2063 and Beijing Plus 20, and the UN Security Council 1325 and Security Council 1820 that are collapsed in the SGP. In comparison to the African and global instruments, the revised SADC Gender Protocol is a stronger gender equality instrument as shown in Table 5.

Table 5: Mapping of global gender frameworks against the post-2015 SADC Gender Protocol

Thematic area	MDGs	The SADC Gender Protocol	SDG	BPFA	AU Agenda 2063
Constitutional and Legal rights	Yellow	Light Green	Yellow	Light Green	Yellow
Governance	Yellow	Light Green	Yellow	Light Green	Yellow
Education	Yellow	Dark Green	Light Green	Dark Green	Light Green
Economic Justice	Yellow	Dark Green	Dark Green	Dark Green	Light Green
Gender Based Violence	Yellow	Dark Green	Light Green	Dark Green	Yellow
Sexual and Reproductive Health	Light Green	Light Green	Light Green	Light Green	Red
HIV and AIDS	Light Green	Dark Green	Light Green	Light Green	Red
Peace and Security	Yellow	Dark Green	Yellow	Light Green	Yellow
Media	Red	Dark Green	Red	Red	Red
Climate Change	Red	Light Green	Dark Green	Light Green	Light Green

Key:

Gender missing	Gender weak	Strong on gender	Very strong on gender
Red	Yellow	Light Green	Dark Green

Source: 2016 Regional SADC Gender Protocol Barometer

Table 5 shows that the post-2015 SGP ranges between strong on gender to very strong on gender on ten thematic areas when compared with the MDGs, SDG, BPFA, and AU Agenda 2063 that do not have gender and media. The AU Agenda 2063 stands out as missing gender on sexual reproductive health and HIV and AIDs thematic areas. Because of its strong regional campaign for a regional gender Protocol, the SGP has become a point of reference on the continent and globally. The Alliance is now a member of the Women’s Major Group and the

Beyond 2015 group, which collate inputs into the Post -2015 agenda. The Alliance is also benefiting from Gender Links' position as chair of the Global Alliance on Media and Gender (GAMAG) in which GL has been especially active in campaigning for the inclusion of gender, media and ICTs that are currently missing from SDGs indicator framework.

SADC Gender Protocol Monitoring and Evaluation Framework

The UN member states adopted the global SDG indicator framework in March 2016. The framework includes 56 indicators for monitoring progress in achieving gender equality. Since the reviewed Protocol is aligned to the SDGs, they need to be incorporated into the MER framework of the Protocol being developed by the SADC Gender Secretariat. The June 2016 Gender Ministers meeting tasked the SADC Gender Unit with finalising the Monitoring, Evaluation and Implementation (MER) Framework. The SADC Regional Statistical Programme working closely with the Gender Unit on the MER framework adheres to principles of relevant, timely and accurate statistical information for effective planning, policy formulation, protocol monitoring and decision-making in the SADC region. The programme also focusses on bringing together comparable and current data across all sectors. These principles should apply for the finalisation of the MER framework to review the Protocol. The MER tool will be a framework to standardise implementation and push Member States to accelerate the implementation of the Protocol to beyond the set standards. Availability of data should be explored whilst building the capacity of gender machineries and Statistic offices to collect relevant sex disaggregated data.

The SADC Gender Protocol Barometer as a civil society tool will be reviewing its tools to incorporate the Post 2015 SADC Gender Protocol. In their July 6, 2015 press statement, the Alliance urged the SADC Secretariat to expedite the finalisation of a comprehensive MER framework with targets, baselines, indicators and timeframes and offered to support the Gender Unit in this process. The Alliance editor-in-chief of the SGP Barometer stated that, "The Alliance is available to assist in developing the MER framework if need be, based on our experience of the annual Barometer quoted extensively at the opening ceremony of the gender ministers meeting -- What we know is that what is not counted does not count, so we will go on counting down to 2030, and insist there can be no further moving of the goal posts in fifteen years' time!" (Colleen Lowe Morna, Chief Executive Officer of Gender Links and editor-in-chief of the SADC Gender Protocol Barometer).

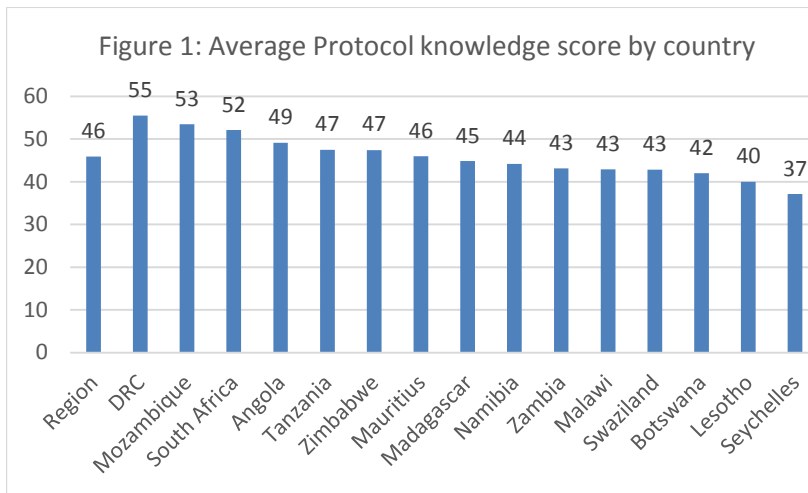
Although the implementation of the SADC Gender Protocol will be done at a national level, the SADC Statistics unit should build capacity of Member States to effectively harmonise implementation with the SDGs. One of the most positive features of the Protocol is the extent that civil society and governments have worked together on the Post-2015 agenda. As noted below, implementation of the Protocol and MER will continue to benefit from a joint partnership between government and civil society for effective data collection and achievement of the Protocol and SDGs by 2030.

Our ministry is a coordinating institution but all stakeholders are implementers, both ministries and civil societies and development partners and all NGO's, those who have got programs aimed at certain areas of their own goals and functions. They are all our partners. In implementing this, we have got what we call co-ordination mechanism structure in place and that co-ordination mechanism which is there, it is there for purpose of facilitating the implementation of the National Gender Policy -- but sometimes maybe, you know when you are a state, sometimes you say who is this person to evaluate me? I am a government, this is NGO. Of course that is how human being are. When I am a

state I cannot be controlled by somebody who is not a state (Interview with government official, August 2016).

Partial Programme Achievements

The programme targets with partial achievements are: (a) marginal increase in the score of the Southern Africa Gender Development Index (SGDI) by 2% in two years, and (b) knowledge of citizens on SGP decreased from a baseline of 52% in 2013 to 46% in 2016 due to the smaller sample in 2016. Alliance succeeded in campaigning for a standalone climate change targets in Post 2015 Protocol and a revised protocol aligned to the Strategic Development Goals (SDGs) (see key achievements in Box 1).



The Alliance Programme set a very ambitious target of 100% increased knowledge of citizens on the SGP, measured by the knowledge quiz. The Knowledge Score Card is used to gauge how well the SADC Gender Protocol is known by the citizens.

Alliance administered the score card to over 40000 women and men in the region in 2015/2016. Figure 1 shows that citizens in seven

Source: Protocol Knowledge Survey, 2015
 countries scored above the regional knowledge score of 46%. Only three countries achieved a score above 50% (DRC, Mozambique and South Africa) with DRC achieving the highest score of 55%. More than half the SADC countries scored below the regional average with Seychelles scoring the lowest at 37%. Further analysis by Gender Links shows that women and men equally scored 83% on the question about whether their country signed the protocol or not and when the Protocol was signed. The analysis by GL also revealed that women scored lowest at 25% on the question of the number of targets for the Protocol while men also scored lowest in the same question at 27%, a marginal difference of 2% between men and women.

With regard to the SGDI, the Alliance has been measuring progress of implementation of the protocol based on empirical data collect on 23 indicators on six theme areas: Governance, Education and training, Productive resources and employment, economic empowerment, Sexual and reproductive health, HIV and AIDS and Media and information and communication. The programme target was to increase the SGDI from the baseline of 67% to 70%. The programme missed the target of 70% by one percentage point since the SGDI measure was 69% at the end date of the programme. In addition, the Citizen Score Card (CSC) that measures perceptions has increased by two percentage points to 69% and it was at par with the SGDI indicating a correlation between empirical evidence on implementation and citizen perceptions. The CSC measures citizen perceptions of their governments' performance against the 28 targets of the SADC Gender Protocol. Both women and men scored their governments at 69%. Despite the increase in SGDI and CSC scores (both at 69%), SADC countries did not achieve gender equality by 2015 as per the Protocol stipulations. Indicators for peace and security, media, and

elements of economic justice have not been readily available in all SADC countries. There is need to update the measures of the SGDI, CSC, and knowledge quiz to the MER framework that are to be aligned to the SDGs indicators.

3.1.1.2 Major External and Internal Challenges, Risks and Mitigation Efforts

The Alliance Secretariat demonstrated capacity in identifying and managing risks associated with programme management (See Table 6 for details).

Mitigation of Identified Risks

Some the major external risks identified and managed by the Alliance Secretariat were related to attainment of the 28 targets of the Protocol, stronger women's network, Barometer research, and post-2015 implementation of the Protocol (see Table 3). Alliance averted the risk of the expiration of the targets of the SGP in 2015 through strong partnerships with the SADC Gender Unit and through building relations with technical officers in gender machineries. As shown in Box 1, Alliance attended the Gender Ministers' meeting in June 2016 to lobby for a post-2015 Protocol with strong targets. The Ministers omitted the timeframe from the targets of the revised Protocol but approved the development of a Monitoring, Evaluation and Reporting (MER) framework for implementation of the Protocol. Alliance expressed their concern about the omission of the timeframe from the revised Protocol but acknowledged that 2030 deadline of the SDGs will also be the revised Protocol deadline as expressed by the chair of the Alliance.

If the compromises made open the door for a more inclusive process, that would indeed be a win-win for our region -- In the meanwhile we as civil society will take 2030 as the outside deadline for the attainment of all the objectives of the Protocol, since all our member states subscribe to Goal Five of the Sustainable Development Goals (SDGS) on gender equality (Emma Kaliya, Chairperson of the Alliance and NGO GCN in Malawi).

Alliance made 22 gains and 16 losses in the revised and adopted Protocol (See details in Annex B). Aside from the timeframe for the Protocol targets, Alliance made losses in certain provisions in all ten themes of the revised Protocol. For example, the removed proposed inclusion by the technical review team of the need to review electoral systems in order to increase women's political participation in the Gender and Governance theme.

As shown in Table 6, the highest risk in the Programme is a weaker gender movement in SADC. Alliance partnerships are not binding hence the success of the programme is depended on the strength of the focal network, the theme clusters and the provincial champions. The strength of the network hinges on strong individual drivers of change at country level and financial resources. Furthermore, the strength of the regional network also depends on a strong SADC Gender Unit since the Gender Unit works directly with Gender Ministers in member states. It's important for members of the Alliance to assess its member's levels of commitment to the cause of gender equality in SADC and ways of strengthening relationships with the SADC Gender Unit and the Gender Ministries. It is very important for the Alliance as civil society to collaborate with the SADC Gender Unit and the Ministries of Gender to ensure regular monitoring of progress. Alliance can provide technical support in the partnership with the Gender Ministers and the SADC Gender Unit.

Table 6: Risks and How they were Mitigated

Activity	Risk	Potential Impact	Comment by the Evaluator
Contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015.	The Protocol targets expired in 2015. There is need to accelerate efforts through strengthening the Alliance to lobby governments and the SADC Gender Unit to kick start the implementation of the reviewed Protocol. Another risk is the political changes at national level which affects leadership on gender mainstreaming mandates. The Alliance can mitigate this through building relations with technical officers in gender machineries and the SADC secretariat.	Medium	The Alliance managed this risk through strong partnership with the SADC Gender Unit and through building relations with technical officers in gender machineries.
Strengthen the South African Gender Protocol Alliance network in Southern Africa.	Alliance partnerships are not binding hence the success of the programme is depended on the strength of the focal network, the theme clusters and the provincial champions identified. Frequent national meetings have increased ownership of the process. Funding at country level will strengthen sustainability.	High	The Alliance secretariat has managed this risk through strengthening national networks as frontrunners and through the identification of the country champions of themes as GL manages from behind.
Primary and secondary research on SADC progress towards achieving the 28 targets of the SADC Gender Protocol.	Non availability of data from government departments resulting in heavy reliance on secondary sources. The research costs vary from country to country and escalate each year resulting in budget deficits for research. To sustain research, the Alliance and GL will be using visual data platforms and technology to produce the Barometer.	Medium	This is mitigated through the strengthening of research skills of secretariat and Alliance networks.
Costing of National Action Plans	This has moved at a slow pace due to competing national processes and lack of buy in from other national line Ministries. Sharing best practices from countries that have done the process has been a motivation for others to follow suit. There is need to invest in a reviewed model for costing the national action plans.	Low	The Alliance managed this risk through strong partnership with the SADC Gender Unit and through building relations with technical officers in gender machineries.
Post 2015 Protocol implementation	SADC countries are in early ages of building capacity on the SDGs. This will impact on the implementation of the Post 2015 Protocol as different countries have varying resource capacities to implement the Protocol and the SDGs.	Medium	This risk is well beyond Alliance's control.

According to GL staff interviewed, "The Alliance is definitely stronger and more capacitated because of this EU grant. The project enabled capacity building of the Alliance on targeted advocacy and concepts on the MDG era and now the Post 2015 agenda. The Alliance members can confidently hold governments accountable on regional, continental and international gender commitments (Alliance and Partnership Manager)."

Operational challenges

Varied levels of commitment in the Alliance network: As stated in introductory section of the report (See section 2), the Alliance network started in 2006 with a taskforce meeting to lobby the Heads of State in SADC to sign and ratify the Protocol. The network started as a loose "coalition of the willing" and maintained this structure to-date. After looking into different options, the Alliance decided not to register a separate entity but asked GL to continue hosting the Secretariat. It is expected that each member be self-driven to fulfil their own obligations and commitments to the cause of gender equality and to use the Protocol as a framework of reference for their own interventions. Alliance work of galvanising the women's movement through national focal networks, theme clusters and interest groups is coordinated by Gender Links as their Secretariat. Coordinating a loose network is a huge challenge for Gender Links since the work depends on the agency of each member and leadership of the national and regional theme focal networks. Sometimes some members send junior staff to Alliance regional meetings while others face staff turnover which limits institutional memory.

As pointed out in the excerpts from interviews with stakeholders, while coordination of Alliance brings in resources to GL, the secretariat also has the responsibility of accounting for these resources to respective donor agencies. As such, some members of the coalition tend to conflate Gender Links with the Alliance because accountability for donor funds follows GL's reporting requirements. The more successful country networks correspond to the commitment and passion of individuals for the cause of gender equality in the region. The comments below reflect the various dynamics within the Alliance network.

We know that Gender Links is trying to say that it is different from the Alliance but for us as focal point, we really don't see the difference between Gender links and the Alliance. So much that our expectation is that Alliance is a branch of Gender Links. They always say they are two different entities but at focal point it's not clear to us and there is a lot of conflict with regard to how does the Alliance get its budget, its financial independence that Gender Links gets. So that has not been cleared and since it has not been clear to focal point at the national level its difficult. Our collaboration has become so difficult that there is always an issue as to who should fund the activities of the Alliance at National level (Interview with a national stakeholder, August 2016).

Because the barometer was to be a regional effort and as I said before they tap into like what come from the country level, so the expectation would also be that the country members of the alliance fundraise to support the barometer work but often they don't they look to Gender Links. So then Gender Links does like the work like they got the EU funding for the alliance that then took care of the barometer, took care of the regional staffs but also took care of country, like building muscles in the countries, supporting them maybe like to meet just to create a platform for them to interact and engage with governments but some countries like Malawi for example where Gender Links doesn't even have a national office seem to be running with it because of the leadership that they have in the civil society like 'Emma' and the others.

Separation of powers is not also cleared up in that regard, not power per say but roles and responsibilities. We do but you find that there is that Interdependence between Gender Links office at the National Level and Focal point. Because for example you find that if funds from South Africa will be channelled through Gender Links

and not directly to Focal Point and as such it drives you at one point or another, you have to agree with Gender Links office in terms of how the activities are sponsored. What roles is Gender Links supposed to play, for example when it comes to report writing, is it the mandate of the Focal point alone or are those responsibilities to be shared with Gender Links country office?" (Alliance focal network).

I think they have garnered sufficient respect in the region and every country, we know them very well, they have created the partnerships across the spectrum. I think where at country level usually they are identified as a person, the individual capacity has been wanting to me sometimes to the point that we represent the Alliance as CANGO, we are not sufficiently briefed. Sometimes they come too late or sometimes they come through a person with very little understanding. So I think if they can rework that and make sure they have an effective representative then it can all be good -- I think if they have another way is to deal directly with the Alliance partners so that we don't have a middle person to be responsible for information. (Alliance focal network).

And I think that's how they do, but as I said, sometimes it's very difficult to distinguish between Gender Links and the Gender Alliance and I know that sometimes this has been an issue with the Alliance members. But also I think there has been an issue of the resources, access to resources, because coordinating the Protocol Alliance will obviously bring some resources into Gender Links, but those are operational dynamics that you cannot avoid. I don't know how they are managing them. But I think Gender Links is a very big organisation and it has etched out its own history. I am not sure if any other member of the Alliance would have pushed the Gender Protocol or co-ordinated it in the manner that Gender Links would have done (Phone interview with a regional stakeholder, August 2016).

According to Gender Links, there is no easy ways to run a network. The CEO of GL noted that,

The issue of how best to run networks is complex and there are no simple answers. As the Alliance is not a separately registered legal entity, GL has to raise funds at regional level and to account for these. We have sub-granted wherever possible and within EU rules. This adds greatly to our administrative burden as we have to ensure that all funds are scrupulously accounted for according to EU rules. This load is often not always fully appreciated by partners. One should also bear in mind that there are constant changes in personnel in the networks which is good for renewal but sometimes poses challenges around continuity. GL is very happy that some national networks have taken the ball and run with it; for example, the UNWOMEN has been funding the Barometer in Zimbabwe. This shows ownership. A lot depends on the leadership at national level. This is the nature of networks – they are a coalition of the willing, and one has to move with the positive energy; accept and respond to constructive criticism; and always seek to do better. Hosting the Secretariat has been an honour but also an onerous responsibility for GL, and one that at every turn we have put to the vote and shown that we would be happy to relinquish (Interview with Colleen Lowe Morna, CEO of Gender Links).

Barometer and Summits Expensive: Gender Links operates from a limited budget to fund the research, publication, and the launch of the Barometers and run the summits. The process is expected to be bottom up starting with production of country Barometers that would feed into the regional Barometer. Gender Links usually signs contracts with national researchers to produce country Barometers and regional consultants to write the different chapters in line with the themes of the Protocol. GL writes about half the chapters in-house and does the the editorial work design and on the whole regional Barometer. This process does not always hold due to the timing and resource constraints. Sometimes the country Barometers are not up-to-date as reflected in the comments from Barometer researchers. Some Barometer researchers lamented the lack of face-to-face meetings of all researchers to connect and synchronize their writing with GL requirements. As a result, Gender Links ends up with the huge burden of filling information gaps in addition to managing the design, editorial and printing of the Barometer. The country Barometers are also affected by non-availability of data due to poor documentation and political processes such as elections or changes in leadership resulting in reliance on secondary sources for information.

Some respondents suggest that GL could cut costs of producing the Barometer through collaborating with Afro-Barometer, government research institutes to gain authentic data or get co-funding from governments with strong buy-in. But others felt that partnership with governments might compromise the CSOs' ability to critique governments through production of shadow reports like the Barometer. Another concern with the Barometer is annual production of hard copies. Gender Links could benefit from the use of technology such as online data portals and digital platforms to disseminate the Barometer. The problem with online platforms is the fear of cutting out the human face in the process. As shown below, the challenge for GL and the Alliance is to do more work with less money. But as noted UN Women during the interviews for this evaluation, inclusion comes with a need for more resources. The following comments highlights the challenges of producing the Barometer.

But I also think I don't want to say that it's not enough money that they pay us but sometimes you do compare the amount of work and what you are being paid for it's really a lot of work. That would be one of my recommendations, to really look at the remuneration in comparison to the amount of work done. Also to be honest sometimes especially on the chapter that I am working on, the information that comes from the country researchers, is not up to standard. So for me if we had very solid country reports, it makes the job a lot easier -- It always helps when we sit with Debbie who does the editing, to sit with Colleen...you know to sit with the team really, to get the understanding of what it is that they really want and the direction (Interview with Barometer Researcher, August 2016).

I think there is also a conflict in the sense that by us asking them to be inclusive, we are asking them to do more, then expectations that with less resource. So I think it's not easy, we must admit because if you do less then you are likely even to exclude others then people may feel that they weren't part of the process or the data you have used is not the most relevant data. So it's a tricky balance to get right. But (Interview with UN Women, Pretoria, August 2016).

In house we call the Barometer a labour of love. The CEO and two staff work day and night for two months every year to get this publication out every August. Most research institutions would have five times the budget and staff that we have to do this. On the upside, a search of google academics would show us that the Barometer is one of the most referenced publications on gender equality in the SADC region. The Speaker of the Botswana parliament quoted the Barometer extensively during her opening speech of the SADC Gender Ministers meeting. Despite the talk about the data revolution and the accolades that we get from the UN and others, very few of them have come up with resources to support the work. In 2017 we are looking at a very different model – online tools, multi-media, infographics and others. This will cut production but not data gathering costs. The engine cannot run on empty. If this tool is regarded as useful, which we believe it is, we hope those who use it will contribute more meaningfully to making it happen (Interview with Colleen Lowe Morna, CEO of Gender Links).

Shrinking donor resources to fund NGOs in the South: There is a perception that the production of the Protocol and running summits are costly aspects of the Alliance programme. Project funding from northern donors are moving to a more administrative funding mechanism and less strategic funding is given to southern-based gender and women's organisations. The donors' strategy is to cut down administrative costs of related to funds to civil society. In this model, big donors give funds to large northern based non-governmental organisations – INGOS – International NGOS in the north to fund smaller organisations in the south. These INGOS fund small projects, not promising emerging regional organisations. Also donors prefer funding programmes or projects instead of strategic advocacy work done by networks like the Alliance. Women's rights organisations are likely to fall through the gaps because of the administrative model of funding.

The Alliance networks have met challenges such as the limited resources for gender equality work. This has resulted in some networks who have resources to be much stronger than others. The emerging men's networks has also contributed to the limited resources, yet positively contributed to a holistic approach of closing the gender equality gap. Without the Alliance, the region will be less knowledgeable about the gender equality framework. The mainstream civil society will also continue on the gender blind trajectory, but now the Alliance is actively involved in mainstream civil society work through SADC CNGO, SAT, CIVICUS, FEMNET (Alliance and Partnership Manager).

You know, the space for civil society in general is shrinking in most countries and there are different results. And of course we need to continue working with the government counterparts in order to make sure that the space is there for civil societies and address these issues shared in spaces but at the same time I think civil society in general, they also need to do some reflection because in some settings the civil society is seen as antagonistic towards government. So how do they play that role? It's too hard to speak truth to public but how do they play it in such a way that they are not seen as opposition or they are not seen as attacking government but they still send the same message and are still achieving the same objectives? This is perhaps an area where civil societies in general need to reflect on (Interview with UN Women, Pretoria, August 2016).

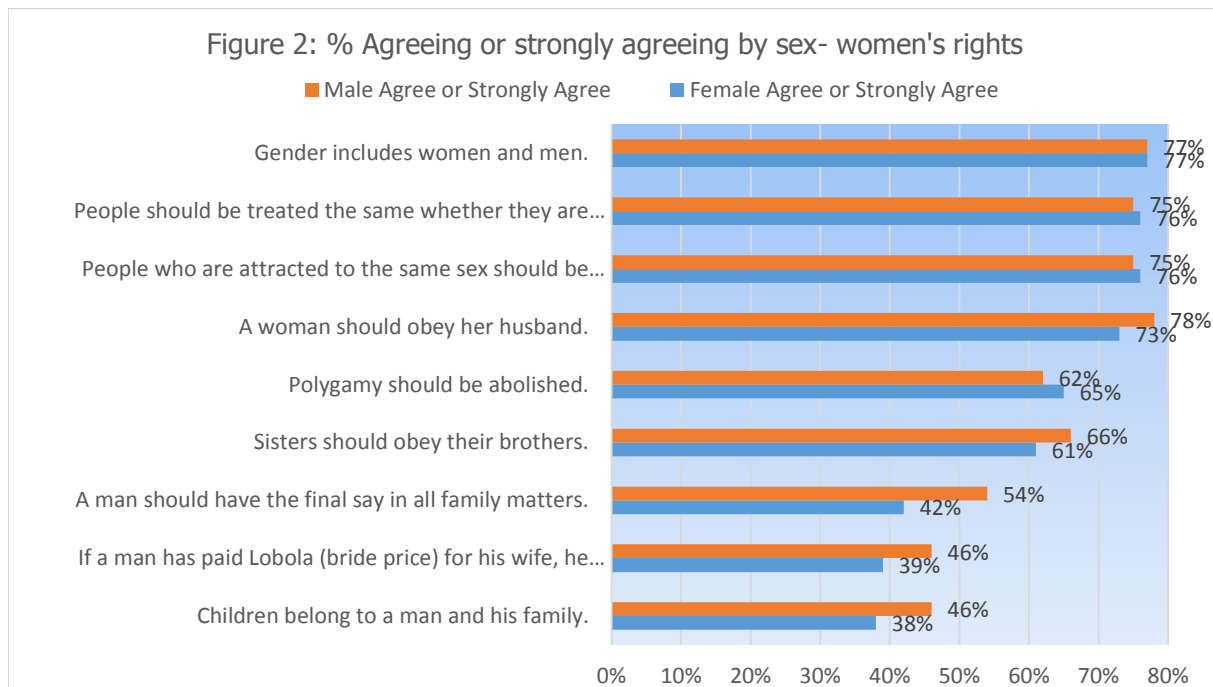
Political will and shrinking spaces for civil society. Another challenge in programme implementation is the inadequate political will and commitment of leaders in governments and the media to fully implement the provisions of the Protocol. The region still struggles with high prevalence levels of gender based violence, low political will for 50/50 women's representation, gender insensitive media content and a rights based approach to sexual health and reproduction.

Patriarchy – Systemic root of gender inequalities

The Gender Progress Score administered by Alliance networks for the first time in 2015 illuminated patriarchal attitudes as the major stumbling block in achieving gender equality in SADC region, as elsewhere in Africa. The survey questions probed citizens' attitudes on notions of power and oppression, gender roles and stereotypes, structural and economic inequality, and the sexual division of labour in both the public and private spheres. While the Alliance networks have made good progress in tackling institutional discrimination of women through advocating for gender responsive legislation, policies, programmes and budgets through the implementation of the Protocol, little attention has been given to challenging patriarchal attitudes that underlies gender relations in the private and public spheres. The Protocol has comprehensively addressed areas of gender disparities in terms of legal rights, power sharing and decision-making, and access to productive resources and education but there is need to devise strategies to challenge patriarchal attitudes or what Gender Links refers to as getting to the "heart of the matter" – the attitudes that fuel this scourge.

Figure 2 reflects the percentage of women who agreed or strongly agreed with the seven statements relating to women's rights. The results show that over 75% of women and men understand that gender includes both women and men, and affirm that people should be treated the same whether they are male or female. However, an equally high proportion believe that "a woman should obey her husband," 54% of men and 42% of women believe that "a man should have the final say in family matters", while 46% of man and 38% of women believe that "children belong to a man and his family." A high proportion of women (65%) and men (62%) say that polygamy should be abolished: an unexpectedly progressive view. Sadly however, 59% of men and 57% of women say that people who are attracted to the same sex should be

outlawed. Given the exceptionally high levels of homophobia in Southern Africa, this figure is in fact lower than what might be expected, and is an encouraging sign of more tolerant attitudes emerging (Gender Progress Study, 2016).



Source: Gender Links

The GPS reported very little difference in gender scores by age groups and educational level, although the younger respondents had slightly higher scores than the older respondents and scores by tertiary education (56%) scored the highest, above the regional score of 53%. Alliance and partners have the task of devising appropriate strategies for tackling patriarchal attitudes. The media could be targeted as a tool for changing attitudes receptive to closing the gender gap between men and women. The following excerpts from summit entries in 2014 and 2015 and interviews with stakeholders illustrate how patriarchal attitudes is affecting the implementation of the Protocol.

I did but other people did not support that 50/50 campaign. Some say that God made a man to control all, including women (Lesotho Gender Governance Education Training).

I think to me that was a milestone and it remains success story. But it being Swaziland we should underscore to mention that the issue of culture seems to be always a challenge because the moment you speak of equality, there is that great concern that how do you elevate women, because in our culture they cannot own land as per say its only in the name of a male figure. So we still have quite a lot of ground to cover but bit by bit I think the whole issue of policy development and media is becoming more and more sensitized on the international treaties we seem to be making progress (Focus group with GL media facilitators, August 2016)

There is resistance by men at the public gatherings. This resistance means that men are reluctant to attend public gatherings, especially if gender issues are to be addressed (Lesotho Gender Governance Education Training).

Cultural background of the community that we are serving, the community does not have appreciated the existence of their women counterparts and the responsibilities they have to the society. They also have the stigmatisation factor that deprives the freedom to express themselves (Chobe District Council. Botswana).

The main challenges during the 50% campaign included the perception about how to change a mind-set, in brief, by getting men to accept the idea of 50%. The attitude survey indicates that about 83.8% men and 77.3% women still think that women should still ask their partner about decisions to be taken (Mauritius, Governance entry).

The major challenge to the initiative was that in some cases women becoming business owners and gaining economic independence contributed to cases of domestic violence as opposed to ameliorating the situation. This was due largely to traditional gender roles, where the man sees himself as the breadwinner causing women in the workforce to threaten their notion of masculine norms (Namibia, Economic justice entry).

The main challenge was culture because of the beliefs associated with men's involvement in issues such as the presence of the child's father during labour as well as the nursing period. In the Setswana culture this is seen as taboo. Therefore, we've engaged the elders and traditional leaders in training them and the importance of male involvement in sexual reproductive health (Botswana Health MenCare).

3.1.1.3 Programme Design Strengths and Weaknesses

Direct Partnership with SADC Gender Ministers and SADC Gender Unit – The Alliance Programme was designed for the network to work closely with the SADC Gender Unit and Gender Ministers. The collaboration is mutually beneficial in which Alliance providing technical support to SADC Gender Unit and Gender Ministries while the Gender Unit provided oversight and strategic connection the member states though with Gender Ministers. This is an effective model of collaboration. It facilitated the review and alignment of the Protocol to the SDGs, the Beijing Plus Twenty Review, and Africa's Agenda 2063 accompanied by a Monitoring, Evaluation and Results Framework. Alliance network also provided technical support to Ministries of Gender to develop costed national action plans aligned to the targets of SGP for eight countries¹ including Namibia, Swaziland, Seychelles, Zambia, Lesotho, DRC, Mozambique and Malawi (See details in Table 3).

The Alliance also benefited from Gender Minister's connections with their governments and the presidency. For example, the former Minister for Gender in Malawi provided Alliance with direct linkages to the Presidency in 2014 and she hosted Alliance during the 59th session of the Commission on the Status of Women (CSW) at the Malawi Permanent Mission in New York. She was also a panellist for Alliance side event event at the 60th session together with the UN Executive Director, Dr Phumzile Mlambo Ngcuka. Gender Ministers have also been involved in the national summits and barometer validation processes and launches. The Alliance participated at the SADC Gender Ministers meetings in 2014 to 2016 and the Secretariat also provided briefings between the SADC Gender Unit and the SADC Chair.

Measurement of Change in Society and Programme – Alliance Secretariat has innovated the quantitative SGDI measures of progress complemented by the Citizen Score Card (CSC) which measures citizen's perceptions on progress and the latest Gender Progress Score (GPS) gender attitude survey. Alliance also conducts knowledge quizzes to measure the extent to which women and men know the SADC Gender Protocol to see if network's advocacy efforts have made a difference latest. The SGDI is a reliable and valid measure of progress against 23 empirical indicators in six sectors and while CSC is a reliable measure of change in citizens' knowledge about the Protocol.

¹ The 7 countries without aligned and costed action plans are Angola, Botswana, Madagascar, Mauritius, South Africa, Swaziland, Zimbabwe.

Table 7: SGDI comparison by sector 2016 and 2011

Sector	2016	2011	Variance
Education and Training	94	93	1
Economic Justice	76	71	5
Media Information and Communication	71	67	4
SRHR	68	62	6
HIV and AIDS	54	47	7
Governance	49	48	1
Regional Average	69	64	5

As shown in Table 7, the SGDI meets the conditions of reliability such as stability across time and representativeness across countries because of the consistency and dependability with which it measures progress over the years. The variance in Table 7 shows the level of progress in the six sectors in all 15 SADC countries. The SGDI could benefit from statistical tests of internal consistency or the extent to which multiple indicators used for measuring progress agree and contribute to a common measure of progress. This may be a necessary step when Alliance adds more indicators from SDGs to the index. It will also be necessary to test if revision to SGDI will enhance its use as a valid measure of progress before it's put to use in the 2017 Barometer. A good measure can be used to predict where the region will be at in 2030. The SGDI and CSC scores in the 2017 Barometer reports that SADC region missed the mark of 50:50 gender parity by 31%.

Appropriateness of the Logframe: Despite these excellent impact measures of progress, citizen's knowledge and change in attitudes at the societal level, the programme design is weak on process indicators for measuring the effectiveness of the programme. The programming constructs like "enhanced ownership" (Expected Result 2), "strong civil society" (Expected Result 3), and "robust women's movement" (Expected Result 5) lack definitions (see Table 3 and Annex A for details). The logframe is also cluttered due to overlap between programme objectives and results. For example, measurement indicators for programme results² 2, 5 and 7 in the logframe are redundant because they are a repeat of the indicators of objective 3 and indicators of results 1 and 6 are also redundant because they are a repeat of the indicators of objective 4. This creates a measurement problem in assessing programme achievements and effectiveness.

Bottom-up consultative processes – The advocacy processes of the Alliance network are built on a bottom-up structure in which country networks organise reference group meetings to validate the national and regional reports and the consultative processes to review the Protocol. Alliance has successfully set up affiliate networks in all 15 SADC countries, as well as across ten themes and two cross cutting interest groups. Furthermore, the network reached over 164 champions across the 15 SADC countries through the championing and mapping exercise. Table 8 shows that the Governance cluster has 27 organizations affiliated to it, Economic Justice cluster has 10 organisations, SRHR cluster has 19, Media cluster has 4, and Climate Change cluster has 1 affiliate. Alliance country networks have been strengthened through membership with

² Programme Result 2: Enhanced ownership of the SADC Gender Protocol Campaign; Result 5: Robust women's movement; sustained momentum to 2015; Result 7: The campaign for gender and climate change shows that the SADC Gender Protocol remains relevant and is constantly updated.

mainstream civil society such as CIVICUS, Southern Africa Trust and SADC Congress of Non-Governmental Organizations (SADC CNGO).

Country	Partners	Beneficiaries	Partners	Beneficiaries	Partners	Beneficiaries	Partners	Beneficiaries	Partners	Beneficiaries	Total partners	Total beneficiaries
	Governance		Economic Justice		SRHR		Media		Climate change			
Angola	3	778							1	49	4	827
Botswana			3	95	4	1007					7	1102
DRC	3	709					1	426			4	1135
Lesotho	1	990	1		2	1950					4	2940
Madagascar	4	6150	1	3	1	126					9	6279
Malawi	4	24605	3	6800	10		1	545			18	31950
Mauritius	4	802					1				5	802
Mozambique			1	876							1	876
Namibia	2	150									2	150
Seychelles												
South Africa			1	10000			1	10200			2	20200
Swaziland	5	7210									5	7210
Tanzania					1	43678					0	43678
Zambia												
Zimbabwe	1	20000			1	190					2	20190
Total	27	61,394	10	17,774	19	46,951	4	11,171	1	49	63	137,339

A good example of bottom-up programming is Gender Link's local governance programming that links the work at local authorities with the SGP campaigns at the national, regional, and global levels. In its governance programme, GL aimed to impact on special measures to increase women's representation in political decision making in five SADC countries. GL is an active member of the global 50/50 campaign whose key efforts include lobbying and advocacy on affirmative action, quotas and electoral systems reform in the SADC region. In the period under review quotas have been strengthened in three SADC countries – Mauritius, Namibia and Tanzania, and progress made in Zimbabwe. GL arranged a study visit for senior representatives from Zimbabwe to Mauritius to learn from the local government quota that GL lobbied for there. GL is working with 429 councils (covering 17% of local government councils in the ten countries that implement the programme). The councils cover a population of over 40 million, or 57% of the total population of the ten countries. The COE's include all capital cities of the ten target countries. The COEs are now reviewing their action plans to align it with the reviewed Protocol.

3.1.2 Relevance and Equity

3.1.2.1 Increasing Voice, Accountability and Responsiveness

The summative evaluation found evidence that the Alliance is addressing legitimate needs of women in all 15 SADC countries. According to the Inter-Parliamentary Union, the world average for women in parliament is 22.8%. Compared to other regions, the percentage of women in parliament in sub-Saharan Africa is 23.1%, fourth place after the Nordic countries (41%), Americas (27.7%), and Europe - OSCE member countries excluding Nordic countries (24.5%) (<http://www.ipu.org/wmn-e/world.htm>, September 1, 2016). The representation of women in parliament within the SADC region increased from an average of 21% in 2005 to 27% in 2015, and increase of 6% in ten years. Women's representation in cabinet has virtually remained stagnant at 22% since 2009 and representation in local government increased by a mere one percentage point from 23% in 2009 to 24% in 2015 (2015 SADC Gender Protocol Barometer). While the region is 4.2% ahead of the global average of 22.8% and third only to the Nordic countries and 0.7% after the Americas with regard to women's political representation. The 2015 Gender and Media Progress Study (GMPS) shows that women constitute 22% of sources in media COE's in SADC (See Figure 5 in section 3.1.3 for details).

Alliance programme is strengthening national and regional networks to hold governments to account and empowering citizens to claim their rights using the provisions of the Gender and Development Protocol. The programme enhanced citizen's voice through partnering with the media, conducting annual citizen scores of their governments' commitment to gender equality, and annual production of the Barometer used for naming and shaming and raising consciousness of gender equality in government (See section 3.1.3 for discussions on programme impact). The programme is contributing to increased representation of women in local councils, national parliaments, and cabinet through the 50:50 campaigns.



Source: Gender Links website

Gender Links has developed some unique and very useful tools and processes such as the Citizen's Scorecard, attitude survey, and knowledge surveys as shown in this diagram. The Citizen Score Card (CSC), administered to a representative sample across the region, measures perceptions of women and men on the change that is taking place around them against all 28 targets of the SADC Gender Protocol, in

ten sectors. The CSC has been running for seven years now, and it is a key accountability tool. In addition, the CSC is administered in village level workshops where the Protocol is explained ordinary men and women and the participants asked to rate how their governments are doing. In 2015 the Alliance held village workshops on popularising the SADC Gender Protocol linked (in

the ten countries where GL has offices) to its 425 local government COE's. The evidence gathered from citizens collaborates with empirical evidence about gender equality progress in the SADC region. The CSC gives ordinary men and women the opportunity to hold their governments accountable. It also ensures that women and men engage critically with the provisions of the protocol. The sample size for the CSC continues to grow each year with 41,139 submissions collected from all 15 SADC countries for 2016. This is almost twice the 21,528 sample for 2015 collected from 13 SADC countries. Women constituted 52%, and men 48 % of the total responses. The online surveys give authentic empirical evidence on different dimensions for assessing government commitment to gender equality.

Responsiveness and Accountability

Governments have demonstrated political will by adopting, signing and ratifying the Protocol thus responding to the needs of the women articulated in the 28 targets of the Protocol (See Table 4 on status of the protocol by country). As shown in Table 4, twelve countries have signed the revised Protocol except Botswana, South Africa and Botswana. Prior to the revision, 13 countries signed the Protocol, 12 countries ratified, and eight countries developed policies and action plans aligned to the Protocol. Despite not signing or ratifying the Protocol, Botswana and Mauritius are using the provisions of the Protocol in their work. For example, Botswana and Mauritius are among the first six countries to undertake VAW Baseline Studies. The Barometer is tracking government commitments to gender equality through changes in constitutions, laws, policies, and programmes and the SGDI empirical studies. The citizen score of their governments through the Barometer produced annually illustrates the agenda setting power of civil society and their watchdog role in holding their governments accountable. In fact SADC is the only region in Africa with such a mechanism and the progress in SADC has been acknowledged by the UN Women Executive Director as stated below.

The SADC Gender Protocol Alliance has succeeded in setting up affiliate networks in all 15 SADC countries, as well as across ten themes and cross cutting interest groups. In great part due to these efforts and relationships driven by the Alliance, that in May SADC Gender Ministers resolved to review the Protocol and align it to the SDGs, the Beijing Plus Twenty Review, and Africa's Agenda 2063. Additional cause for celebration is that the ministers declared that they want the updated Protocol to be accompanied by a Monitoring, Evaluation and Results Framework (*Phumzile Mlambo- Ngcuka, Executive Director, UN WOMEN, SADC Gender Protocol Summit, Botswana, August 2015*).

3.1.2.2 Relevance to Processes at the Local, National, and International Levels

The members of the Southern African Gender Protocol Alliance are engaged in local and international events through their membership CIVICUS³ and the African Women's Development and Communication Network (FEMNET) which is chaired by the Alliance chairperson. Alliance has signed Memorandum of Understanding (MOU) with the SADC CNGO who are the coordinating body of NGOs in SADC as the official representative of the women's movement in southern Africa and another MOU with Gender CCSA. Alliance has maintained a presence in the

³ CIVICUS is an international non-profit organisation, which describes itself as "a global alliance dedicated to strengthening citizen action and civil society around the world. Founded in 1993, the organisation today has members in more than 145 countries, with its headquarters in Johannesburg and offices in London, Geneva and New York.

Status of Women (CSW) meetings in New York every year and participates in the Africa caucus convened by FEMNET every year at the CSW. Alliance's work in the region is recognized in Africa and globally through the work of the Secretariat and its membership. For example, GL as the Secretariat of the Alliance is the current chair of the the UNESCO-initiated Global Media and Gender Alliance (GAMAG). GAMAG is advocating for media indicators to be included in the SDG monitoring frameworks. In addition, the CEO of Gender Links was recently appointed to the UN Women CSO's advisory group with many other stalwarts if NGO work. Alliance Secretariat also collaborated with the Gender and Development Network (GADN) in formulating SMART indicators for the proposed post-2015 development framework.

The Alliance has been creating linkages with mainstream civil society through CIVICUS and the African Civil Society Circle membership. The Alliance has worked closely with UN Women and the Women's Major Group on the Post-2015 agenda implementation. This has involved advocating for gender and media targets in the SDGs and comments during the SDG drafting process. GL is now working closely with the Women's Major group to advocate for financing for gender equality. The Alliance is actively involved in the continental discussions on the Post-2015 agenda through FEMNET membership where the Alliance chair is also the FEMNET chair.

At the continental level, the Alliance's work was recognized by the African Union as outstanding contribution to women's rights in 2013. Alliance was also awarded the Drivers of Change semi-finalist by the Southern Africa Trust (SAT) in 2015 and semi-finalist in the One Africa Award in 2015. Furthermore, the UN SDGs working group acknowledges Alliance's input on the Global SDGs consultations and the SADC Executive Secretary requested the Alliance together with UN Women to work with the SADC Secretariat as technical partners in the reviewing the Protocol in May 2015. Alliance contributed to the revised SADC Gender Protocol (the Protocol) aligned to the Sustainable Development Goals, the African Union Agenda 2063 and Beijing Plus Twenty Review in June 2016. The Alliance secretariat has provided technical support to EASSI, a member of FEMNET to develop the first East African Community Gender Barometer which will be published for the first time in November 2016. Another continental impact of the work of Alliance is indicated by GL's participation a working meeting together with GAMAG and UNWOMEN in New York in September 2016 on gender standards for the media. Finally, the UN Sustainable Development Network officially recognised the Alliance in contributing on the indicators for the SDGs through the ground breaking VAW baseline studies GL conducted in six countries.

3.1.2.3 Compliance and Relevance to European Union Priorities

There is evidence from this final evaluation that the work of the Alliance complements and adds value to EU strategic directions in their 2016 – 2020 "Gender Equality and Women's Empowerment" which acknowledges that "Gender equality is a matter of human rights. It is the foundation of democratic societies and good governance, and the cornerstone of inclusive sustainable development" (European Commission, Brussels 21.9.2015, p.1). Gender is a cross-cutting theme in the EU programming and the EU is currently in the final stages of developing a standalone Gender Country Profile for all countries in SADC. The EU strategic direction links gender equality to human rights and social justice and sees women's political and economic empowerment as essential elements for poverty reduction. Box 2 is a summary of key EU strategic directions that Alliance programme contributed to.

The EU is committed to breaking the vicious cycle of gender discrimination and supporting countries to create enabling environments for the fulfilment of girls' and women's rights and to achieve real and tangible improvements on gender equality.

Box 2: European Union Commitment to Transforming the Lives of Girls and Women

The EU believes that:

- Women's empowerment is a question of democracy and good governance. Strengthening women's voice and participation at all levels of society can have significant positive impacts. It can facilitate peace, reconstruction and state building processes.
- Gender equality is about the realisation of human rights for all. Ignoring the systematic and consistent discrimination experienced by half of the world's population is unethical and a breach of fundamental rights.
- There are clear moral and ethical reasons to promote gender equality in all spheres of life as there is growing evidence that it is a fundamental ingredient of development that is socially, economically and ecologically sustainable.
- Gender equality and girls' and women's empowerment are part of the formula for economic progress. Girls' and women's economic empowerment is a driver of development that addresses poverty, reduces inequalities and improves development outcomes.
- Promoting gender equality and shifting norms and value-sets that limit girls and boys, women and men, from fulfilling their potential, are mutually reinforcing processes. They challenge deeply rooted structural inequalities to benefit society as a whole.
- In fragile, conflict and emergency situations, it is essential to take gender and age differentiations into account to adopt effective and high quality programmes.

Source: European Commission (2015). Joint Staff Working Document: Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020.

Alliance work directly contributes to the EU's strategic focus on women's rights to leadership and self-determination, political and economic empowerment. The newly adopted Protocol incorporates rights-based language of the SDGs on Violence Against Women (VAW); child marriages and harmful practices; Sexual and Reproductive Health and Rights (SRHR); the unwaged work of women; access to and control over productive resources. Gender Links promoted the EU visibility in SADC through the media and their participation in the annual SADC Protocol@work summits.

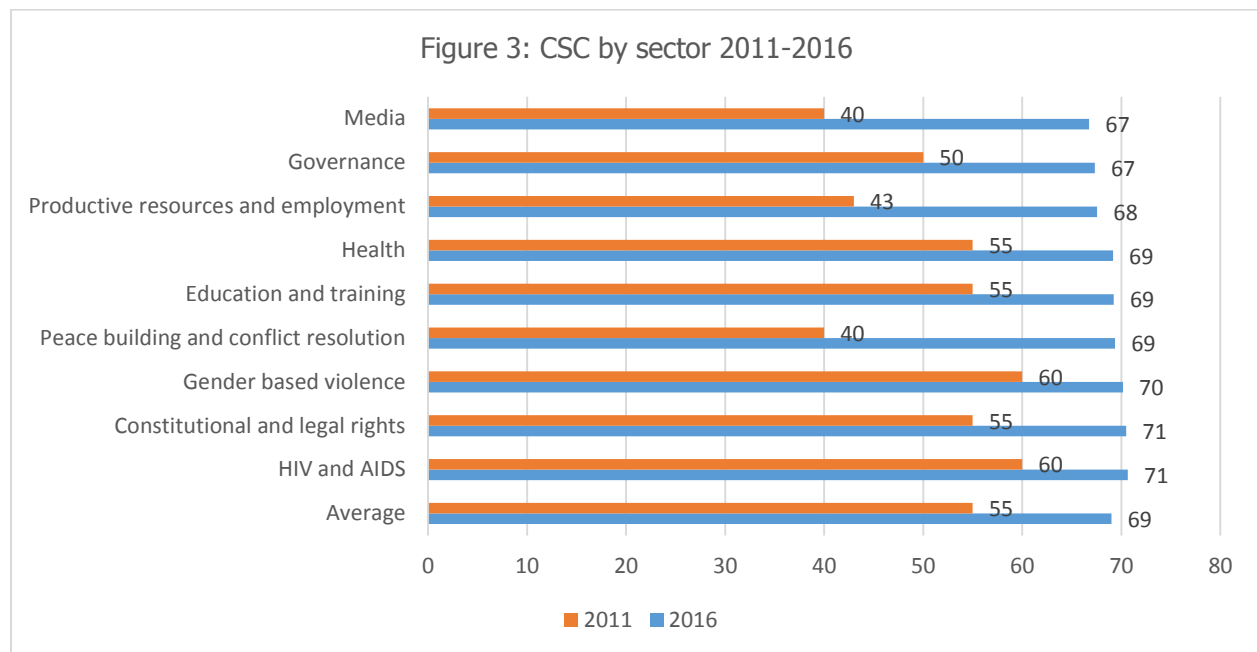
3.1.3 Impacts of the Alliance Programme

The impact of the Alliance programme is assessed based on changes in the lives of those involved in the programme and from broader changes at societal level.

3.1.3.1 Broader Programme Impacts at Societal Level

The Alliance programme targeted gender ministries, government departments, the SADC Gender Unit, 14 country networks, and 10 regional theme groups in SADC region. As such, the broader programme impact at the societal level are the collective efforts of these entities during

programme implementation. The programme aimed at strengthening the networks to hold governments to account and to empower citizens to claim their rights.



As mentioned earlier in section 3.1.2.1 on Increasing Voice, Accountability and Responsiveness, Gender Links assesses citizen voice and government accountability through tools such as the CSC. Figure 3 shows that at 71%, the citizens in SADC scored HIV and AIDS and Constitutional and legal rights sectors highest. This implies the positive perceptions engendered by prevention, treatment and care campaigns over the period that have resulted in a decline in new rates of infection as well as constitutional reviews across the region. Governance (67%) and media (67%) scored lowest, reflecting lacklustre performance in women’s representation and missing voice in the media.

While the scores of all sectors improved, peace building registered the greatest improvement (29 percentage points). This reflects the return to peace in most SADC countries, except for pockets of conflict, notably in the DRC and Lesotho. With a 27 percentage point increase, media is a close second. This may reflect that hands-on work in the media sector with 109 media houses in 13 countries now joining the Centres of Excellence for Gender in the Media programme. GBV (10 percentage points) registered the least improvement. GBV remains one of the biggest areas of concern and most telling indicators of gender inequality in the SADC region.

3.1.3.2 Programme Impacts on Direct and Indirect/Wider Beneficiaries

The Alliance programme targeted to empower all citizens in SADC, both men and women through on-the-ground work of the country networks and special thematic groups of faith-based organizations through partnership with Norwegian Church Aid (NCA) and men’s networks. The impacts of the programme at this level is assessed from the submissions made during the SADC

Gender Protocol Summits in 2014 and 2015, and the first ever Gender Progress Score⁴ (GPS) administered by Alliance networks to over 46,000 respondents for the 2016 Barometer. Furthermore, the programme impact is categorised under voice, choice and control to cover all five theme clusters of Governance and Constitutional, Economic Justice, Sexual Reproductive Health and Rights, Media and Information and communications technology (ICTs), Climate Change and Sustainable Development.

Table 9: Alliance Beneficiaries Across Programmes

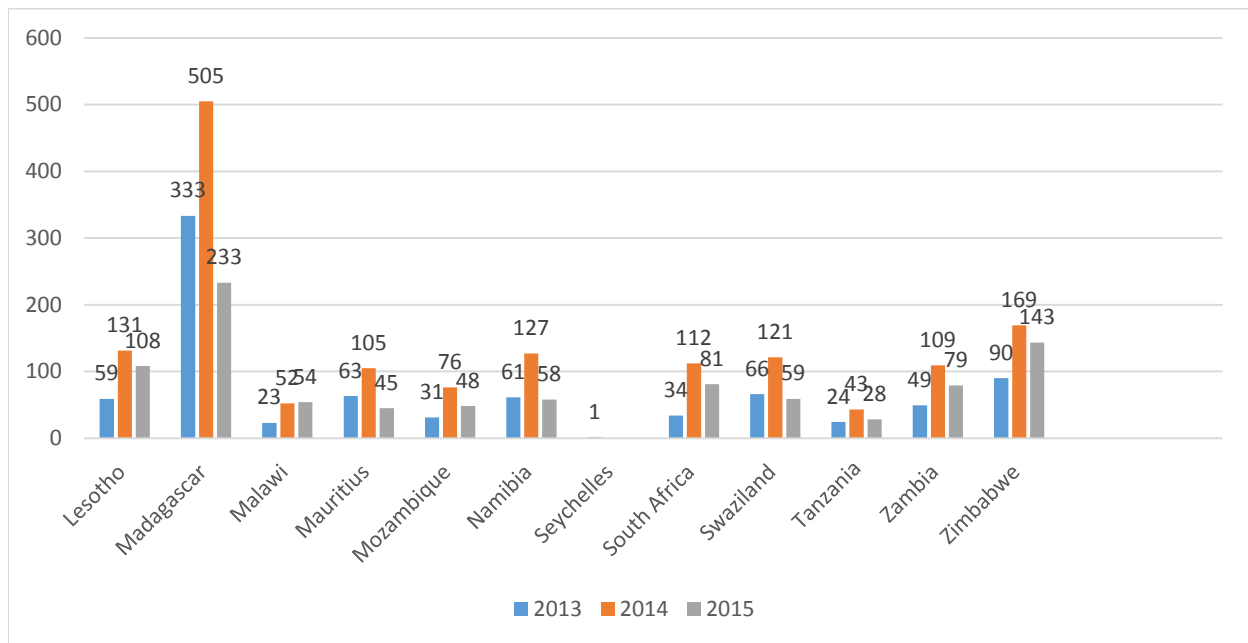
	2013		2014		2015		2016		Comment
DIRECT	Male	Female	Male	Female	Male	Female	Male	Female	
No of direct participants	523	2162	4510	1886	1024	2140	401	875	From annual reports and M and E data
INTERMEDIARY									
No of intermediary participants	4073	4787	1337	3164	9522	12006	19870	21269	Those who have taken part in the SADC Protocol Citizen Score card these years.
No of partner beneficiaries	8146000		2674000		19044000		39740000		From the above
Sub T	8,150,073		2,675,337		19,053,522		39,759,870		
PROXIMATE									
Website hits	18807		16159		8380		13430		
Face book likes	0		3148		3452		4076		Facebook results not backdating to 2013
Twitter followers									
Sub T	18807		19307		11832		17506		
Total	8,169,403		2,699,154		19,066,378		39,777,777		
Overall Total							69,802,261		

Source: Gender Links

⁴ The Gender Progress Score (GPS) has evolved from a 20 question attitude survey derived from Gender Links' Violence Against Women and Girls (VAWG) baseline survey to a 25 question survey that includes questions on contentious areas such as polygamy; choice of termination of pregnancy; sex work and sexual orientation. Each of the 25 questions is scored from one to four (from least progressive=one, to most progressive=four) (Gender Links, 2016).

Table 9 shows that Alliance programme reached a total 69,802,261 beneficiaries, of these 13,521 (7,063 females, 6,458 males) were direct beneficiaries and 69,788,740 indirect beneficiaries. Overall, the programme reached 52% female and 48% male, almost 50:50 coverage of women and men. a total of 152,494,434 people including indirect partner beneficiaries. The table also indicates that the Alliance programme reached 17,506 people indirectly through social media (56,776 website hits, 10,676 Facebook Likes). Alliance partners reached a total of 69,638,802 beneficiaries in four years, approximately 99.7% of beneficiaries. This is an indication that working through country networks and Alliance partners was the most effective way of reaching people in SADC.

Figure 4: Summary of 2013 - 2015 SADC Protocol@work Case Studies



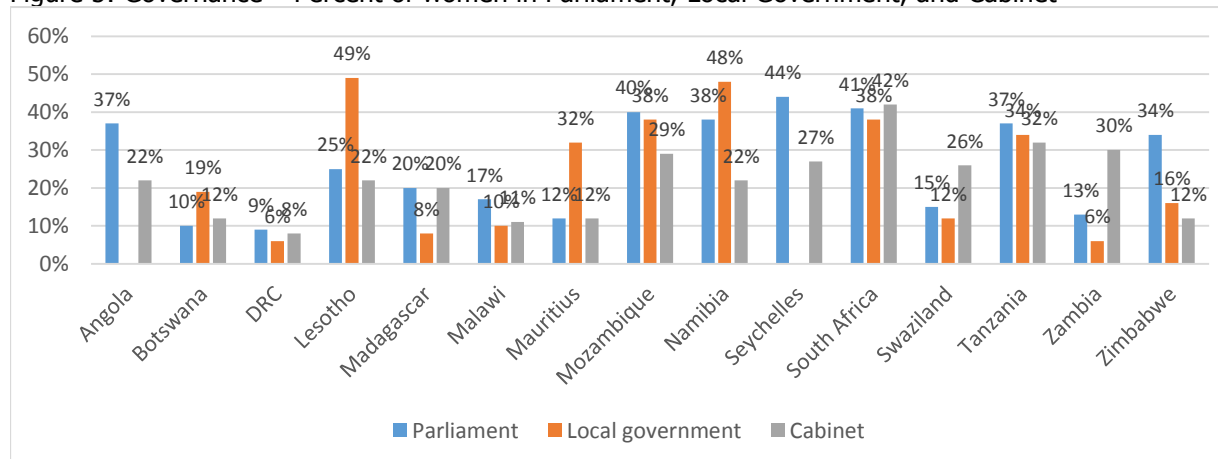
Source: Gender Links

Alliance has collected a total of 3,933 in three years. Figure 4 shows that Madagascar has the highest numbers case studies submitted at the regional summits followed by Zimbabwe, Lesotho, and Namibia. These case studies demonstrate what governments and civil society are doing to achieve the 28 targets of the Protocol. As mentioned earlier, these categories are clustered into voice, choice, and control.

Voice – Governance and Media & ICT

The programme impacts in the areas of peace and security, governance, constitutional and legal rights, and media and ICT are assessed by the representation of women in these institutions and citizens' perceptions on how changes at institutional level made a difference to the lives of ordinary people involved in the programme. The Women in Law Southern Africa's (WLSA) regional office in Zimbabwe is the lead organization of Alliance work in governance.

Figure 5: Governance – Percent of women in Parliament, Local Government, and Cabinet

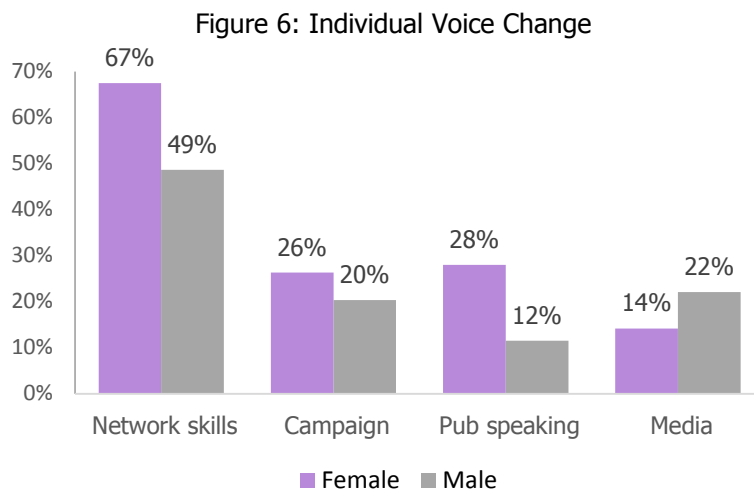


Source: Gender Links, 2016

Figure 5 shows that women’s representation in local government is higher than their representation in parliament and cabinet, with Lesotho and Namibia closer to the 50:50 gender parity in local government. Overall, the Figure shows that half the countries in SADC (Angola, Mozambique, Seychelles, South Africa, Tanzania, and Zimbabwe) are above the 30% benchmark for women’s representation in Parliament, six countries (Lesotho, Mauritius, Mozambique, Namibia, South Africa, and Tanzania) in local government, and only three countries (South Africa, Tanzania, and Zambia) in Cabinet. The four countries doing relatively well in all these three measures of women’s representation in governance are South Africa, Tanzania, Mozambique, and Namibia. These countries may achieve gender parity in all three levels of representation by 2030, the SDG deadline if the all actors maintain concerted efforts to achieve gender equality. The Figure shows that Alliance and partners still have a lot of work to accomplish gender parity in governance by 2030.

Women’s representation in parliament in SADC now stands at 27% and local government at 26%, with notable variation between countries, and dramatic increases in countries that have adopted special measures to increase women’s representation such as Mauritius and Namibia. The Post-2015 SADC Gender Protocol makes provision for special measures and emphasises women’s effective participation in decision-making. This strengthens GL’s work on gender mainstreaming at the local level, where GL has exceeded its COE target by 8% and councils now contribute 93% of the costs (up from 71% last year).

Gender Links mainstreams the targets of the Protocol in its three core programme areas – media, governance and justice. As one stakeholder noted, “Gender and development protocol is the only protocol which has been adopted directly by one particular organisation, Gender Links and making it their daily bread” (Phone interview with a regional stakeholder, August 2016). Gender Links contributes to the SGP target of gender parity in political decision-making and gender-responsive governance through the 400 Centres of Excellence (COE’s) for Gender in Local Government. As shown in Figure 6, analysis of 713 Drivers of Change (19% men and 81% women) whose stories GL has tracked over the years shows that there is individual voice change attributed to the programmes.



Source: Gender Links

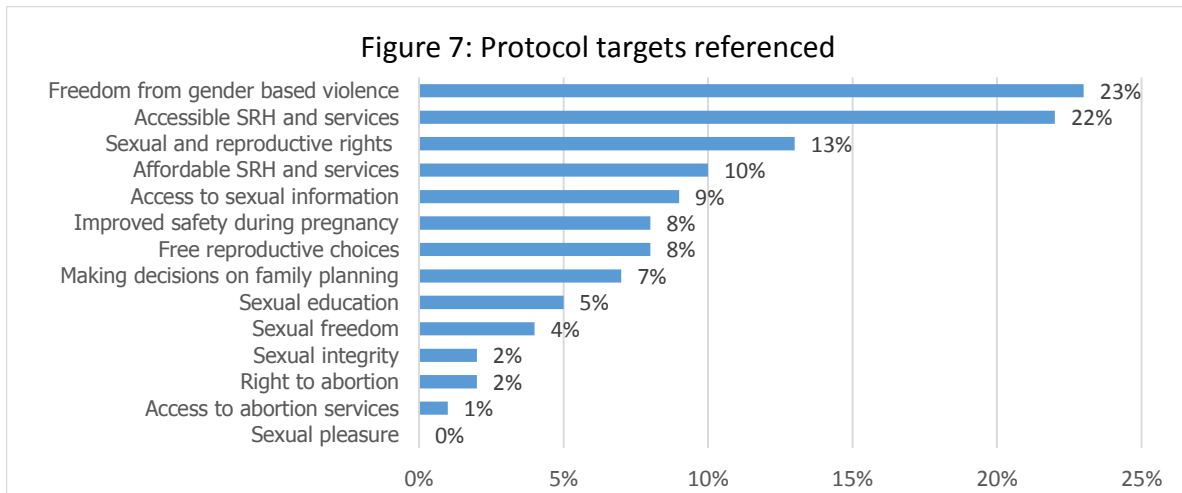
The Figure shows that both men and women experienced significant change in their networking skills. Overall, more women experienced change compared to men. The most pronounced change for women are in networking skills (67%) and public speaking (28%). For men, the most pronounced change are in networking skills (49%) and media skills (22%). The change in women's ability to speak

in public is more than twice the men's potentially due to gender stereotypes which limits women from speaking in public. According to Gender Links, this change is often linked to their increased confidence and improved self-image. The Drivers of Change analysis by Gender Links also showed that while 65% of women said they had become more aware of their rights, an even higher percentage (73%) said they now had greater confidence. 52% said they could claim their rights and 49% had improved their self image. Men scored higher on legal awareness (81%) and scored lower on confidence, claiming rights and self image.

Choice – Sexual Reproductive Health and Rights

The sexual reproductive health and rights cluster includes gender-based violence, HIV and AIDS, and Sexual Reproductive Health. The lead organization for this cluster is SAfAIDS⁵. The Sexual Reproductive Health and Rights (SRHR) was a new entry category in the 2015 SADC Protocol@work summit and it drew a total of 77 entries (See Figure 3 on summaries of case study entries by category). 15 of the existing 28 targets of the SADC Gender Protocol relate to SRHR. Gender Links analysed the 2015 SRHR case studies to demonstrate the unique way in which the organisation is driving the campaign for SRHR from local to regional level through its work with 425 Councils in ten Southern African Development Community (SADC) countries. Over the last nine years, GL has worked with 425 councils, covering 26% of the population of SADC, to develop gender action plans with flagship programmes on SRHR, HIV and AIDS, and GBV as part of the ten stage COE programme. In 2015, as part of the campaign to update the SADC Gender Protocol in line with the Sustainable Development Goals (SDGs), the Alliance introduced SRHR as a distinct category in the summits. This analysis of the 92 case studies shared in this category in 2015 shows how, working through local government, GL is able to introduce sensitive subjects with a high degree of local ownership, as well as amplify these results through lobbying for stronger regional standard-setting

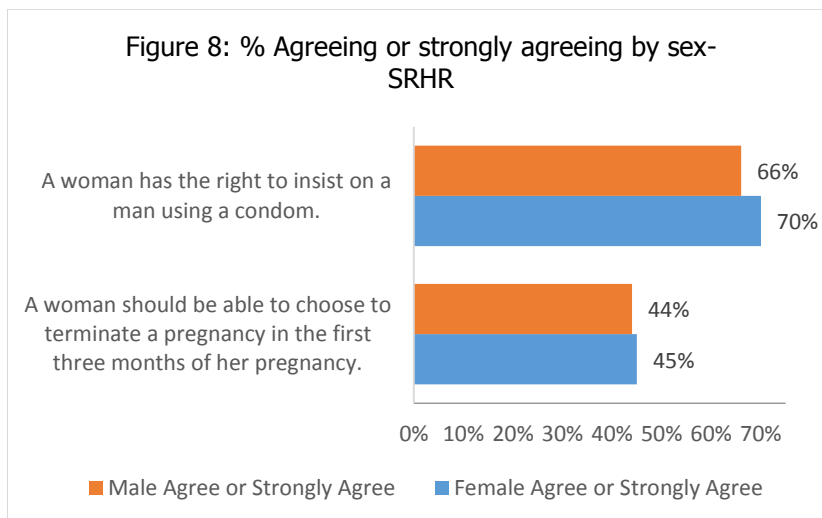
⁵ Established in 1994, SAfAIDS is a regional non-profit organisation based in Harare, (Zimbabwe), with country offices in Pretoria (South Africa), Lusaka (Zambia) and Manzini (Swaziland). For the last 20 years, SAfAIDS has implemented programmes in Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe.



Source: Gender Links, 2016

Figure 7 shows how these are being put to work on the ground, with integrated approaches to ending GBV, universal access to HIV and AIDs treatment, SRH needs of women and men being the most referenced.

Alliance monitored achievement of the HIV and AIDS Protocol targets and as shown in Figure 8, there is a general positive trend in the region where HIV positive pregnant women are receiving prevention of mother-to-child transmission (PMPCT) to stop their infants from acquiring the virus. Nine countries (Botswana, Lesotho, Mauritius, Namibia, Seychelles, Swaziland, Zambia, and Zimbabwe) have passed the threshold of 80% mark with Seychelles scoring 100%, Botswana 97%, Mauritius 96%, and Swaziland 95%. The countries that have worst scores on this measure are Madagascar (3%) and Angola (4%). The other two measures tracked by the Alliance on comprehensive knowledge on HIV and AIDS women and living with HIV as proportion of total shows that countries in SADC are below the 60% mark with the exception of Mauritius (80%), Namibia (60%), and Seychelles (67%) scoring high on comprehensive knowledge on HIV and AIDS women.



Source: Gender Links, 2016

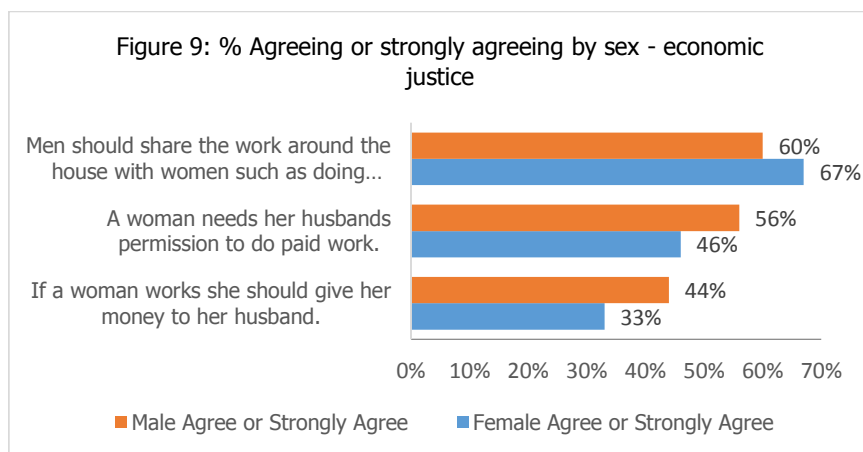
Figure 8 shows the outcome SADC citizens scored on the contentious attitude questions on choice of termination of pregnancy and condom use. This GPS by Alliance shows that a high proportion of both men (66%) and women (70%) believe that a woman has the right to insist on a man using a condom but a smaller proportion of men (44%) and women (45%) believe that a woman

should be able to choose to terminate a pregnancy in the first three months. The study outcomes by country had considerable variations on the question of choice of termination of pregnancy issue with a regional average of 45% for women and 44% for men who agree or strongly agree. Tanzania scored the highest for both women (76%) and men (85%).

Gender Links conducted LGBTI Training of Trainers Workshop during the Alliance annual strategic meeting in Johannesburg from 1 to 3 May 2016. The meeting explored a more inclusive post 2015 regional strategy. The meeting took place at a time when the Southern African Development Community (SADC) Gender Protocol Alliance was intensifying efforts toward the review of the SADC Gender Protocol post-2015 with the aim to mainstream a human rights framework to include issues concerning diversity and inclusion such as LGBTI rights and disability. The Alliance hoped to influence the agenda of the global post-2015 Sustainable Development Goals (SDGs) on gender equality.

Control – Economic Justice, Climate Change, and Sustainable Development

The control category includes education, economic empowerment, and climate change and the lead organisation for the Alliance is Zimbabwe Women’s Resource Centre Network⁶ (ZWRCN).



Source: Gender Links

Alliance members and partners showcased 62 case studies of the Protocol@work in the 2015 Summit on implementation of Protocol targets in this cluster. The indicators of the target include women’s access to economic resources, control and ownership of productive

resources, inheritance of property, shared responsibilities at household level between men and women, access to modern technology, and indicators for education and training. The GPS attitude survey assessed men’s and women’s attitudes around shared responsibilities in the household, and women’s economic independence.

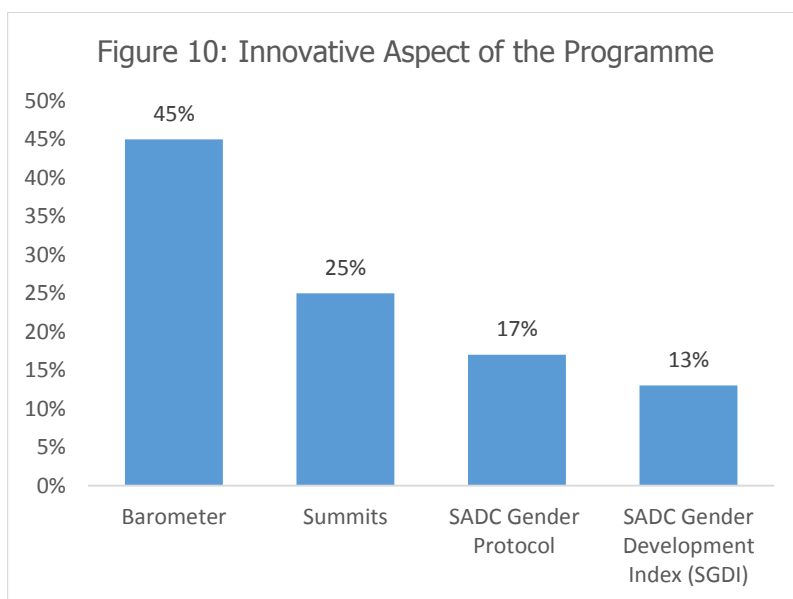
Figure 9 shows results of the Attitude survey that a high proportion of women (67%) and men (60%) say that men should share the work around the house with women such as doing dishes, cleaning and cooking but only 56% of men and 46% of women say that a woman needs her husband’s permission to do paid work. A smaller proportion of men (44%) and women

⁶ The Zimbabwe Women’s Resource Centre and Network (ZWRCN) is a non-governmental organization committed to promoting women’s social and economic justice in Zimbabwe and globally, through the power of information, networking and strategic advocacy. The organisation was established in 1990 with Headquarters in Harare, Zimbabwe.

(33%) agree or strongly agree that a woman should give her money to her husband. The GPS survey showed that Mauritius (87% women and 83% men) had the most progressive views on women and men sharing responsibilities in the home, followed by Madagascar and DRC. Angola and Seychelles had the least progressive views. These views show that Alliance still has a major task to tackle patriarchy which constraints women's economic independence despite the gain made in progressive legislation in the region.

3.1.4 Innovation and Replicability

The evaluator found evidence of incremental and radical innovation⁷ in the Alliance programme implemented by Gender Links, the Alliance Secretariat. As shown in Figure 10⁸, the most innovative aspects of the Alliance programme are the Barometer, SADC Protocol@work summits, SADC Gender Protocol as a tool and framework, and the SADC Gender and Development Index (SGDI) for measuring how governments are performing on the targets of the Protocol. The Protocol is an incremental innovation while the Barometer, summits, and SGDI are radical innovation.



Source: Summit entries and interviews

The Protocol is an incremental innovation because the Alliance participated in transforming the 1997 SADC Declaration on Gender and Development into a popular instrument the only sub-regional instrument that brings together all existing commitments to gender equality in one instrument with 28 time-bound targets. Compared to other Protocols in SADC, the SADC Gender and Development Protocol is the only Protocol in SADC that is well driven and internalised by its members. Alliance

members use the Protocol as a framework for their own work and a tool for holding governments accountable to fulfil their commitments to achieving gender equality in the region.

⁷ Incremental innovation is application or development of existing knowledge (techniques, approaches, and designs of interventions) in new ways and the extent to which this knowledge is taken by others. Radical innovation produces entirely new knowledge with a potential for replication and scale-up.

⁸ The evaluator synthesised reference on innovative aspects of the Alliance work from a total of 238 case studies submitted at the 2014 and 2015 SGP Summits on different themes including climate change (33 case studies), economic justice (25 case studies), education and training (7 case studies), gender-based violence (39 case studies), governance (8 case studies), health and HIV and AIDS (22 case studies), media (36 case studies), and implementation (68 case studies) including data from interviews with stakeholders.

A key informant articulated the innovativeness of the Protocol and work of the Alliance as follows:

We are dealing with a more complicated region with its history, which is well known for developing the most progressive protocols and instruments but very little demonstration in terms of their implementation, and this is so in almost many, many protocols. I think the gender protocol is the most or better-implemented protocol. The gender protocol is the most driven compared to other protocols because these other protocols do not have their own specific champions. But the other regional thematic networks are not necessarily dealing with the protocol in the manner that the Gender Alliance is dealing with their protocol. Other networks might remember the protocol if there is a specific challenge in which they now want to use the provisions whereas the Gender Alliance has internalised it and they are dealing with it on a daily basis from different facets (Interview with a key regional informant, August 2106).

You know, we look at what is happening in SADC, the fact that the protocol which was expiring in 2015 has already been updated and there is a process going on to align with the SDGs in their targets and indicators. That effort is not something that is only happening as a result of member states interests, there is a lot of advocacy that is happening at different levels including by civil society partners and specifically Gender Protocol Alliance and there are various countries networks (Interview with a key informant, August 2016).

Alliance members use the Protocol as framework that informs their daily work at both practical and strategic levels. At practical levels, the targets inform their work on various components of gender equality including promoting in women in leadership positions in local and central governments, women in media, legal and constitutional rights, economic empowerment, education, HIV and AIDS, etc.



Botswana, 2015 Summit, Photo from Gender Links website

The work of the members and partners of Alliance are showcased at the annual SADC Protoco@work summits which is a radical innovation of the Alliance used for taking stock and generating pressure for implementation and accountability in the region. The summits provide platforms for members to display their innovative work and spaces for sharing knowledge, learning, and networking. As shown in section 3.1.3.2 on programme impacts, Alliance has collected 3143 case studies of SADC Protocol@Work and 713 Drivers of Change as evidence of how the civil society and government are using the Protocol. Although these case studies are evidence of the

Protocol at work, they are not linked to any particular Protocol thematic indicator and cannot effectively be used as sources of evidence for measuring the impacts of the Protocol. Another important development of the Alliance was the introduction of the "Gender mainstreaming in government" category which attracted 14 entries from governments in 2015. This interest has proven that the summit is a space for cementing relations and getting buy-in from governments.

Finally, the Barometer is a radical innovation by GL in 2009 as the Secretariat of the Alliance. The purpose of the



Source: Gender Links website

Barometer is to monitor progress of SADC countries towards achieving gender equality against the 28 targets. Alliance has produced four regional Barometers and 12 country Barometers for each year project year. Aside from the 23 empirical indicators used to measure progress in achieving gender equality in the region through the SGDI, Alliance could enrich the Barometer with additional indicators from the 56 SDGS indicators. The 2016 Barometer also used the first ever, Southern Africa Gender Attitude Survey Alliance that measures change in gender attitudes of the citizens in SADC. The technical support provided by Alliance Secretariat to EASI, an East African Regional Network in 2016 in developing an East African Barometer is an indication of the popularity of the Barometer. Notwithstanding, the annual production of paper Barometer is very expensive. It requires alternative modes and platforms for sharing the Barometer.

Gender Links as Secretariat of the Southern African Gender Alliance innovated the SGDI and Citizen Scorecard with help of a gender budgeting expert to provide empirical evidence to complement the Citizen Score Card based on perceptions in assessing progress in implementation of the Protocol. The [SADC Protocol on Gender and Development](#) is an index developed in 2011 and used by the Alliance to measure the status of women in SADC based on 23 indicators of the Protocol for which there are appropriate indicators and data. The indicators are grouped under six categories, namely Governance (3 indicators), Education (3), Economy (5), Sexual and Reproductive Health (3), HIV and AIDS (3), and Media (6). As a radical innovation, the SGDI can be scaled-up to cover the Protocol articles on constitutional and legal rights, gender-based violence, and peace building and conflict resolution, which currently do not have appropriate and reliable indicators. Although the governments in SADC removed the timeframe from the revised Gender and Development Protocol, the Alliance have a chance to revise the SDGI and the CSC in the proposed Monitoring, Evaluation and Reporting (MER) Framework to monitor how governments are performing on the targets. Scaling up the SGDI will require more resources for research.

The following statements show the popularity of the Barometer.

I must mention the gender barometer which is the document that we all use in different ways even internally when we do different reports for discussions by all partners, that is a very useful tool that we also share with our different partners (Interview with a regional NGO, Pretoria).

Then, it is a country, you have to improve the condition, the barometer helps you to see at which level you are at, how you are doing everything which you set for yourself whether it is in SADC protocol or in any other national plan of action and implementation program. The plan of action is to make sure that you implement the plan that you set for yourself, you should be evaluating yourself, that is the purpose, and the barometer is helping us as a country to see how we are implementing our programs and what is in comparison with other countries -- Then you exchange information to improve the services and to improve where you are bad at. That's why the barometer is very crucial for me as a person now. (Interview with Government representative, SADC region).

I know that there was a time in my previous life when I was in Nairobi at the regional office for instance in southern Africa were we were looking at these experience of SADC and the work that partners like say gender alliance have done in advocating for the protocol and also having a barometer, how we could scale up to other regions, you know, East Africa and East African community. So, that is an area that I think from our side we see that the Gender Links as an organization together with the alliance they have played a big role and at this stage now were we are in our history or in the development space were we have a new sustainable development goals,

the roles of civil society organization is even more important than ever because the true spirit of what the SDGs is talking about, you know universality, leaving no one behind, inclusion, and so on and so forth. We really need voices that will amplify what people on the ground are saying but voices that can also hold governments to account on issues that they have made commitment on through the SDGs (Interview with UN Women, Pretoria, August 2016).

3.2 Financial Assessment

3.2.1 Economy and Value for Money

Overall, Gender Links demonstrated strong management oversight coupled with excellent internal administrative procedures to ensure efficient utilisation of EU resources. Alliance achieved programme outputs with fewer resources through leveraging resources. Tables 10 and 11 show examples of resources Alliance leveraged through strategic partnerships during regional summits, Alliance Executive Committee (EXCO) meeting, CSW-related event hosted by Malawi Permanent Mission in New York (See section 3.1.1.3 on design strengths and weaknesses).

Table 10: Sources Leveraged from partners in 2014 - 2015

Date	Description	Total cost of combined activities =A (Euro)	Total if activities had been separate= B (Euro)	Total Actual Cost Saving B-A (Euro)	Euro	Comment
26 - 29 May 2014	Regional summit, Alliance Meeting and Country Delegation Meetings	22204.66	39693.29	17488.63	17488.63	Cost for Alliance Networks only
1 - 2 December 2014	Alliance EXCO Meeting and DFID Evaluation	2783.77	5469.29	5469.29	2685.52	Based on the Cottages rates
12-Mar-15	Alliance Protocol review meeting	173.71	589.50	415.80	415.80	Malawi Mission contributed use of their boardroom
Total in Euro					20,589.94	

Source: Gender Links, Sharepoint

The highest cash contribution was R 267,000 (22,204.66 Euros) towards regional summits. This covered the costs of Alliance meetings of country delegates in 2014. Alliance also made cost savings of R 41,000 (2,685.52 Euros) towards meeting costs of the Executive committee meetings for 2 days in December 2014. Finally, Malawi Mission in New York provided use of their boardroom for Alliance side event during 60th CSW session in 2015. The Alliance mainly

achieved value for money through leveraging from other partners, green savings, Alliance networks running their own country level meetings and contributions from Alliance networks.

Table 11: Value for money through leveraging from other partners, green savings, and contributions from Alliance networks

VFM Area	2015 – R	2,015-€	2016 – R	2016-€	Variance R	Variance €	% increase or decrease	Comments
TOTAL	R 3,410,778	€ 225,570	R 742,374	€ 49,097	R - 2,668,404	R -176,474	-78%	
Going green	R 905,400	€ 59,878	R 0	€ -	R -905,400	-€ 59,878	-100%	Includes digital printing of barometers and CD Rom printing, use of Google Docs instead of hard copies
Good Planning	R 314,348	€ 20,789	R 102,946	€ 6,808	R -211,402	-€ 13,981	-67%	Alliance meetings piggy back to summit
In Kind Saving	R 941,580	€ 62,271	R 177,848	€ 11,762	R -763,732	-€50,509	-81%	Contributions by partners, reduction in venue costs
People Power	R 540,000	€ 35,713	R 177,580	€ 11,744	R -362,420	-€23,968	-67%	Alliance running own meetings compared to GL going for these

Source: Gender Links

Figure 11 shows that the Alliance programme made savings through digital printing of barometers and CD Rom printing, use of Google Docs instead of hard copies, Alliance meetings piggy back to summit, contributions by partners, reduction in venue costs, and Alliance running own meetings compared to GL going for these.

The evaluator did not do a formal cost benefit analysis of the project but there is indication from the project impacts (See section 3.1.3) that the Alliance programme represents good value for money. Furthermore, GL has sound financial management and control which has been enhanced by the upgrade of the accounting system from Pastel Partner to Pastel Evolution to enhance financial management and control. The systems have been migrated from locally based servers to cloud hosted solutions with enhanced back-up and anti-virus protection. Gender Links recently had a comprehensive assessment of its internal systems of control and got an unqualified audit report. The Alliance partners interviewed highly regarded GL's strengths in strategic positioning, governance, and institutional effectiveness in that order.

3.2.2 Efficiency

Table 11 shows that the EU funds covered 80% of the total programme expenditures in 2013 through 2016. The other donors' contribution to the Alliance programme are from the Norwegian Church Aid (14%), Diakonia (3%), and FLOW (3%) of the total budget.

Table 12: Programme expenditure including other donors

Reporting period (21/02/2013 to 25/07/2016)	EU in rand	EU average exchange rate for the year	TOTAL EXPENDITURE IN EUR	EU PORTION ONLY (80.16%) EUR	OTHER DONORS (DIAKONIA, NCA CHURCH, FLOW)(19.84) EUR	% EU EXPENDITURE
2013 to 2014	5,460,753	13.23187	412,697	330,818	81,879	80.16%
2014 to 2015	9,006,167	14.19200	617,293	494,822	122,471	80.16%
2015 to 2016	12,107,363	15.12070	942,274	755,327	186,947	80.16%
TOTAL	26,574,283	14.23916	1,972,264	1,580,967	391,297	80.16%

Source: Gender Links

The Alliance programme spent on average €0.03 cents per beneficiary including funds from other donors and funds locally leveraged by GL (See Table 9 for total number of beneficiaries and Tables 10 and 11 for total funds leveraged). Without leveraging and additional funds, the programme cost would have been costlier to implement.

3.3 Operationalisation, Management and Institutional capacity

3.3.1 Organisational structure

Gender Links is the Secretariat of Alliance network, centrally located in Johannesburg, South Africa. The Alliance programme is managed by two fulltime staff, the Programme Manager and the Programme Officer. GL Chief Executive Officer (CEO) provides strategic oversight and guidance to the staff at the Secretariat. The Secretariat also gets technical backstopping from the Head of Finance and a Finance Officer, and the Monitoring and Evaluation Coordinator. Aside from the Secretariat, Alliance country networks are coordinated by the focal networks operating at country level in addition to country thematic champions operating from their respective organisations.

The country focal networks' tasks include mobilisation for the Alliance national meetings, preparation for consultative national workshops, and preparation of workshop packs and materials. The EU grant was used to strengthen the Alliance across the 15 SADC countries. This involved country level work led by the Alliance country networks. GL has Memorandum of Understanding (MOUs) with each country network as well as the mainstream civil society SADC-CNGO and SAT. This made it easier for the networks to do the country level work although this was conducted through specific contracts to the networks for financial accountability. The contracts included country level consultations, village level meetings including administration of monitoring and evaluation as well as Post-2015 advocacy. This added responsibility to GL

although it was largely mitigated through management pack guiding the networks on financial reporting and narratives as well as collecting audio visual material. Language was also an issue for other networks – the translation budget for the EU assisted in addressing language barriers between certain countries and the secretariat. An Executive Committee inclusive of the cluster leads and a chairperson currently leads the Alliance (refer to Section 2.0 for overview of Alliance operations). Funds were channelled to networks through GL country offices in countries where GL has offices. This reduced the challenge of administering and reporting for the funds. GL country offices work closely together with the Alliance focal networks where applicable.

The Alliance steering committee meets annually to develop country plans and budgets. The challenge with representation on the steering committee is the inconsistency in representation every year. Sometimes the focal networks delegate junior staff without authority to make decisions to represent them in the steering committee meetings. This affects the quality of decisions made and follow up on implementation of the action plans. While the intention to streamline financial reporting and efficiency, it adds reporting layers which some members of the focal networks find unnecessary.

3.3.2 Sustainability

The sustainability of Alliance programme is likely to be challenged with the end of the EU grant and the changing donor preference for big northern based NGOs to administer their funds. As mentioned in section 3.1.1.2 on Major External and Internal Challenges, change in northern donor mechanisms will adversely affect southern based civil society organisations that do advocacy work, and Women’s Rights Organisations. These changes will affect members of Alliance network and future programming will likely be constrained. However, the Secretariat is enhancing programme delivery mechanisms through partnerships with country networks and cluster champions to continue maintaining the benefits of EU-funded programme. As mentioned in other sections of the report, Alliance partnerships are not binding hence the success of the programme is dependent on the strength of the theme cluster lead organisations and the identified 28 champions focal networks and theme cluster leaders. Gender Links will continue backstopping these structures through it’s GL services to build capacities for fundraising at country level to strengthen sustainability.

GL has piloted use of technology in the recent Gender and Media (GEM) Summit held in Namibia. GL used online forms to process summit entries and judging process which greatly reduced costs and the ability of fewer staff to manage the event. This was prompted by Gender Links’ restructuring of staffing positions to effectively manage programmes across the region. GL will extend the learning from GEM summit and use of smart partnership with actors in the private sector to manage future SADC Protocol@work summits.

In 2016, the Alliance will collaborate with GL’s governance programme to hold SADC Protocol @Work summits during the Sixteen days of Activism – this will be on our website by Monday – so you can get more info. Shows how we go on trying to do more for less, and to do it better. Furthermore, the Alliance will explore more sustainable ways of collecting case studies of best practices on gender mainstreaming through following up past case studies to get evidence of change and impacts of the Protocol. The Alliance networks are linking with local government councils where GL works to share best practices.



Source: Gender Links

The Alliance is developing a social media strategy to reach their partners who currently have a huge presence on social media such as Facebook, Twitter, Instagram and other social media platforms. As shown in the diagram, the proposed strategy has six cornerstones including context, content, visual story, channels, outcomes, and approach. The Alliance social media strategy targets are to grow the Facebook page to 200 likes by December 2016, attract 200 Twitter followers by December 2016, and to get at least 100 hits on the monthly Roadmap to Equality blog. The purpose is to feed into the institutional social media strategy which seeks to create a GL Brand awareness as

well as to solicit donations, attract followers who become more directly involved in the Alliance cause (gender equality) and fundraising efforts, and to create an online community that is ready to be mobilised when Alliance has events such as CSW, Women’s day, Summits and the 16 days of Activism.

Fundraising by GL

GL has secured funding to strengthen the SRHR (EUR 350,000 up to 2018) and economic justice (SEK 640,000 up to 2020) clusters of the Alliance including relevant research in these clusters. The grant for the SRHR cluster includes training on fundraising for the Alliance networks which will build capacity of the networks to fundraise for SRHR. GL is now in advanced conversation with UN Women on funding the research (the Barometer) although amounts have not been finalised. GL recently submitted a concept note to the EU’s Human Rights Democracy Instrument on strengthening the Alliance as a Women Human Rights Defender Network. The Alliance potentially can partly be sustained through GL services an example being the Barometer research methodology shared with EASSI. GL as the secretariat of the Alliance continues to explore future funding opportunities from donors as well as private sector

4.0 Conclusion

The following conclusions are drawn from the final evaluation of the Alliance Programme:

- The Protocol has provided a framework for the citizens of SADC to hold their governments accountable and to demand for gender equality in the region. The Protocol was reviewed

and aligned to the SDGs after the expiration of the targets in 2015 and it remains a valid regional instrument with targets extended to 2030, the SDGs deadline. It would be difficult to hold governments accountable for gender equality without such a framework that measures commitment in terms of political will and resource allocation through SGDI, CSC, and the newly created GPS that informs the Barometer.

- The Barometer has proven to be an effective tool used by the women's movement to demonstrate the agenda setting power of civil society and its critical watchdog function. As mentioned in section 3.1.4 on Innovation and Replicability of the programme, some people in government see the Protocol as mirror that reflects where they stand as government and to remedy the shortfalls. This is a major achievement of the Alliance network in putting gender on the agenda of governments. The campaign for adoption, ratification, and implementation of the Protocol has contributed to the global recognition of the Alliance by the United Nations (UN Women, UNESCO), the African Union, donor agencies, and regional organizations. As a result, members of Alliance are engaged in global discourses that are shaping policies and interventions for gender equality (See details in section 3.1.3.1 on Broader Programme Impacts at Societal Level).
- Alliance network has demonstrated that civil society can work with governments as partners despite the prevailing attitudes that CSOs are critics of governments. Alliance has achieved more by working themselves as solutions to social development challenges faced by governments than as direct opposition to government. Alliance provided technical expertise on gender-responsive budgeting, drafting of the Protocol, and conversations with the gender ministers and SADC Gender Unit through high level meetings. Alliance has been criticised for working with government by hardliners in the broader gender movement in southern Africa, especially organisations that are not members of the Alliance. Members of Alliance have managed when to be critical of government and when to collaborate.
- Patriarchal attitudes remain the major stumbling block in achieving gender equality in the SADC region. The regional average score for women (55%) in the GPS is a little higher than men (51%), which reiterates GL theory of change that gender inequality is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. The GPS noted that "The evidence is overwhelming that laws and policies are not enough. We must also chip away at the pervasive patriarchal attitudes and gender stereotypes that result in the constant one step forwards, two steps backwards syndrome" (Gender Progress Score, p.1).

5.0 Lessons Learnt

The evaluator draws the following lessons learned from Alliance programme mainly in the areas of adapting methods and approaches, and working with partner organizations. Lessons related to programme design are discussed in section 3.1.1.3 on Programme Design Strengths and Weaknesses; lessons about risk assessment and management are discussed in section 3.1.1.2 on Major External and Internal Challenges, Risks and Mitigation Efforts; and lessons about sustainability and scaling up are discussed in section 3.3.2 on Sustainability and section 3.1.4 on Innovation and Replicability.

Eliminating Hierarchy and Formalising Relationship through MOUs: Alliance programme adapted methods and approaches of working with the regional and national networks to ensure programme performance. For example, the programme reduced and consolidated the 10 regional thematic clusters to five themes aligned to the SDGs. These clusters are Governance, Economic Justice, Sexual and Reproductive Health and Rights, Media and Climate Change. Each cluster lead forms part of the Alliance Executive Committee. Alliance reviewed its structure at the Annual meeting in 2014 by electing a chairperson to lead the network and eliminating hierarchy for a more fluid structure that promotes learning between regional NGOs with the national networks as well as expert area groups.

Speaking two languages from local to international level: A persistent thread that runs through the Alliance network is the consciousness to connect the local initiatives through national, regional, and international work. Alliance programme was able to achieve this dual communication through the summits, village workshops to popularize the Protocol, Barometer launches, and meetings with the Gender Ministers.

5.0 Recommendations – short, medium, and long term

5.1 Short-term Recommendations

- **Revision of SGDI with additional indicators from SDGs:** Gender Links should engage a measurement specialist to scale-up the SGDI to include GBV indicators and SDG indicators to measure progress. The specialists should do statistical tests of internal consistency to assess how the new multiple indicators agree and contribute to a common measure of progress. Alliance can use a statistically sound index to predict where the region will be at in 2030 when the SDGs expire or to make annual predictions to assess thematic areas that require intense advocacy.
- **Longitudinal case studies to measure impacts:** Alliance should compile longitudinal studies of the same persons they studied since 2009 when the Protocol was signed to-date in order to do a thorough observational or tracer study on the impacts of the Protocol on the lives of ordinary people in SADC. This is a task for the Secretariat only but all members of the network to dig in their own records on interventions that referenced the Protocol and trace participants of these initiatives to compare their current status with baseline information at the beginning of the interventions.
- **Finalisation of the MER:** The SADC Gender Secretariat should finalise the draft as soon as possible. The MER framework focusses on developing indicators to measure progress of gender equality commitments. These indicators are pinned at global standard level and reflected at the end of each chapter in the 2016 Barometer. The Alliance needs to use this multi-year effort of these indicators to ensure that the SADC secretariat finalises the regional MER framework. This will assist in ensuring the implementation at national level is standardised and data to support it is readily available. Once finalised, the MER framework will enable the SADC region to measure progress of implementation at national, regional, continental and global levels as it is drawn from all levels of implementation. The Alliance could pursue an MOU with the SADC secretariat to ensure that there is no duplication of efforts. The Alliance should work with the SADC Gender Unit on standardising measurement of areas such as gender based violence. Currently, the Alliance is working on expanding the

SADC Gender and Development Index (SGDI) drawn from the MER framework to aptly measure gender equality progress at SADC level.

5.2 Medium-term Recommendations

- **A digital platform to share the Barometer** – Alliance should develop a digital online platform or portal to share the Barometer electronically to avoid huge costs of paper Barometers. Gender Links should also hold regular face-to-face meetings with the Barometer researchers to ensure consistency and quality research in order to reduce error and additional editorial burden on the Secretariat. Gender Links has recently downsized staffing at the headquarters so any extra editorial burden from the Barometer will negatively impact the institution. The secretariat should make use of interns to gather the primary data for the Barometer so that researchers concentrate their energies on analysis and writing. Furthermore, Gender Links should explore working with credible national research bureaus or national statistics bureaus and organizations like FEMNET and Afro-Barometer that work in other countries to increase the credibility, audience and the readership of the regional Barometer.
- **Reassessment of membership commitment** – Alliance executive committee and the general assembly should build in a mechanism to check their membership commitment on a regular basis since Alliance is a loose “coalition of the willing.” This will help to ensure that everyone is doing their part and to help inactive members to recommit to the vision of gender equality in the region. The champions should be tasked with responsibilities of fundraising in order to build capacities of the members across the region instead of depending on the Secretariat to fundraise and coordinate the network. Over relying on one organisation is risky for the network and women’s network in SADC.

5.3 Long-term Recommendations

- **Intensify awareness of the Protocol** – Alliance network should intensify campaigns to create awareness of the Protocol so that citizens can use the Protocol provisions to hold governments accountable. The 2016 Barometer reported that citizens’ knowledge of the Protocol provisions as assessed by the quiz stands at 46%, 54% below the target. Alliance should consider using media to popularize the Protocol and also challenge the patriarchal attitudes that hinder gender equality in the region.
- **Member states to allocate adequate funds to the gender ministries:** A major drawback on implementation was limited resources for Member States. The Alliance should work closely with the relevant Ministries to maximise available resources for better implementation of the Protocol. The Alliance should maximise its working relations with the SADC Gender Secretariat to lobby governments to financially empower the gender machineries to coordinate the implementation of the Protocol. The Alliance should encourage the gender ministries to learn how to establish effective coordination mechanisms from other countries such as Namibia.

Annexes

Annex A: Achievement Rating Scale

Achievement Rating Scale

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

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
OUTCOME OBJECTIVES						Assumptions
Overall Objective: To contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three, through strengthening the Southern Africa Gender Protocol Alliance Network in holding governments to account and empowering citizens to claim their rights	Evidence of implementation of the 28 targets of the SADC Gender Protocol as shown by an increased score of the Southern Africa Gender Development Index (SGDI).	67%	70%	69%	4	There is sufficient buy in across thematic organisations to organise the Alliance according to the 10 theme clusters advocate for implementation of the 28 targets.
	At least 10 Member States align their gender policies and costed action.	5 countries	10 countries	7 countries	3 countries	There are no bureaucratic bottle necks in working with the Gender/Women's Affairs Ministries and there is sufficient political will to implement the 28 targets of the SADC Gender Protocol

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
	Increased knowledge of citizens on the SADC Gender Protocol as shown by the knowledge quiz showing an upward trend.	52%	100%	46%	2 – needs more sustainable ways of popularising Protocol	
SPECIFIC OBJECTIVES						
Specific Objective 1: To strengthen the regional Secretariat in order to enhance its capacity to support national coordinating networks. GL has limited resources to provide this support, which is additional to its three core programme areas.	GL is a strong coordinating network that is efficient and effective and has sufficient human and financial resources to sustain the work of the Alliance Network at regional and national levels and across all thematic areas; feedback from associates .	GL is the coordinating NGO for the Alliance with 9 clusters	Capacitated staff that coordinates the Alliance network effectively with enough resources	GL has coordinated the Alliance effectively since the beginning and has build the capacity of the network for Post 2015 Protocol advocacy. However, sometimes human capacity is stretched especially on research and communication as well as limited resources.	4	Alliance clusters are now consolidated into 5 for effective communication.

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
Specific Objective 2: To strengthen national and theme networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns: This is critical for ownership and adding depth to the work.	MOUs between GL and national and theme networks as well as gender champions.	8 MOUS with National networks	15 MOUS with National networks	15 MOUS	5	(a) Sufficient buy in from gender organisations to organise sectorally. (b) Alliance partnerships are not binding hence the success of the programme is depended on the strength of the theme cluster lead organisations and the identified 28 champions focal networks and theme cluster leaders.
Specific Objective 3: To campaign for an Addendum to the Protocol on Gender and Climate Change: This new area has been placed on the agenda by the Mozambique Network.	The Alliance contributes to developing targets for the Addendum on Gender and Climate Change that should be factored in when the instrument is finally drafted officially by SADC Secretariat and Member States.	No addendum for climate change in Gender Protocol	Spirited campaign for addendum leading to 1067 signatures and a rethinking of standalone climate change targets in Protocol	Standalone climate change targets in Post 2015 Protocol	5	Member States committed to developing a gender sensitive framework.

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
Specific Objective 4: To monitor and evaluate progress towards attainment of the 28 targets through the annual SADC Gender Protocol Barometer; gathering of case studies of the Protocol@Work and developing an online data base of information for regular tracking.	(a) Up to date country and regional barometers with relevant information on costing the Protocol	5 regional Barometers	Annual regional and country barometers	8 regional Barometers produced, country barometers produced biannually	5	
	(b) Case studies of the SADC Gender Protocol@Work	820 CASE STUDIES	3300 case studies	2934 case studies	4 – no summits held in 2016 due to resource constraints hence fewer case studies	
EXPECTED RESULTS						
Expected Result 1: Clear identification of gaps in implementation of the SADC Protocol on Gender and Development that will inform the Alliance advocacy strategies.	SADC Gender Protocol Barometer reports highlight gaps on implementation of the SADC Gender Protocol in the 15 SADC countries.	5 editions of barometers produced	Annual Barometer produced and used as advocacy tool to hold governments accountable	8 editions of Barometers produced	4 – lobbying government could be used more effectively.	This result is redundant because it is a repeat of Objective 4.
Expected Result 2: Enhanced ownership of the SADC Gender Protocol Campaign.	Joint campaigns supported by members of the South Africa Alliance Network.	Campaign for addendum on climate change	Campaign on topical issues	Post 2015 Protocol campaign, Bring back our girls campaign, LGBTI rights campaign	3 – more needs to be done on campaigns	This result is redundant because it is a repeat of Objective 3.

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
Expected Result 3: Strong civil society government partnerships that help advance the gender agenda.	MOUs between GL, Alliance associates and government ministries.	8 MOUs	15 MOUS	15 MOUS	5	
Expected Result 4: Clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3.	Gender policy and costed action plan workshop reports and draft plans in place.	5 costed gender action plans	10 costed gender action plans	7 costed gender action plans – model will need to be reviewed in light of the new Protocol	4	There is political buy in and the rate of implementation is not affected by the bureaucratic processes of characteristic of governments.
Expected Result 5: Robust women’s movement; sustained momentum to 2015.	Joint campaigns of the Southern Africa Gender Protocol Alliance	Joint campaigns supported by members of the South Africa Alliance Network.	Campaign for addendum on climate change	Campaign on topical issues	Post 2015 Protocol campaign, Bring back our girls campaign, LGBTI rights campaign	3 – more needs to be done on campaigns. This result is redundant because it is a repeat of Objective 3.
Expected Result 6: Acquisition of and contributing to knowledge, sharing of information and best practices on gender.	Case studies of the SADC Gender Protocol @ Work in the barometer, on website, reports on dissemination of knowledge products.	820 CASE STUDIES	3300 case studies	2934 case studies	4 – no summits held in 2016 due to resource constraints hence fewer case studies	This result is redundant because it is a repeat of Objective 4.
Expected Result 7: The campaign for gender and climate change shows that the	Campaign takes off with countries showing commitment -	No climate change provisions in Protocol	All countries sign for an addendum for climate change	Buy in from Gender Ministers for a campaign on	5 – wide media coverage during	There is political buy in from national governments on the need for an addendum on gender and

KEY RESULT AREA	INDICATORS	BASELINE	TARGET	PROGRESS AGAINST TARGETS	ACHIEVEMENT RATING BY EVALUATOR (1 to 5)	COMMENTS BY EVALUATOR (Assess achievement of targets and assumptions)
SADC Gender Protocol remains relevant and is constantly updated.	correspondence, media clippings, reports of meetings, etc.		in the Protocol	addendum , 1067 signatures gathered for addendum	summits, specific country network meetings and Post 2015 campaigns, media interviews for secretariat, climate change provisions in Post 2015 Protocol	climate change. This result is redundant because it is a repeat of Objective 3.
ii) Logistics for side meetings						
(iii) reporting						
TOTAL						49/60
						81%

Annex B: Summary of Post 2015 SADC Gender Protocol gains and losses

GAINS	LOSSES
GENERAL	
1. The Preamble of the Protocol adds the following new instruments to which the Protocol is to be aligned: the Sustainable Development Goals (SDGs); Beijing Plus Twenty and the African Agenda 2063.	1. Removal of all time bound targets from the Protocol.
2. The less prescriptive nature of the SADC Gender Protocol through the removal of specific timeframes could pave the way for Botswana to sign.	2. Botswana did not seize the opportunity of the Gender Ministers meeting that it chaired, to announce that it would sign the Protocol, despite all the obstacles to signing seemingly being addressed.
CONSTITUTIONAL AND LEGAL	
3. Equal recognition of widows and widowers rights and removal of the clause guaranteeing widows employment addresses one of the earlier concerns preventing Botswana from signing.	
4. Changing of "affirmative action" to "special measures" accommodates concerns by Mauritius.	3. Mauritius stated at the Gender Ministers meeting in June 2016 that because of the more prescriptive language of the Protocol on child marriages, it would still not be able to sign the revised Protocol.
5. Stronger provision to prevent child marriages by removing the qualification that the minimum age of 18 for marriage is subject to national laws and practices	
GENDER AND GOVERNANCE	
6. The focus on equal and <i>effective</i> participation in political decision-making	4. Removed proposed inclusion by the technical review team of the need to review electoral systems in order to increase women's political participation.
EDUCATION	
7. Inclusion of early childhood development and adult education	5. No mention of the need for school environments that are girl-friendly and accessible, through measures that eradicate sexual harassment, kidnapping and trafficking and ensure improved security in schools, protective measures and adequate sanitation facilities.
8. Addition of girls access to Science, Technology and Engineering (STEM) education.	6. Not fully aligned to the SDG language of "leaving no one behind" as there is no commitment to ensuring equal access to all levels of education and vocational training for the vulnerable, including persons with

	disabilities, indigenous peoples and children in vulnerable situations.
ECONOMIC JUSTICE	
9. Inclusion of shared responsibilities between men and women to reduce the burden of multiple roles of women	7. No commitment for infrastructure and policies for early childhood development at the workplace to reduce the burden on women.
10. Recognition of unpaid care and domestic work through provision of social protection and public services	8. No commitment to facilitating women's effective participation in and benefit from the agricultural, mining and tourism value chains by giving them the resources and skills they need to improve their economic productivity.
11. Compelling governments to give equal rights to women for production resources including land, financial resources, natural resources and inheritance	9. No specific commitment to enabling rural and indigenous women will have access to productive assets: land, credit, inputs and financial services.
12. Review and development of equal access to wage employment in accordance with the Protocol on Employment and Labour.	
13. Emphasis on elimination of traditional harmful practices including child and forced marriages, female genital mutilation and slavery	
HEALTH, SEXUAL AND REPRODUCTIVE HEALTH, AND REPRODUCTIVE RIGHTS	
14. Commitment to <i>eliminating</i> rather than reducing maternal mortality	
15. Commitment to <i>ending</i> rather than <i>halving</i> gender based violence	
16. Recognition of sexual and reproductive health and reproductive rights; implementing programmes and policies on sexual reproductive health and rights aligned to the Programme of Action of the ICDP and Beijing Platform for Action.	10. No recognition of Sexual and Reproductive Health and Rights which would have broadened the debate to include sensitive issues such as choice of termination of pregnancy; sexual orientation and gender identities.
HIV AND AIDS	
17. Commitment by States Parties to take every step necessary to adopt and implement gender sensitive policies and programmes, and enact legislation that will address prevention, treatment, care	11. No specific reference to the UNAIDS targets for an AIDS free generation by 2020.

and support in accordance with, but not limited to, the Maseru Declaration on HIV and AIDS and the SADC sponsored UN Commission on the Status of Women Resolution on Women, the Girl Child and HIV and AIDS and the Political Declaration on HIV and AIDS.	
PEACE AND SECURITY	
18. Addition of equal participation in <i>peace- keeping</i>	12. No commitment to invest in research on the link between conflict and gender based violence; the role of culture.
MEDIA	
19. Enactment of laws and policies to prevent gender stereotyping in the media.	13. No reference to investment to ensure that women and men can equally access and afford ICTs including internet and hardware
20. Recognition of need for equal <i>ownership</i> of media.	14. No commitment to build/ strengthen the capacity of media practitioners and the general public to enhance their awareness on gender equality in communications and information, including through social media.
CLIMATE CHANGE	
21. Stand-alone Article on gender and climate change cross referenced with the SADC Protocol on the Environment. This covers: gender analysis and gender mainstreaming; gender responsive policies, strategies, capacity building, education, and training on environmental management; inclusive and participatory consultations of all stakeholders including women and men; utilising women’s skills, knowledge and capacities; research; gender sensitive indicators; gender disaggregated data on environmental management.	15. No commitment to ending hunger, achieving food security, and improve nutrition and promote sustainable agriculture.
	16. No commitment to providing access to clean water and renewable energy technologies to all households, particularly to rural women, including by investing in and promoting the development of alternative safe and clean energies (such as hydropower and solar) in order to reduce reliance on non-sustainable energy sources.
22. Implementation of the Protocol through a Monitoring, Evaluation and Reporting Framework	
22 GAINS	16 LOSSES

Annex C: List of Persons Interviewed

#	Name	M / F	Title	Organisation	Category	Contact Details (Email or Telephone)	Location
1.	Abbie Dithlake	M	Alliance partner	SADC CNGO	Alliance Partner	abied@sadc-cngo.org.bw	Botswana
2.	Aurelie Voix	F		European Commission	Donor	Aurelie.VOIX@eeas.europa.eu	South Africa
3.	Beata Kasale	F	Publisher/Media Facilitator	The Voice	CSO partner	Beatak@thevoicebw.com	Botswana
4.	Chigedze Chinyepi	F	Alliance Focal Person	Alliance Botswana	CSO partner	chigsvee3@gmail.com	Botswana
5.	Colleen Lowe Morna	F	CEO	Gender Links	GL staff	ceo@genderlinks.org.za	South Africa
6.	Comfort M. Mabuza	M	Executive Director	Media Facilitator	CSO partner	mcmabuza@webmail.za	Swaziland
7.	Daphné Barbotte	F	International Aid / Cooperation Officer	European Commission	Donor	Daphne.BARBOTTE@ec.europa.eu	Belgium
8.	Dorah Marema	F	Barometer Researcher and Climate Change Cluster Lead	GenderCC Southern Africa – Women for Climate Justice	CSO partner	dorah@gendercc.org.za	South Africa
9.	Emily Brown	F	Board Chair	Gender Links	GL Board		Namibia
10.	Emma Kaliya	F	Alliance Chair/GL Board	NGOGCN	CSO partner	emmakaliya@gmail.com	Malawi
11.	Emmanuel Ndlangamandla	M	Alliance focal person	CANGO	CSO partner	director@cango.org.sz	Swaziland
12.	Fanuel Hadzizi	M	Monitoring and Evaluation Coordinator	Gender Links	GL staff	mande@genderlinks.org.za	South Africa
13.	Fiona Clark	F	Social Development Adviser for Southern Africa	DFID Pretoria	Donor	F-Clark@dfid.gov.uk	South Africa
14.	Gaby Razaf	F	Alliance focal person	FPFE	CSO partner	gabyrazaf@yahoo.fr	Madagascar
15.	Gideon Gwebu	M	Senior Gender Analyst	Department of Gender & Family Issues	Government	Ggwebu11@gmail.com	Swaziland

#	Name	M / F	Title	Organisation	Category	Contact Details (Email or Telephone)	Location
16.	Gladness Munwo	F	Media Facilitator		CSO partner	gladym1@hotmail.com	Tanzania
17.	Guro Amas	F	Area Representative	Norwegian Church Aid Pretoria	Alliance partner	gua@nca.no	South Africa
18.	Libakiso Matlho	F	Executive Director	WILSA	CSO partner	libakisomatlho@womenandlaw.org.ls	Lesotho
19.	Lucia Makamure	F	Alliance and Partnerships Officer	Gender Links	GL Staff	allianceofficer@genderlinks.org.za	South Africa
20.	Maclan Kanyangwa	M	Lecturer/Media Facilitator	University of Malawi	CSO partner	mkanyagwa@poly.ac.mw	Malawi
21.	Moreblessings Chidaushe	F	Regional Programme Advisor, Economic Justice	Norwegian Church Aid - Pretoria	Alliance partner	moc@nca.no	South Africa
22.	Ncane Maziya	F	CANGO/Consultant	Swaziland Alliance	GL staff	swaziland@genderlinks.org.za	Swaziland
23.	Perpetual Sichikwakwe	F	Media Facilitator		CSO partner	persichi@gmail.com	Zambia
24.	Richard Rooney	M	Head of Media Studies	University of Botswana	Alliance partner	Richard.rooney@mopipi.ab.bw	Botswana
25.	Sarry Xoagus	F	Alliance focal person	Gender Links	GL staff	namibia@genderlinks.org.za	Namibia
26.	Sheila Mmusi	F	Media Facilitator/Lecturer	University of Limpopo	Alliance partner	Onkaetse.mmusi@ul.ac.za	South Africa
27.	Shuvai Busuman	F	Barometer Researcher	Economic Justice Chapter	Alliance partner	shuvai.busuman@gmail.com	Kenya
28.	Sifisosami Dube	F	Alliance & partnerships Programme Manager	Gender Links	GL staff	alliance@genderlinks.org.za	South Africa
29.	Susan Kimathi	F		UN Women Multi-Country Office Pretoria	Donor	susan.kimathi@unwomen.org	South Africa
30.	Themba Kalua	M	Deputy Representative	UN Women Multi-Country Office Pretoria	Donor	themba.kalua@unwomen.org	South Africa

#	Name	M / F	Title	Organisation	Category	Contact Details (Email or Telephone)	Location
31.	Victor Shipo	M	Director in Ministry	Namibia Gender Ministry	Government	victorshipoh@mgecw.gov.na	Namibia
32.	Vida de Voss	F	Director, Alliance Focal Person	Sister Namibia/NANGOF	CSO partner	director@sisternamibia.org	Namibia
33.	Zakhe Hlanze	F	Barometer Researcher	Freelance	Alliance partner	zahke2006@yahoo.co.uk	Swaziland

Annex D: List of Documents Consulted

- Programme proposal, log-frame and budget
- GL interim narrative reports to EU 2014 and 2015
- SADC Gender Protocol with 2015 targets
- Post 2015 draft Protocol 2016
- GL Annual Report 2013 to 2015
- SADC Gender Protocol Barometer, 2016
- SADC Gender Protocol Barometer, 2015
- Gender Progress Study, 2016
- Analysis of the Drivers of Change collected by Gender Links, 2016
- Gender Links Programme Partnership Arrangement (PPA): Project Completion Review Gender Links, 2016
- Gender Links End of Project Report to EU, 2016
- SADC Protocol@Work case studies, 2014 and 2015
- European Union (2010): Annex: Council conclusions on the millennium development goals for the united nations high-level plenary meeting in New York and beyond.
- European Union (2015): Joint Staff Working Document: Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020.



Call for Expression of Interest: Evaluation of the European Commission/Gender Links Making Every Voice Count for Gender Equality in Southern Africa Programme (21 February 2013 – 25 July 2016)

Type of Contract: Consultancy

Based in: Johannesburg

Consulting days: 20 days

Time period: 7 August to 31 August

Application Deadline: Thursday, 07 July 2016

Scope

The evaluation covers the Gender Links 41 month Alliance programme with the European Union from **21 February 2013 – 25 July 2016**. The fund requires that an independent end of project assessment be undertaken within the three months of the end of the programme to determine its impact. The aim of the evaluation is to determine the extent to which the programme met its objectives and whether the expected results were achieved. The evaluation will also assess how the programme has contributed to the overall European Union objectives under the European Union call for proposals '**Strengthening the Capacities of Non-State Actors - Actions in partner countries: Multi-country (EuropeAid/131140/C/ACT/Multi)**'. An honest examination of what actually happened against the planned results, important lessons for future programmes can be learned. The programme covered all SADC countries excluding South Africa.

Objectives

The purpose of the evaluation is to:

d. Programmatic

- Identify the impact of the programme and ways that this may be sustained beyond the European Union grant.
- Record and share lessons with intended users
- Account to local stakeholders for the programme's achievements
- Improve future programme design and management
- Assessment of partnership strength and sustainability as impacted by the action
- Assessment of the achievement of goals by GL

e. Financial

- Verify that funds were used effectively and efficiently to deliver results
- Assessment of the efficacy and efficiency of the management of the programme
- Assessment on the use of funds as agreed in the grant agreement

f. Management and institutional capacity

- Assessment of the programme structure and its functionality in regards to the current environment

- Assessment of the organisation structure in relation to the South Africa partners and target groups.
- Assessment of the SADC Gender Protocol Alliance network in relation to the regional Alliance (Excluding South Africa).

Intervention background

Gender Links (GL) and the European Commission collaborated to implement the **Making Every voice count for gender equality in Southern Africa** programme whose main focus was to contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three, through strengthening the Southern Africa Gender Protocol Alliance Network in holding governments to account and empowering citizens to claim their rights. The programme included strengthening national and theme SADC Gender Protocol Alliance networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns.

In accordance with Article 8 of the programme contract, Gender Links will commission an evaluation of the course of action and provide the European Commission with a copy of the evaluation report.

The [Alliance](#) is a coalition of gender networks in the fifteen SADC countries that campaigned for adoption and ratification of this the unique sub-regional instrument that brings together all regional and international commitments to gender equality and enhances these through specific targets and timeframes.

The main objectives of the programme included:

- To strengthen the regional Secretariat in order to enhance its capacity to support national coordinating networks. GL has limited resources to provide this support, which is additional to its three core programme areas.
- To strengthen national and theme networks through identifying champions of the 28 targets in each country, and supporting them in developing on-the-ground campaigns: This is critical for ownership and adding depth to the work
- To campaign for an Addendum to the Protocol on Gender and Climate Change: This objective was reviewed to focus on the Post 2015 SADC Gender agenda.
- To monitor and evaluate progress towards attainment of the 28 targets through the annual SADC Gender Protocol Barometer; gathering of case studies of the Protocol@Work and developing an online data base of information for regular tracking.

The programme formed part of the broader work of the regional Alliance to track SADC countries' progress towards meeting the 28 targets of the Protocol. Higher level advocacy included holding governments accountable on gender commitments and contributing to a strong Post -2015 gender agenda through country consultations, advocacy and research.

The action's expected results included:

- Clear identification of country gaps in achieving gender equality to inform the Alliance's lobbying and advocacy strategies for making demands from governments.
- Enhanced ownership of the SADC Gender Protocol campaign.
- Developing targets related to gender and climate change through the campaign for an Addendum on climate change in the Gender Protocol. The campaign was however changed to focus on the Post – 2015 review of the Protocol in light with the targets that expired in 2015.

- Robust women's movement; sustained momentum to 2015 - creating robust country networks will provide a platform for civil society working on gender related issues to come together in a structured way.
- Strong civil society-government partnerships that help to advance the gender equality agenda
- Clear roadmap for attaining the targets of the SADC Gender Protocol and MDG 3.
- Increased awareness of the SADC Gender Protocol as a tool to claim their rights.
- Acquisition of and contributing to knowledge, sharing of information and best practices on gender.
- Strengthening coordination mechanisms, taking stock of progress, sharpening advocacy strategies and the galvanising a robust women's movement in Southern Africa.

Organisation, management and stakeholders

The programme under evaluation targets civil society groups particularly those involved in gender equality work. The Gender Machinery (Ministries of Women and Gender and the Gender Commissions) were also targets in this programme. In addition GL has worked closely with local government in the target countries to build capacity of women in making their voices count for gender equality. GL worked closely with the SADC Gender Unit in ensuring that there is synergy of the programme at regional level and national level. The programme ultimately targeted women on the ground through popularising the SADC Gender Protocol and local implementation Actions of gender equality.

An external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme, will lead the evaluation. The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality.

The evaluation process should be impartial and independent in its function from the process concerned with the policy making, the delivery and the management of development assistance.

- Impartiality contributes to the credibility of evaluation and the avoidance of bias in findings, analyses and conclusions. Independence provides legitimacy to evaluation and reduces the potential for conflict of interest which could arise if policy makers and managers were solely responsible for evaluating their own activities.

The evaluation should cover:

- An assessment of impact
- A statement of the extent to which the impact has directly or indirectly contributed to increasing voice, accountability and responsiveness and to reducing poverty.
- Lessons and key recommendations to both the European Union and GL and implementing partners.

Process

The evaluation will be based on key informant interviews with stakeholders, partners and beneficiaries. Annex B lists potential key informants. Other supplementary methods will be identified as appropriate by the evaluator to enhance the information from the interviewing process. Activities for the evaluation include:

- a) An inception meeting with the consultant to discuss the proposed methodology with EU and GL. Key documents for evaluator reading and reference prior to inception is listed in Annex B.
- b) Field visits to project site to collect evidence including interviews with key partners and beneficiaries. The evaluator shall liaise with GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication

plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone. The evaluation queries that should be covered by the evaluation are attached in Annex A.

- c) Data and information coding and analysis
- d) Evaluation report writing

The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality. The programme evaluator will report to GL. The final evaluation report will be shared by GL.

Duration

The evaluation is expected to start during the week of 7 August to 31 August. The total number of days for the evaluation will be 20 person days.

Deliverables

The key deliverable of the evaluation is a final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to the review criteria outlined in Annex A, recommendations, innovation and lessons learned, and list of people/organisations contacted. The report framework is listed in **Annex A**.

The report will include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation.

Evaluation Qualifications

The evaluator should be an external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme.

Knowledge and qualification requirements from the evaluator is as follows:

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media, financial systems management and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames.
- 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.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.
- A good understanding of the SADC civil society environment and the gender movement.

How to apply

Send **Expression of Interest to hr@genderlinks.org.za by 7 July 2016**. Interviews with potential evaluators will be held on 11 July 2016. Queries? Sifiso Dube, alliance@genderlinks.org.za.

ANNEX A: EVALUATION GUIDE

The evaluator shall include the following questions as queries for the evaluation under the three focus areas.

a) Programmatic

Effectiveness

1. Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework.
2. Have interventions achieved or are likely to achieve objectives?
3. How effective and appropriate was the programme approach?
4. With hindsight, how could it have been improved?

Relevance and equity

1. What is the programme's significance with respect to increasing voice, accountability and responsiveness within the local context?
2. How well does/did the programme relate to governance priorities at local, national or internal levels?
3. To what extent does the programme have a positive impact on the more disadvantaged groups? NB: This should cover a discussion of social differentiation and the impact on the different population groups and the marginalised (e.g. by gender, ethnicity, socio-economic group, disability, ethnic minorities, people living with HIV/AIDS and other excluded groups)
4. How well does/did the programme relate to the European Union priorities?

Impact

1. What are the broader economic, social, and political consequences of the programme and how have these contributed to improved governance and transparency outcomes and to poverty reduction?
2. What was the programme's overall impact and how does this compare with what was expected?
3. Did the programme address the intended target group and what was the actual coverage?
4. Who were the direct and indirect/wider beneficiaries of the programme?
5. What difference has been made to the lives of those involved in the programme?

Replicability:

1. How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable.
2. What aspects of the programme are replicable elsewhere?
3. Under what circumstances and/or in what contexts would the programme be replicable?

Innovation

Has the programme identified a new way of working that should be shared with others? If so, please describe in this section how the programme is innovative and/or what are the main lessons learned.

b) Financial

Economy

1. Has economy been achieved in the implementation of programme activities?
2. Could the same inputs have been purchased for less money?
3. Were salaries and other expenditures appropriate to the context?

Efficiency

1. How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs?
2. Are there obvious links between significant expenditures and key programme outputs? How well did the partnership and management arrangements work and how did they develop over time?
3. How well did the financial systems work?
4. How were local partners involved in programme management and how effective was this and what have been the benefits of or difficulties with this involvement?
5. Were the risks properly identified and well managed?

Value for money

1. Is there an optimum balance between Economy, Efficiency and Effectiveness?
2. What are the costs and benefits of this programme?
3. Overall, did the programme represent good value for money?

c. Operationalisation, Management and Institutional capacity

Organisational structure

1. What is the relationship of Gender Links and the Regional Alliance partners in programme implementation?
2. What is the sustainability of the two structures in relation to the programme?
3. What is the impact of the structure on programme progress and impact?
4. What recommendations can one make on how the organisation can improve its systems to achieve greater impact?

Sustainability:

1. What are the prospects for the benefits of the programme being sustained after the EU grant? Did this match the intentions?
2. How has/could collaboration, networking and influencing of opinion support sustainability?

Operating environment assessment:

1. What is the programme effectiveness in relation to civil society partners, the Ministries of Women and other gender institutions in relation to GL operations?
2. What is the programme effectiveness in relation to the political landscape of the country pre and post elections?
3. What is the strategic direction in programme implementation with considerations of new civil society players, politicians and political affiliations?

d. Lessons Learned

The evaluation must provide a brief summary of the key recommendations that have emerged from the final evaluation. The evaluation should further cover lessons learned in the implementation of the programme. Lessons learned should be categorised by

stakeholder engagement, programme implementation, programme design. Unintended results of the intervention should be highlighted in this section. Lesson learned can therefore be summarised as follows:

- Lessons about the overall programme design
- Lessons about adapting your methods and approaches
- Lessons about working with partner organizations
- Lessons about risk assessment and management
- Lessons about sustainability and scaling up
- Thematic lessons – operating environment and emerging issues contextual to South Africa.

e. Methodology

How the final evaluation was conducted should be explicitly explained. In some cases this may include how surveys, focus groups, key informant interviews, or other evaluation techniques were conducted. This section should also include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation. Stakeholder approach in the evaluation is also critical in terms of methodology. In summary methodology may include the following:

- Sampling techniques
- Surveys, focus groups, key informant interviews
- Background documents review
- Stakeholder approach
- Link between logframe and M & E processes

f. Time schedule and deliverables

The key deliverables of the evaluation and time lines are meetings as follows:

- Inception meeting on the proposed methodology with GL to finalise consultant's costs and explain chosen methodology by consultant.
- Inception meeting report outlining the methodology that will be used, costs and the schedule.
- Field visits to project site including interviews with key partners and beneficiaries
- Draft evaluation report
- Feedback meeting after field visits
- Final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to standard review criteria (questions), recommendations, innovation and lessons learned, and list of people/organisations contacted. The proposed report structure will be as follows:
 - Executive summary
 - Introduction
 - Programme Development
 - Findings
 - Conclusion
 - Lessons Learnt
 - Recommendations – short , medium, and long term
 - Annexes

The evaluation is expected to start during the second half of August. The total number of days for the evaluation will be 15 person days. The deliverables schedule is explained in the table under resources. The programme evaluator will report to GL and the final evaluation report will be shared by GL to the EU and other stakeholders. The evaluator will liaise with

GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone.

g. References

Relevant background information:

- Programme proposal, log-frame and budget
- GL interim reports to EU 2013 and 2016.
- SADC Gender Protocol with 2015 targets
- Post 2015 draft Protocol 2016
- Regional and country Barometers 2013 to 2016
- GL Annual Report 2013 to 2015 in word.

h. Other documents

- Other key documents identified by programme management (e.g. local government reports, Women in Politics report, materials produced, case studies, recent research, etc)
- Any other documents or sources used for the evaluation

Annex B

EU/GL Making Every Voice Count for Gender equality in Southern Africa Interviews –SADC

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
Effectiveness			
<ul style="list-style-type: none"> Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework. Have interventions achieved or are likely to achieve objectives? How effective and appropriate was the programme approach? With hindsight, how could it have been improved? 	<ul style="list-style-type: none"> Programme proposal, logframe and budget; http://www.genderlinks.org.za/page/annual-reports; GL reports to EU 2013 - 2016 	GL CEO, Head of Finance	GL
		Alliance EXCO	Regional
		Alliance focal persons, cluster leads	Regional
		EU programme contact person	Regional
		Alliance programme manager	Regional
Relevance			
<ul style="list-style-type: none"> Details of the programme's significance with respect to increasing voice, accountability and responsiveness within the local context. How well does/did the programme relate to governance priorities at local, national or internal levels? How well does/did the programme relate to EU's priorities? 	<ul style="list-style-type: none"> Sample case studies Barometers Summit reports Costing reports Other key documents identified by programme management (e.g. barometers documents, materials produced, case studies, recent research, etc.) SADC Gender Protocol (2015 version and Post 2015 version) 	Alliance and GL stakeholders	Regional
		Alliance country focal networks (sampled)	
		Ministries of Gender	
		GL Country Managers	
		Ministries of Women and Gender	
Economy			
<ul style="list-style-type: none"> Has economy been achieved in the implementation of programme activities Could the same inputs have been purchased for less 	Budgets and financial reports	Head of Finance	RSA
		Senior accountant	RSA

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
money? <ul style="list-style-type: none"> Were salaries and other expenditures appropriate to the context? 			
Efficiency			
<ul style="list-style-type: none"> How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs. Are there obvious links between significant expenditures and key programme outputs? How well did the partnership and management arrangements work and how did they develop over time? How well did the financial systems work? How were local partners involved in programme management and how effective was this and what have been the benefits of or difficulties with this involvement? Were the risks properly identified and well managed? 	Budgets and financial reports	Head of Finance	SA
		Alliance chair	Malawi
		CEO	SA
		Senior Accountant	SA
		Alliance Manager	SA
Equity			
<ul style="list-style-type: none"> How does/did the programme actively promote gender equality? What is/was the impact of the programme on children, youth and the elderly? What is/was the impact of the programme on ethnic minorities? If the programme involved work with children, how are/were child protection issues addressed? How are/were the needs of excluded groups, including people with disabilities and people living with HIV/AIDS addressed within the programme? 	Programme proposal, logframe	Alliance focal networks	Regional
		Alliance Manager	SA
		Alliance cluster leads	Regional
Impact			
<ul style="list-style-type: none"> Details of the broader economic, social, and political consequences of the programme and how it contributed to improved governance and transparency outcomes 	Logframe, Drivers of change, Protocol@work examples	Alliance focal networks	Regional
		Alliance cluster leads/EXCO	Regional

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<p>and to poverty reduction.</p> <ul style="list-style-type: none"> • What was the programme's overall impact and how does this compare with what was expected? • Did the programme address the intended target group and what was the actual coverage? • Who were the direct and indirect/wider beneficiaries of the programme? • What difference has been made to the lives of those involved in the programme? 			
		Alliance Manager	SA
Value for Money			
<ul style="list-style-type: none"> • Is there an optimum balance between Economy, Efficiency and Effectiveness? • What are the costs and benefits of this programme? • Overall, did the programme represent good value for money? 	Budget and reports	Alliance country focal networks	Regional
		Alliance EXCO	Regional
		GL Head of Finance	SA
		Alliance Manager	SA
		Senior Accountant	SA
Lessons learned			
<ul style="list-style-type: none"> • Lessons about the overall programme design • Lessons about adapting your methods and approaches • Lessons about working with partner organizations • Lessons about risk assessment and management • Lessons about sustainability and scaling up • Thematic lessons – operating environment and emerging issues contextual to South Africa 	Regional SADC Gender Protocol@Work summit report and entries to the summit in word format	Alliance country focal networks	Regional
		Alliance EXCO	Regional
		EU Representative	SA
		Alliance Manager	SA
		GL SA Board Member	SA
Sustainability			
<ul style="list-style-type: none"> • What are the prospects for the benefits of the programme being sustained after the funding stops? Did this match the intentions? • How has/could collaboration, networking and influencing of opinion support sustainability? 	Memorandum of understanding with Alliance networks and SADC CNGO	Alliance country focal networks	Regional
		Alliance EXCO	Regional
		EU Representative	SA
		Alliance Manager	SA

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
Replication			
<ul style="list-style-type: none"> • How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable. • What aspects of the programme are replicable elsewhere? • Under what circumstances and/or in what contexts would the programme be replicable? 	SADC Gender Protocol@Work summit report and case studies in word format	Alliance country focal networks	Regional
		Alliance EXCO	Regional
		Alliance Manager	SA
		CEO	SA
Innovation			
<ul style="list-style-type: none"> • Has the programme identified a new way of working that should be shared with others? • If so, please describe in this section how the programme is innovative and/or what are the main lessons learned. 	Protocol@work case studies, monitoring tools (demo online and hardcopy)	SAWID	SA
		SA Alliance coordinator	SA
		EU Representative	SA
		Alliance Manager	SA
		GL SA Board Member	SA

RISK	MITIGATION	COMMENTS BY THE EVALUATOR
EXTERNAL		
Political environment		
GL and all NGOs working in the governance sector in Zimbabwe face the risk of political uncertainties in the run up to elections.	GL has strong relationships with the two key ministries – local government and gender equality – as well as with the two key local government associations, urban and rural. Due attention has been given to political factors in the choice of COE's. GL is alive to the political situation and has made a solid head start to the programme despite political odds and resource constraints. A critical point in this proposal is that GL has now successfully piloted the programme in fifteen COEs. This is therefore a tried and tested - not greenfield – programme.	GL rated this risk as moderate. GL proactively engaged UCAZ and ARDCZ in selection of councils to minimise allegations of political affiliations with either the opposition or ruling party. The changes in party composition within COE councils are beyond the control of GL or any of the COE partners.
There is always a danger when an NGO engages with government structures that they become dependent and do not own and drive the process.	GL has from the outset worked very closely with the two local government associations. The programme itself is about embedding gender into institutional practise and at every council GL works with a gender focal point (GFP). However, in the next phase further safeguards are built in: 1) Strengthening the Women in Local Government Forum so that it plays the lead role 2) Training of Trainers for the GFP so that they have the capacity to drive these processes better from within. 3) Training of gender champions, strengthening of peer learning and sharing. A concern that GL has, shared with Embassy of Sweden (Sida), is the need for gender managers within UCAZ and ARDC; this matter is under active consideration and hopefully will be resolved this year.	This risk was rated moderate. GL has minimised this risk by working with existing structures instead of creating parallel structures. This approach has been well appreciated by the Ministry of Local Government.
INTERNAL		
The Zimbabwe office functioned up to now as a project site – an individual consultant – but is being upgraded to a satellite office following registration in March	Although GL Zimbabwe is in its nascent stage, the Country Manager has nearly three years experience working on the project and is well respected in her field in Zimbabwe; as well as within GL. A capable	GL has a resident board member in Zimbabwe to provide strategic guidance and support to the country manager, accompany the country manager to some

RISK	MITIGATION	COMMENTS BY THE EVALUATOR
	programme assistant has been appointed. The Zimbabwe team has the strong backing of head office (see organisational chart). The recent highly successful Zimbabwe Gender Justice and Local Government Summit demonstrated GL Zimbabwe's capacity to deliver on a complex task.	donor meetings and strengthen partnerships. This kind of support is necessary and good back up for a growing office. This risk was rated minor.
Financial systems are being put in place for the satellite office	Up to now GL Zimbabwe finances have been managed from head office through advance payments against which the CM accounts. With the registration of an office a bank account and finance system are being put in place. While these are new they will be monitored and enforced by GL's finance department that in 11 years has never had a qualified audit. The system will also be monitored by GL's Board Member and co-signatory to the account Pat Made. GL has experience setting up satellite offices in Botswana and Mauritius that will be drawn on for this purpose.	GL rated this risk as minor because of the country office would be fully supported by the finance office at the headquarters. The systems audit findings will show how well the financial system works.
Procurement		
Financial systems are being put in place for the satellite office	Since receiving funds from DFID GL has considerably strengthened its procurement procedures and now has a full time procurement officer - see Value for Money and Procurement policy in GL Policies and Regulations page 64.	See systems audit report.
Corruption		
Financial systems are being put in place for the satellite office	As part of strengthening its financial systems, and following an audit for DFID by KPMG, GL has put in place fraud and Conflict of Interest policies – see pages 78 and 80 of GL Policies and Regulations.	See systems audit report.