



**SADC FRAMEWORK FOR ACHIEVING GENDER PARITY IN POLITICAL AND
DECISION MAKING POSITIONS BY 2015**



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ACRONYMS

CSO's	-	Civil Society Organizations
ECA-SA	-	Economic Commission for Africa –Southern Africa
EEO	-	Equal Employment Opportunities
FES	-	Friedrich Ebert Stiftung
International IDEA	-	International Institute for Democracy and Electoral Assistance
MP	-	Member of Parliament
NGO's	-	Non Governmental Organizations
SADC	-	Southern African Development Community
SADC PF	-	SADC Parliamentary Forum
SARDC WIDSAA	-	Southern African Research and Documentation Centre Women in Development Southern Africa Awareness
RWPF	-	Rwanda Women Parliamentary Forum
UNDP	-	United Nations Development Fund

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1. BACKGROUND

In 1997 the SADC Heads of State and Government committed themselves to “ensuring the equal representation of women and men in the decision making position of Member States and SADC structures at all levels, and the achievement of at least thirty percent target of women in political and decision making structures by the year 2005” (1997 SADC Declaration on Gender and Development). Despite the fact that only three SADC Member States: South Africa, Mozambique and Tanzania, had reached this target within the set timeframe, SADC Heads of State and Government at their 2005 Summit held in Gaborone, Botswana, raised the target for representation of women in political and decision making positions in all SADC structures and institutions to fifty percent. This is in line with the African Union gender parity principle.

The most recent development in this regard was the incorporation of the 50:50 target of women representation in politics and decision making positions in the SADC Protocol on Gender and Development, which was adopted by the SADC Heads of State and Government in August 2008. The Protocol states in Articles 4, 12 and 13 that State Parties shall:

- Endeavour, by 2015, to enshrine gender equality and equity in their constitutions and ensure that these rights are not compromised by any provisions, laws or practices;
- Endeavour that, by 2015, at least fifty percent of decision making positions in the public and private sectors are held by women including the use of affirmative action measures as provided for in Article 5;
- Ensure that all legislative and other measures are accompanied by public awareness campaigns which demonstrate the vital link between the equal representation and participation of women and men in decision making positions, democracy, good governance and citizen participation;
- Adopt specific legislative measures and other strategies to enable women to have equal opportunities with men to participate in all electoral processes including the administration of elections and voting; and
- Ensure the equal participation of women and men in decision making by putting in place policies, strategies and programmes.

This action hinges on State Parties' commitment to:

- Build the capacity of women to participate fully through leadership and gender sensitive training and monitoring;
- Provide support structures for women in politics and decision making positions; and
- Put in place policies, strategies and programmes for changing discriminatory attitudes, transforming the patriarchal culture and norms prevalent in decision making structures and procedures.

The participation of women in political and decision making positions is one of the critical areas of concern in the SADC region. It has been consistently demonstrated globally, that the under-representation of women in political and decision making positions has an adverse effect on national development as a whole, consequently resulting from gender disparities and their ramifications manifested for instance in inequities in legal rights, power sharing, decision making, as well as access to and control of productive resources. Commitment to address these imbalances has been demonstrated by SADC at the highest political level. Women's empowerment initiatives aimed at protecting, uplifting and enhancing the standard of living and the quality of life for women and girls in the region continue to be developed and implemented. A report on gender equality and women's empowerment is presented annually to the SADC Heads of State and Government at their Summit, detailing developments regarding the participation of women within Member States and sharing examples of good practices.

The status of women representation in politics and decision making as presented at the 2009 Summit of Heads of State and Government shows that:

- South Africa ranks the highest in terms of representation of women in Parliament after an outstanding performance in the April 2009 Parliamentary and Presidential Elections which saw an 11% increase in women representation in Parliament from 34% to 45%. This moves South Africa from seventeenth place to third place in the global ranking of women in Parliament, surpassed only by Rwanda at 56% and Sweden at 47%.

- Angola has realized a greater improvement in their Parliamentary Elections in 2008, where the number of women elected has nearly tripled since the last polls in 1992, rising from 29 to 81, or 36, 8 per cent of the 220 seats of the National Assembly. This puts Angola (36, 8%) along with South Africa (45%), Mozambique (37%), Namibia (31%) and Tanzania (30%) among the Southern African countries with the highest number of women elected to Parliament.
- At the ministerial level, a few SADC Member States have realized significant representation of women. South Africa is leading with 42%, while Lesotho and Angola have both achieved 32.2%. For Deputy Minister positions, Lesotho has achieved an overwhelming women representation of 60%, South Africa 39%, and Malawi and Mozambique both stands at 30%.
- SADC has so far reached the third highest percentage of women in politics at the Parliamentary level. At 20%, this is only surpassed by the Nordic countries (40.8%) and the Americas at 21.4%.
- SADC's average percentage of women in Parliament is 24%, which is higher than the world average of 18.5%, the Sub-Saharan average of 18.6%, the Asian average of 18.4%, the Pacific average of 15.2% and the Arab States average of 9.1%, which is the lowest. (Inter-Parliamentary Union, as of 14th October 2009).

Relative to other regions, SADC has performed very impressively following the 1995 Beijing International Conference on Women, with its successes being used as benchmarks and lessons for other regions. However a lot still needs to be done to translate the commitments made in this regard into practice.

2. GUIDELINES

The strategies proposed in these guidelines therefore seek to directly address Articles 12 and 13 of the SADC Protocol on Gender and Development. They are aimed at translating the expressed commitments for equality and equity in representation and participation by women and men into actions that state parties should undertake in order to ensure that by 2015 at least 50% of all decision making positions at all levels will be held by women. Key issues for consideration in the development of these guidelines include:

2.1 Culture and Patriarchal Systems

Women's under-representation in political and decision making positions is the result of institutionalized patriarchy, which in turn manifests itself through an entrenched male-dominated culture and standards resulting in unequal power relations between men and women. Quotas intended to increase women's representation have not always delivered as expected. Adding women to unaltered social and political structures is likely to lead to frustration, as women continue to suffer discrimination and exclusion in spite of their opposite expectation. Reasons for the status quo include:

- Non-transparent male-dominated structures that nominate or appoint women with underlying expectations on compliant conduct;
- General impression on the part of appointed women that they have been done a favour (not granted a right) and therefore should not be viewed as antagonistic; and
- Gender-biased top-down nomination or appointment processes that often tap on a relatively small pool of women candidates considered harmless to the organization.

Often these cases can result in less constructive nominations. For example, in many cases women's accountability is primarily inclined towards the nominating organization and not women. Clearly the method of choice of nominees or appointees directly influences the degree of their representation. The choice of nominees is most likely to be different in cases where women are involved, because of the extent to which they consider respective candidates fitted for their representational position. Inevitably a conflict of interest surfaces where concerned representatives fail to raise a voice in defence of, or advocacy for, the constituency they are supposed to represent.

The primary goal in increasing the number of women in decision making positions is to directly increase female representation and participation, and as such secure better balance in the way an organization transacts business. Policy and programme planning, development and implementation should take into account the experiences and views of both males and females. Therefore, females in these representative positions are not clear of their representational role beyond the

politics of numbers; nor are they able to provide credible service to the half of the population they represent. Hence, targets set for women in political and decision making positions must, as an absolute necessity and a human right, be accompanied by determined efforts to remove all obstacles that obstruct their effective involvement. This includes continued gender education of planners and leaders, promotion of systematic gender analysis and complete and consistent mainstreaming of gender issues into all policies, programmes, activities and processes. Strategies for equal representation and participation of women and men should therefore be transformative in order to permeate the deeply entrenched patriarchal attitudes and systems that continue to subordinate and discriminate against women.

2.2 Gender Inequality

Despite significant progress made within the SADC Region in the last two decades, gender inequality still persists regarding access to basic services and resources. Gaps still exist in the proportion of male and female representation in positions of decision making within the public service, the private sector as well as in politics.

There is an alarming trend of feminization of deputy positions, which, while possibly signalling correct male/female proportions, provides limited power and control for women in these decision making positions. Justification for gender equality and equity is often based on the following arguments:

- a) Women represent half the population and have the right to half the decision making positions. They also have an equal right to be heard and for self representation;
- b) Women have different experiences, based on biological factors and social construct, furthermore women's unique experiences can be directly represented and articulated by women;
- c) The interests of women and men are not always compatible, rendering either group inappropriate to represent the other;
- d) There is need for role modelling by women in decision making positions in order to encourage other women; and

- e) Experience has shown that the inclusion of women in positions of power and decision making adds value to women's specific issues e.g. as in the case of policies in Scandinavian countries.

Generally it is assumed that women and men should participate equally in our societies. However, this common belief does not hold true for representation which is more associated with males and this has led to common female exclusion in representation at all levels. As demonstrated by Rwanda, good governance results in determined efforts to achieve gender equity and equality. Additionally the population needs to be sensitized on equality between males and females.

2.3 Socio-Economic Development of Women

- a) Level of Education: Due to various social factors such as preference to educate male children, teenage pregnancy or early marriages, women generally have limited access to education. This has an effect on women's representation because of the high credentials required, especially for political office.
- b) Health care and welfare: Limited health care facilities and undeveloped social welfare services often result in a disproportionately heavy burden on women regarding provision of care for children, the sick and aged. These factors constrain women's representation and participation in development activities.
- c) Employment and economic opportunities: Average earnings of women are generally lower than those of males and female-headed households are poorer than their male counterparts; resulting in the feminization of poverty. It has consistently been observed that women in competitive politics lack resources. This limits the ability of women to tackle their opponents on an equal footing.
- d) Patriarchy: Male-dominated structures and cultural practices often subordinate females and contribute to their marginalization and exclusion. The terms applied when creating opportunities for women are usually oblivious to their needs. However, if these needs are brought into focus and addressed, it would greatly facilitate female involvement.

2.4 Institutional Capacity Building

Actions to strengthen women's capacity for representation and participation include the following; the provision of facilitative laws and policies that clearly deal with inequalities in representation and participation as well as discrimination against women, the development of mechanisms for their effective implementation, and the adoption of measures to address women's barriers in order to promote equal access and utilization of available opportunities, especially in decision making. There is a need to secure expertise, financial resources as well as equipment in order to provide sound technical stimulation and generate appropriate gender analysis and inputs that should allow for informed programming and advice. It will also be crucial to develop systems for programme planning, implementation, tracking and accounting for full results. Transformative integration of gender into decision making across all levels requires systematic, organization-wide, uncompromised and consistent efforts. It is also important to create a critical mass of people who can lead the initiative.

While quotas can be a transformative policy measure in terms of gender parity in decision making positions, the SADC Region will not achieve 50:50 representation and participation through mandatory quotas alone. All countries that have achieved set targets for women in decision making positions have also adopted supporting measures. These measures include electoral systems that are based on proportional representation and quotas and affirmative action, which are necessary in order to implement women's participation and representation beyond the level of tokenism.

2.5 Strengthening Women's Capacity

Training and provision of focused support, especially on substantive issues, is pertinent to women's representational positions. A good level of exposure and understanding of issues relevant to the cause of women should be developed and maintained. The development of networks and issue-based groups is equally important for growth as well as learning innovative and emerging styles of leadership empowerment and confidence building.

2.6 Partnerships

The state has a major role to play in providing the vision and direction for development initiatives, especially through the establishment of legislative and administrative framework, including monitoring and evaluation. The involvement of strategic partners also remains crucial to the achievement of intended outcomes. These partners include the private sector, civil society organizations, women's lobby and advocacy organizations/groups and other community-based organizations including traditional and political party leadership.

2.7 Building Commitment

There is a need to build the commitment of all key players at all levels by developing a common position that is understood by those involved. This would be demonstrated through concept development, intensive sensitization campaigns and sharing of materials for consolidation and rollout purposes.

The table below illustrates the proposed actions by Governments, Civil Society Organizations and the Private Sector, as well as time frames for the operationalization of this Strategy.

Table 1: Proposed Actions by Governments, Private Sectors, Political Parties and Civil Society Organizations

ARTICLE 12: REPRESENTATION	
12.1 State parties shall endeavour that, by 2015, at least 50% of decision making positions in the public and private sectors are held by women including the use of affirmative action measures as provided for in Article 5.	
<i>12.1.1 Proposed actions for Governments</i>	<i>Timeframe</i>
✚ Sign and ratify the African Union and the SADC Protocol on Gender and Development	2010/ 2011
✚ Domesticate the African Union and the SADC Protocol on Gender and Development by: <ul style="list-style-type: none"> ➤ Reforming the constitution as appropriate to include gender parity ➤ Developing, adopting and implementing affirmative action measures through equal opportunity legislation ➤ Reviewing or developing national gender policies specifically outlining/stipulating the 50% requirement for women in decision making positions and detailing corresponding strategies for the achievement of this target ➤ Reviewing existing policies and programmes to ensure consistency, as well as developing new policies to ensure compliance with the equal opportunity legislation ➤ Developing, adopting and implementing an administrative framework for the equal opportunity legislation with enforcement mechanisms (could include guidance on substantive gender balance at all levels, strategies for a phased approach – to ensure preparedness, monitoring and reporting procedures, deadline for implementation, incentives for compliance) 	2012
✚ Provide incentives, including funding to political parties on compliance with the 50% quotas	2012
✚ Develop, implement and monitor equal representation guidelines for all boards and committees appointed by government ministries, agencies, the private sector and CSOs/NGOs	2012
✚ Locate accountability for equal representation between women and men at the highest structure of government (Office of the President & Commissions) in order to ensure the highest possible level of political will, and provide requisite resources (expertise, financial resources and equipment)	2012
<i>12.1.2 Proposed actions for the Private Sector</i>	<i>Timeframe</i>

<ul style="list-style-type: none"> ✚ Provide requisite resources (expertise, financial resources and equipment) for the implementation of the EEO legislation/policy ✚ Provide regular reports to the Office of the President for monitoring purposes 	
<p><i>12.1.3 Proposed actions for Political Parties</i></p>	<p><i>Timeframe</i></p>
<ul style="list-style-type: none"> ✚ Create awareness on the SADC Protocol on Gender and Development 	<p>Immediate</p>
<ul style="list-style-type: none"> ✚ Review political parties constitutions/ statutes and manifestoes ✚ Review existing policies and programmes or develop, adopt and implement equal representation opportunity policy for women and men, including 50% quotas for women in political and decision making positions across all party structures 	<p>2012</p>
<ul style="list-style-type: none"> ✚ Effectively address political violence including all forms of intimidation and the politics of patronage in order to reduce impediments to the participation of women in politics ✚ Develop, adopt and implement administrative guidelines to ensure consistency in interpretation and implementation, (could include guidance on substantive gender balance at all levels of party structures, monitoring and reporting procedures, deadline for implementation, penalty for defaulting and incentives for compliance) ✚ Develop and implement representation guidelines for all party governance structures such as councils, committees and other consultative meetings ✚ Provide requisite resources (expertise, financial resources and equipment) for the implementation of the equal representation opportunity policy and other affirmative action measures ✚ Provide regular reports to the Office of the President/National Party office/Secretary General for monitoring purposes 	<p>Immediate</p>
<p><i>12.1.4 Proposed actions for Civil Society Organizations</i></p>	<p><i>Timeframe</i></p>
<ul style="list-style-type: none"> ✚ Audit and provide correct statistics in between elections and review previous strategies towards 30% and see what was effective and how that can be improved. Audit should not just look at the numerical representation but effectiveness of the achievement of the 30% target in terms of quality and quantity of the representation. This process has taken place in other countries e.g. Namibia and Mauritius, as such this process can be replicated in the different countries and see where it has worked ✚ Identify and fully utilize opportunities to influence law reform and public policy through strategic interventions that should enhance women's representation in decision making at all levels e.g. public debates, analysis of and 	<p>2010/ 2011</p>

<p>response to public debates for gender impact</p> <ul style="list-style-type: none"> ✚ Assist Governments to build public awareness through ongoing sensitization, research and discussion of emerging trends that are facilitative or detrimental to women’s equal representation in politics and decision making ✚ Provide organized support for women in politics and decision making positions by providing the necessary inputs for their representative role through ongoing research, training and information updating to expose or explore new developments ✚ Provide training to various target groups including women in decision making positions, leaders, planners, young people, programme managers and chief executives to facilitate a paradigm shift in favour of ongoing research, training and effective representation and participation of women ✚ Produce a periodic shadow report on efforts towards the attainment of the 50/50 representation and participation of women and men every 2 years 	
<p>12.2 “State parties shall ensure that all legislative and other measures are accompanied by public awareness campaigns which demonstrate the vital link between the equal representation and participation of women and men in decision making positions, democracy, good governance and citizen participation.”</p>	
<p><i>12.2.1 Proposed actions for Governments</i></p>	<p><i>Timeframe</i></p>
<ul style="list-style-type: none"> ✚ Strengthen ongoing public awareness campaigns targeted at both men and women using different media avenues as well as public debate and symposia organised jointly with reputable organisations and agencies working in democracy and good governance in order to deepen understanding on the value of equal representation with a special focus on local and rural communities 	<p>Immediate and ongoing</p>
<ul style="list-style-type: none"> ✚ Strengthen civic education and eliminate gender stereotyping in the school curriculum as well as through targeted population groups (e.g. young people) to demonstrate the vital link between the equal representation and participation of women and men in decision making positions, democracy, good governance and citizen participation ✚ Provide quality control and moderation to promote adherence to minimum performance standards and to ensure overall consistency of content in a multi-pronged process ✚ Identify and enlist the support of men who are gender sensitive to assist gender awareness campaigns 	<p>Immediate</p>
<ul style="list-style-type: none"> ✚ Declare a thirty-day campaign for 50/50 representation in the SADC Member States 	<p>Immediate</p>
<p><i>12.2.2 Proposed actions for the Private Sector</i></p>	<p><i>Timeframe</i></p>
<ul style="list-style-type: none"> ✚ As a social responsibility, make a firm commitment to supporting public awareness campaigns and work with a population group of choice (e.g. young people, men and children) to demonstrate the vital link between the equal 	<p>Immediate and</p>

<p>representation and participation of women and men in decision making positions, democracy, good governance and citizen participation.</p> <ul style="list-style-type: none"> ✚ Develop internal systems and processes for the institutionalization of gender mainstreaming at all levels ✚ Develop and promote internal awareness regarding gender and affirmative action measures and policies 	ongoing
<p><i>12.2.3 Proposed actions for Political Parties</i></p>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Initiate ongoing awareness campaigns for members using different party meetings and forums as well as organized debate/discussion sessions in order to deepen understanding on the value of equal representation, while using community focussed strategies to reach local communities ✚ Develop internal systems and processes for institutionalization of gender mainstreaming at all levels ✚ Monitor the Government compliance in the implementation of the provisions in the Protocol on Gender and Development 	Immediate and ongoing
<p><i>12.2.4 Proposed actions for Civil Society Organizations</i></p>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Track and monitor legislation and provide information to citizens on the Protocol on Gender and Development ✚ Identify and fully utilize opportunities to influence law reform and public policy through strategic interventions that should enhance women's representation in decision making at all levels e.g., analysis of and response to public debates for gender impacts. Utilize the media in information provision ✚ Develop a critical mass around 50/50 as an issue, focussed on achieving women's empowerment in the region ✚ Assist to build public awareness through ongoing sensitization, research and discussion of emerging trends that are facilitative or detrimental to women's equal representation in decision making. Target vulnerable groups of women including rural women and women with disability ✚ Provide organized support for women in decision making positions by providing inputs necessary for their representative role through ongoing research and information updating to expose new developments ✚ Provide training to various target groups including women in decision making positions, leaders, planners, young people, programme managers and chief executives to facilitate a paradigm shift in favour of effective representation and participation of women 	Immediate and ongoing

ARTICLE 13: PARTICIPATION	
13.1 “State parties shall adopt specific legislative measures and other strategies to enable women to have equal opportunities with men to participate in all electoral processes including the administration of elections and voting.”	
<i>13.1.1 Proposed actions for Governments</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Address institutionalized patriarchal systems and structures including the review, enactment and effective implementation as well as monitoring of laws and policies that protect women against all forms of elections related violence ✚ Carry out continued audit and appraisal of women’s barriers and obstacles to effective participation in electoral processes, with proposed action for addressing them ✚ Promote public information on the benefits of equal involvement and participation of women in electoral processes and voting, including actions to ensure primary factors limiting women’s participation are adequately addressed 	2012
<i>13.1.2 Proposed actions for the Private Sector</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Support and contribute towards continued audit and appraisal of women’s barriers and obstacles to effective participation in electoral processes especially through funding public campaigns run in collaboration with other key partners ✚ Promote public information on the benefits of equal involvement and participation of women in electoral processes and voting, including actions to ensure primary factors limiting women’s participation are adequately addressed ✚ Develop and implement accountability structures and processes that are easy to follow by all involved 	Immediate and ongoing
<i>13.1.3 Proposed actions for Political Parties</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Include elections and voting procedures in the party constitution, manifesto and other key party documents to ensure due recognition and accounting for full and equal participation of women ✚ Establish procedures and guidelines relating to the promotion of equal involvement and participation of women ✚ Carry out continued audit and appraisal of women’s barriers and obstacles to effective participation in electoral processes and use the data to inform further programme development in this regard ✚ Promote sound knowledge on the benefits of equal involvement and participation of women in electoral processes and voting, including actions to ensure primary factors limiting women’s participation are adequately addressed, through continued education of party leadership structures and members ✚ Parliament should monitor the participation of women in political parties and Government ✚ Develop and implement accountability structures and processes that are easy to follow by all involved 	Immediate and ongoing
<i>13.1.4 Proposed actions for Civil Society Organisations</i>	<i>Timeframe</i>

<ul style="list-style-type: none"> ✚ Carryout continued audit and appraisal of women’s achievements, barriers and obstacles to effective participation in electoral processes and use the data to stimulate further programme development especially by government and political parties ✚ Share women’s achievements and sharing experiences to provide a constructive audit on what has worked ✚ Mainstreaming gender equality issues in electoral processes to enhance good governance, human rights and accountability. Provide continued training and education on the benefits of equal involvement and participation of women in electoral processes and voting, including actions to ensure primary factors limiting women’s participation are adequately addressed ✚ Establish independent monitoring commissions to monitor elections as civil society. Put in place an engendered tool for monitoring elections ✚ Provide independent monitoring reports on the involvement and participation of women in electoral processes and voting, in order to raise public consciousness and positive action 	<p>Immediate and going</p>
<p>13.2 “State Parties shall ensure the equal participation of women and men in decision making by putting in place policies, strategies and programmes for”:</p>	
<p>13.2.1 Building the capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.</p>	
<p><i>13.2.1.1 Proposed actions for Governments and Political Parties</i></p>	<p><i>Timeframe</i></p>
<ul style="list-style-type: none"> ✚ Strengthen the capacity of women involved in decision making through continued leadership training as well as analysis and integration of gender issues and concerns ✚ Strengthen the capacity of women’s wings (units) in political parties to promote the equal participation of women in decision making ✚ Strengthen the capacity of national gender machineries for women’s advancement to promote the equal participation of women and men in decision making ✚ Ensure quality control, standardization and adherence to minimum standards through the provision of guidelines on issue-based information packages (what) as well as practical guidelines (how to) for gender responsive action ✚ Create opportunities for mutual learning as well as mentoring especially of young or inexperienced women to learn from women with outstanding record of model representation and participation ✚ Continuously monitor for positive change resulting from training or backlash, and build on these for advancement in women’s equal representation and participation in decision making ✚ Continue gender sensitization among leaders and planners (to include concepts, tools for gender analysis, gender audit and systems approach) ✚ Strengthen and promote strategic linkages with national, regional and international organisations to share best 	<p>Immediate and ongoing</p>

practices, networking and exchange experiences	
13.2.1.2 Proposed actions for the Private Sector	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Support capacity building initiatives of women involved in decision making through continued funding and technical support to: <ul style="list-style-type: none"> ➤ research and continued public debate on the benefits of equal involvement and participation of women ➤ leadership training programmes and required resources as well as analysis and integration of gender issues and concerns, and monitoring and evaluation 	Immediate
13.2.1.3 Proposed actions for Civil Society Organizations	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Facilitate capacity building initiatives of women involved in decision making through continued training in leadership as well as analysis and integration of gender issues and concerns ✚ Contribute to the development and sharing of simple issue-based information packages, best practices as well as practical guidelines for gender responsive action ✚ Identify opportunities, strengthen action and networking and organize programmes for mutual learning ✚ Identify role models, mentoring and peer coaching especially of young or inexperienced women to learn from women with outstanding record of model representation and participation ✚ Create opportunity for growth and development of progressive styles of leadership by facilitating and nurturing a partnership and complementation of leadership roles between women and men ✚ Monitor for change resulting from training and build on these advancements in women's equal representation and participation in decision making ✚ Guard against backlash ✚ Lobby for increased resources for good governance and encourage gender budgeting initiatives 	Immediate
13.2.2 Providing support structures for women in decision making positions	
13.2.2.1 Proposed actions for Governments	<i>Timeframe</i>

<ul style="list-style-type: none"> + Develop or strengthen gender policies, including those against sexual harassment, and create support structures for gender equality and equity in decision making in all government ministries at all levels + Develop gender disaggregated databases and produce regular periodic comparative and longitudinal reports on women's equal representation and participation in decision making + Strengthen action research in order to build a stronger foundation for evidence based strategies for addressing challenges faced by women in decision making + Strengthen commitment to women in decision making by establishing formal structures for monitoring developments + Create strategic partnerships with all critical stakeholders 	2011
13.2.2. 2 Proposed actions for the private sector and Civil Society Organizations	
<ul style="list-style-type: none"> + Create organizational gender policies, including those against sexual harassment, to promote gender equity and facilitate or ensure their effective enforcement + Work with other structures e.g. NGOs and development partners; to create a network for sharing experiences, acquiring new skills and identifying common interests + Work with the media and support institutions to continuously project a positive image of women 	Timeframe 2011
13.2.2.3 Proposed actions for Political Parties	
<ul style="list-style-type: none"> + Enhance the nomination of women for special seats by adopting more progressive and transparent processes such as making nominees more accountable + Develop gender disaggregated databases and produce regular periodic comparative and longitudinal reports on women's equal representation and participation in decision making + Strengthen action research in order to build a stronger foundation for evidence based strategies to address challenges faced by women in decision making + Strengthen commitment to women in decision making by establishing formal structures for monitoring developments + Create formal support groups/networks/structures for equal participation between women and men, within political parties 	Timeframe Immediate
13.2.3 The establishment and strengthening of structures to enhance Gender Mainstreaming	
13.2.3.1 Proposed actions for Governments	
<ul style="list-style-type: none"> + Make gender mainstreaming a planning tool and develop implementation standards and mainstreaming tools for all policies, programmes, activities and in particular for programmes on women's representation and participation 	Timeframe Immediate and

<ul style="list-style-type: none"> + Establish monitoring mechanisms to ensure maintenance of momentum + Publish a biennial report on women in decision making + Enlist technical support and assistance on gender mainstreaming 	ongoing
13.2.3.2 Proposed actions for the Private Sector	<i>Timeframe</i>
<ul style="list-style-type: none"> + Support efforts to mainstream gender into all policies, programmes and activities using provided implementation standards and mainstreaming tools on women's representation and participation through mobilization and provision of resources + Establish monitoring mechanisms to ensure maintenance of momentum + Provide inputs for the national biennial report on women in decision making 	Immediate and ongoing
13.2.3.3 Proposed actions for Political Parties	<i>Timeframe</i>
<ul style="list-style-type: none"> + Mainstream gender into all policies, programmes and activities using provided implementation standards and mainstreaming tools on women's representation and participation + Establish monitoring mechanisms to ensure maintenance of momentum + Provide inputs for the national biennial report on women in decision making 	Immediate
13.2.3.4 Proposed actions for Civil Society Organizations	<i>Timeframe</i>
<ul style="list-style-type: none"> + Provide technical expertise and support particularly to governments for gender-responsive implementation + CSOs to provide financial support to women aspiring candidates + Support ongoing efforts for gender mainstreaming into all policies, programmes and activities using provided implementation standards and mainstreaming tools on women's representation and participation through regular analysis and debates + Develop gender specific indicators for the different sectors to enable effective monitoring mechanisms + Provide inputs for the national biennial report and where relevant shadow reports on women in decision making positions 	2011
13.2.4 Changing discriminatory attitudes and norms of decision making structures and procedures	
13.2.4.1 Proposed actions for Governments	<i>Timeframe</i>
<ul style="list-style-type: none"> + Carry out periodic attitudinal surveys and analysis of current practices and procedures to assess gender inclusiveness in decision making processes, and create opportunity for public education on identified gaps and redress measures, providing concrete steps by respective players + Conduct longitudinal studies to track change over time 	Immediate and every two years
13.2.4.2 Proposed actions for the Private Sector	<i>Timeframe</i>

<ul style="list-style-type: none"> ✚ Provide inputs as well as resources for the attitudinal surveys and analysis of current practices and procedures ✚ Implement recommendations and produce regular progress reports 	Immediate
<i>13.2.4.3 Proposed actions for Political Parties</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Provide inputs for the attitudinal surveys and analysis of current practices and procedure processes as well as the longitudinal studies ✚ Implement recommendations and produce regular progress reports 	Immediate
<i>13.2.4.4 Proposed actions for Civil Society Organization</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Engage in a targeted way the structures, laws, audiences and policies that discriminate against women ✚ Contribute towards the elimination of discrimination and marginalization of women through the development and distribution of educational materials to the public and schools ✚ Track implementation of recommendations and organize regular public debates to raise consciousness 	Immediate
13. 3 “State parties shall ensure the inclusion of men in all gender related activities, including gender training and community mobilization.”	
<i>13.3.1 Proposed actions for Governments</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Ensure maintenance of balance in gender and development by providing equal opportunity for men to participate in gender training and community mobilization ✚ Create awareness on gender gaps in the planning, development, implementation and monitoring of various development activities, and the demand by women and men; by providing regular information packs for different target groups 	Immediate
<i>13.3.2 Proposed actions for the Private Sector</i>	<i>Timeframe</i>
<ul style="list-style-type: none"> ✚ Ensure equal opportunity for men to participate in gender training and community mobilization ✚ Contribute to the development of regular information packs for private sector related issues, highlighting gender gaps in the planning, development, implementation and monitoring of various development activities in order to create demand for equal opportunity for gender training by women and men 	2010 and ongoing
<i>13.3.3 Proposed actions for Political Parties</i>	<i>Timeframe</i>

<ul style="list-style-type: none"> ✚ Ensure that men and women in political party structures undergo gender training and sensitization ✚ Ensure equal opportunity for men to participate in gender training and community mobilization ✚ Enter in to strategic alliances with progressive men and women ✚ Contribute to the development of regular information packs for issues related politics; highlighting gender gaps in the planning, development, implementation and monitoring of various development activities in order to create demand for equal opportunity for gender training by women and men 	2010 and ongoing
<i>13.3.4 Proposed actions for Civil Society Organizations</i>	
<ul style="list-style-type: none"> ✚ Develop strategies for promoting equal opportunity for men to participate in gender training and community mobilization ✚ Contribute to debates on positive masculinity ✚ Work with progressive men who are gender sensitive ✚ Contribute to the development of regular information packs for issues related politics; highlighting gender gaps in the planning, development, implementation and monitoring of various development activities in order to create demand for equal opportunity for gender training by women and men 	<i>Timeframe</i> 2010 and ongoing

4.0 NATIONAL IMPLEMENTATION

Each Member State should extract components from these guideline relevant and therefore applicable to their national context in order to cc national guidelines. Following the launch of the national guidelines for Gender Parity in Political and Decision Making Positions by 2015, The should be:

4.1 A Nationwide Buy-in Process

This is an awareness creation and initial effort to mobilize and engage players for implementation.

4.2 Resource Mobilisation

SADC Member States should adopt gender budgeting to ensure implementation of the action plan.

4.3 Training of Implementing Agencies

The purpose is to create a common understanding of the targets and out process as well as to secure commitments for implementation.

4.4 Development of Implementation and Monitoring Tools

To be spearheaded by governments and done in collaboration with implementers.

4.5 Monitoring and Evaluation

- ✚ Periodic system-wide reporting processes and tools to be determined and detailed through a consultative process with implementers.
- ✚ SADC region annual progress review meetings will be possibly preceding the annual Gender Ministers' meeting to coordinate regional report. Opportunity should be seized to provide focused training on identified areas of need.
- ✚ Plans should be made in advance for the mid-term and end evaluation.

4.6 Report to the SADC Heads of State and Government Summit

The progress report on the progress towards the attainment of the 50/50 politics and decision making from the Annual Meeting of Ministers Responsible for Gender/ Women's Affairs will constitute in part, the report to the Council of Ministers Meeting and Summit.