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ECONOMIC AND SOCIAL COUNCIL

## ECONOMIC COMMISSION FOR AFRICA
African Centre for Women

Ad-Hoc Expert Group Meeting on the Validation of the
Technical Tools including a Training Manual on Gender
Analysis/Gender Mainstreaming and Guidelines for
Assessing Gender Policies

9 – 10 November 2001
Addis Ababa, Ethiopia

# Report of the Ad-Hoc Expert Group Meeting on the Validation of the Technical Tools including a Training Manual on Gender Analysis/Gender Mainstreaming and Guidelines for Assessing Gender Policies

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## ABBREVIATIONS

| | |
|---|---|
| ACW | African Centre for Women |
| ADB | African Development Bank |
| ECA | Economic Commission For Africa |
| GAD | Gender and Development |
| GFP | Gender Focal Point |
| GNP | Gross National Development Product |
| HDI | Human Development Index |
| SADC | Southern Africa Development Community |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |
| WID | Women in Development |

# 1.0  INTRODUCTION

The report contains details of the workshop held to validate the technical tools and the training manual on gender analysis/gender mainstreaming guidelines for assessing national gender policies held from 9 to 10, November 2001.

The workshop which was facilitated by ACW, included the two consultants, Ms. Nalini Burn and Ms. Gladys Mutukwa who have been involved in giving support to the institutional development of capacity for gender mainstreaming at ECA since 1997.

## 1.1  THE OBJECTIVES OF THE VALIDATION WORKSHOP.

- To review the tools for gender mainstreaming identified in the manual and confirm their relevance and usability.
- To review the strategies for mainstreaming gender used in the manual.
- To agree on the relevance of the contents of the manual.
- To review the layout of the manual and synergy of sessions.

## 2.0   DISCUSSIONS AND RECOMMENDATIONS

### 2.1   PURPOSE AND ORGANISATION OF THE MANUAL

The group discussed in detail the purpose of the manual. It was basically agreed that the manual had not addressed totally what it had set out to do, that is, providing tools for gender analysis and gender mainstreaming. The manual had managed to assist with gender analysis and provided the tools needed to undertake gender analysis. It had also looked at the basic concepts for gender analysis. However, gender mainstreaming had not been addressed and there is a need for a separate manual to be developed on gender mainstreaming.

The group felt that the manual was well laid out and also made it easy for anyone using it to follow systematically through the sessions. The Chapter on the organisation of the workshops was acknowledged as being useful as it provided the trainer with what they would need to run a successful gender workshop.

### 2.2   METHODOLOGY OF WORKSHOPS

The group acknowledged they the manual introduced a variety of training methods in the different sessions.

The manual whilst acceptable as is, the next manual on gender mainstreaming should have core generic modules and then three modules targeted at different levels of staff, that is management and then the programme staff. The generic module would cover the general frameworks for gender analysis and gender mainstreaming. The specific modules would use case studies and exercises relevant for a particular group.

### 2.3   CONTENT OF THE MANUAL

The workshop agreed that the sessions were relevant covering the following subjects:

- The concepts of gender and gender analysis.
- Why gender is critical to Africa's economic and social development
- Gender analytical frameworks and tools; and
- Institutional and programmatic factors for engendering.
- Gender issues in monitoring and evaluation.

The group recognised that that member states have undertaken at national, sub-regional, regional and international level to eliminate all forms of discrimination against women and promote gender equality and equity. However, the reality in all states, despite the advances of the past two decades, is inequality between women and men in many areas of public and private life. There is still a large gap between rhetoric and action to maintain the momentum of progress. Economic and legal barriers, as well as social discrimination, continue to prevent women in Africa form improving their status and productivity and achieving their full potential. The barriers make the gender impact of poverty particularly acute in Africa.
The group pointed out that it is now recognised that African women's economic and social advancement is a crucial pre-condition for the development of Africa and that

gender equality must be an integral part of the African economic challenges of the 21$^{st}$ century.

Development includes the concept of human development. The manual needs to acknowledge these factors so as to ensure that the development of Africa facilitates and helps shape the concept of human development. This type of sustainable and human centered development is not measured only according to economic indicators such as GNP but also according to other indicators. These other indicators include health, education, purchasing power etc… which provide the basis for the UNDP Human Development Index. There is a great need to engender human development. In analysing gender inequalities, it is important to include HDI and to go even further to cover areas such as participation in political decision-making and the appropriateness of legislative and administrative systems.

Gender responsive planning priorities address the needs and conditions of women. It also involves a critical analysis of the gaps between women and men's access to economic, social, political and cultural resources. The analysis enables the development of policy initiatives to correct the imbalances, including cases where men are not benefiting equally from the current development approaches.

The overall gender strategy is to ensure that gender issues and equality concerns are integrated across the board within an institution's programmes, project objectives like poverty eradication, human rights, sustainable development good governance etc.

The group noted that there is still much to be done to ensure that mainstreaming gender concerns take place effectively in the day to day work of institutions. Hence, embarking on a gender mainstreaming capacity building programme is important within institutions. The group noted that this manual should include an introductory section and shows that this manual is a precursor to the gender-mainstreaming manual still to be developed.

The group emphasised that training workshops will not turn the participants into gender specialists but will provide a minimum level of competence to enable participants to integrate gender in their work. This should be made note of in the manual otherwise after this training the participants will assume they have become experts. The manual should indicate at what level an institution should appeal for help for a gender specialist in a particular area, rather than feel that the manual provides all the skills they need.

## 2.3.1  GENDER MAINSTREAMING

- Gender Mainstreaming involves addressing gender inequalities in all aspects of development, across all sectors and programmes, including decision-making.
- Gender Mainstreaming is the process of transforming mainstream planning and programming to address the needs and aspirations of both women and men.
- It is a key strategy towards the achievement of gender equality and equity.
- Gender mainstreaming means the consistent use of a gender perspective at all stages of the development and implementation of policies, plans, programmes and projects.

- Mainstreaming differs from previous efforts to integrate women's concerns into policies, programmes, projects and activities in that, rather than adding on a women's component to existing policies, plans etc. a gender perspective informs these at all stages and in every aspect of the decision-making process. **Gender mainstreaming may thus entail a fundamental transformation of the underlying paradigms that inform that sector.**
- Gender Mainstreaming is a complex task that presupposes gender sensitivity and competence on the part of the relevant officials in institutions. Furthermore, in order to be effective, gender mainstreaming needs to target specific sectors and the officials should have sufficient awareness and skills to mainstream gender in their particular sector.

The group looked at what gender mainstreaming is. The whole discourse on gender mainstreaming is missing from the manual. The group felt the following issues needed to be addressed in a specific manual on gender mainstreaming.

Gender mainstreaming requires capacity building and training which goes beyond the generalised gender sensitisation and training. Such training is specialised and the methodologies need to be sector specific, conducted by specialists in both gender and the technical areas of that sector.

The group observed that capacity building and training in gender mainstreaming should also focus on Gender Focal Points, Programme Managers, Directors and other staff in the institutions. This is not obvious in the manual.

## 2.3.2 THE EVOLUTION FROM WID TO GAD

The group then went on to look at WID and GAD as key conceptual frameworks on which gender analysis is based on. The group commended the session and especially the simplicity in which it was presented through exercises.

The group had a lengthy discussion on the concept of WID and GAD and went into detail about WID and GAD. They felt that the limitations of each of the approaches should be reflected in the manual

The group's discussion looked at the following:
- WID views women's problems in terms of social differences between women and men rather than in terms of the biological differences.
- The WID approach tends to view women as passive recipients of development assistance, rather than as agents in transforming their own social, economic, political and cultural realities.
- GAD on the other hand recognises that improving the status of women is not an isolated separate issue but needs to be addressed by taking into account the status of both women and men, their differing life courses and the fact that equal treatment will not necessarily produce equal outcomes.
- The GAD approach supports the WID view that women should be given the opportunity to participate on equal terms in all aspects of life, but its primary focus is to examine the gender relations of power at all levels in society, so that interventions can bring about equality and equity in all spheres of life.

- The WID approach is an add on rather than an integrative approach to the issue. In the GAD approach, women are viewed as agents of change rather than as passive recipients of development assistance.
- The intervention strategies of a GAD perspective do not seek merely to integrate women into ongoing development initiatives; they seek to bring about structural change and shifts in power relationships, and in so doing, to eliminate gender inequalities at all levels. Because women and men tend to have different roles and responsibilities, they also have different needs identified, as practical and strategic gender needs.

The group acknowledged that gender needs have been well articulated as a concept. Practical Gender Needs emanate from the actual conditions people experience due to the gender roles ascribed to them by society.

Strategic Gender Needs point to what is required to overcome the generally subordinate position of women in society and relate to empowerment. Planners generally only respond to the PGN of women without relating these to their strategic gender needs, and proposes policy and planning frameworks to address both within institutions.


### 2.3.3    PREREQUISITES FOR GENDER MAINSTREAMING

The group highlighted the following on gender mainstreaming and the need to address these issues in depth in the manual.
- Political will and adequate resources: Some institutions do not have an overarching policy or framework which could be used to guide the promotion of gender equality.  Others take a WID approach which fails to address the root causes of gender inequalities.
- Where gender policies exist they are often hampered by a lack of political will and authority to guide their implementation.  Without an explicit gender policy to provide guidelines on how institutions/organisations should institutionalise gender internally or respond to the needs of both women and men in society, officials or staff are not able **to implement, monitor or evaluate gendered development goals.**
- Institutions are also often hampered by a lack of qualified personnel and administrative capacity to implement gender plans.

To overcome this constraint, it is necessary to:
- Advocate for political commitment at the highest levels;
- Build the capacity of personnel to plan, implement, monitor and evaluate gendered development goals;
- Develop effective institutional mechanisms, structures and systems for gendered development.

In establishing macro policy frameworks, gender analysis and outputs need to be included to ensure effective policies which address the needs of all sectors of the population.

The group noted that in such sessions, room should be given for participants to come up suggestions on how to deal with constraints and challenges.

## 2.3.4  SEX DISAGGREGATED DATA

Without adequately sex disaggregated data, there can not be effective mainstreaming of gender. The data brings to the fore the gaps that exist and therefore the imbalances that need to be addressed. The same data will also be used to mark progress or the lack of progress. This type of data also makes it possible to set time bound targets for removal of imbalances and inequalities.

The manual could have a small section on collection of gender disaggregated data.

## 2.3.5  WHY GENDER MAINSTREAMING?

The group discussed why gender mainstreaming and the following issues were discussed:
The concept of mainstreaming has developed overtime and a historical background of efforts to advance equality for women needs to be outlined in the manual.

Initially, intervention initiatives were designed using the WID approach: providing services or introducing technologies which would reduce the workloads of women so that they could participate more in the opportunities provided by society. Very little effort was made to try and determine why women had not benefited as much as men in the development process. This entailed an acceptance of the existing structures within society and an avoidance of any questioning of, or challenge to the origins of women's subordination.

Gender mainstreaming is based on the recognition that gender inequality and operates at all levels an in all sectors of society. It therefore needs to be addressed in the mainstream of development, not in isolated separate or stand-alone projects or initiatives.

The holistic and comprehensive approach aims to ensure that both women and men benefit equally and equitably from all development and that they are equally empowered to participate and influence the governance of their societies.

Mainstreaming calls for creative thinking about what gender mainstreaming means in relation to each institution's work programmes. It also calls for looking at the goals or impact of programmes or projects rather than just the participation of women in the project activities.
The manual should help institutions and staff to look at gender mainstreaming within such a framework.

## 2.3.6  Capacity Building Programme

The group suggested the following as a strategy to ensure gender is mainstreamed in institutional programmes:

• the establishment of gender focal points in the organisation, Ministries, Department and within Regional or Provincial offices.

- the designing and development of a capacity building programme for all staff in gender analysis and gender mainstreaming in their substantive areas of work.

The role and terms of reference of the GFP was raised as an issue needs to be looked at and the manual could have a framework that each institution can adapt to suit their needs.

The validation meeting recommended that custom designed and specialist training in gender analysis, policy formulation and programming should be seen by all institutions as the next step after sensitisation and that this manual offers the opportunity for this to happen.

The manual should note that capacity building should be tailored to the needs of Ministries and Departments so that whilst the generic manual is useful, further work can be done to develop custom-designed and specialist training in gender analysis and gender aware policy and programme formulation and implementation. The ECA designed manual is generic.

This custom-built programme is meant to lead to increasing levels of competence (Box 1) as well as progressively higher levels of competence in gender mainstreaming (Box 2). These types and levels of competence go hand in hand and can be used as monitoring tools as well as to plan for capacity building by each Manager. They can also be used by the staff to monitor their own progress.

The boxes suggested by the group could be included in the manual.

### 2.3.7 Institutional strengthening

If an institution, is to deliver outputs that are engendered the following is crucial:
- Commitment of the Head of the Organisation;
- The recruitment of women at senior levels;
- The introduction and adoption of the gender policy;
- Capacity building programme, and
- The elevation and strengthening of gender units and gender focal points.

The group noted that in any institution, there will be disabling factors and some of these include:
- Inadequate resource allocation for gender mainstreaming;
- Wide-spread lack of appreciation of the fact that gender is critical to development;
- Resistance to participating in capacity building programmes;
- Ideologies and beliefs that are contrary to gender equality.

At each stage of working on gender issues, the institution will learn lessons for the future of gender mainstreaming and these should be drawn in.

There was a general appreciation that effective gender mainstreaming calls for people with the right attitudes, knowledge and skills, as well as an institution with conducive policies, roles, norms and procedures.

To maximise on the enabling factors and eliminate or neutralise the disabling ones, it was further proposed that:

- The gender focal Points should participate fully in policy and implementation of programmes within institutions.
- The need for critical mass within institutions, especially where there is resistance and a contrary ideology, is important. Gender mainstreaming should not be left to Gender focal points.
- Timing and co-ordination of gender focussed activities within divisions is crucial if optimum use of resources and optimum skills development are to take place.
- Levels and progressive types of competence.

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**Box 1: Increasing Levels of competence**

Awareness of concepts and issues.
Ability to communicate concepts, and issues
Use of tools and knowledge, with guidance in a work area
Use without guidance in a work area
Use with guidance in other work areas, professional areas
Use without guidance in other work areas
Transfer knowledge, tools and methods
Develop interventions, take action, make decisions
Adapt methods and tools to different situations
Innovate methods and tools and create knowledge

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**BOX 2**

**Progressively higher TYPES of competence in gender mainstreaming**

- Clarity in the concept of gender.
- Ability to distinguish between a woman in development and a gender in the development approach.
- Understanding and communicating the pertinence of a gender approach to African social and economic development.
- Awareness and use of gender analysis, e.g. awareness and use of literature, research results, gender expertise, and gender concepts in own discipline and professional field
- Use of gender as a cross-cutting issue in multi-disciplinary and sectoral analysis
- Understanding and communicating the concept and practice of gender
- Mainstreaming in intellectual and policy discourses
- Ability to use gender analysis and gender monitoring indicators
- Throughout the programme cycle from formulation to evaluation
- Capacity to systematically report on gender lessons learned and subsequently review and reformulate.

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The group noted that the manual should take cognisance of the following:

- The assumption that gender is understood by everybody, so the objectives should not include upgrading knowledge on gender.
- How the levels of competence can be used in career advancement;
- Some people are resistant to gender because they believe it is just another worked for women (90% of staff think the two words are synonymous);
- The term gender cannot be replaced with "people" because the past has already shown that institutions do not desegregate enough and often the women get left out;

The gender approach allows one to see the different categories of women and men.
Even the differences amongst women and among men are brought out.

### 2.3.8 Why gender is critical to Africa's development

The session looked at the handouts that go with the manual. This was accepted as a good idea. The group however, suggested that this session move to the earlier part of the manual.

The session also went on to look at the justification in the manual on why gender is critical and this was preceded by a brief discussion where the main points that emerged included:
- Despite progress made in the last two decades, the majority of African women face constraints and lack of equal rights and opportunities in most areas of human endeavour;
- The constraints, which make women more vulnerable to poverty and other hardships are not based on biological differences but on gender differences;
- There can be no sustainable development when over half of Africa's population continues to be denied rights and opportunities;
- Gender inequality leads to lack of sustainable development and to food insecurity.
- Lack of development is due to poverty and not gender inequality;
- Gender equality may be difficult to sell in African societies as going against culture;
- Care must be taken to avoid antagonising the men as some of them are at a disadvantage.

The group looked at the exercises provided in the manual and were found them relevant and useful as they related to putting into practice newly learned skills.


### 2.3.9 Gender Analysis Tools

The following was agreed on:

- the goal is gender equality - Gender mainstreaming is the strategy of achieving that goal
- Several gender frameworks of analysis are in current use in the field of gender and the report has addressed the major ones: Harvard Analytical framework which has the activity profile, access/control, C Moser's Framework that adds the issue of practical and strategic needs; Sara Longwe's Empowerment Framework.

The group acknowledged that none of them is perfect for each situation, and more variations and adaptations are being developed. Gender frameworks of analysis given in the manual can be used creatively from policy level right down to community project level. The challenge is to be creative and adapt the tools to provide one with the real situation of the women and men in various parts of Africa. The manual should challenge such creativity.

The following areas of analysis also needs to be included in the manual:

1/ **Are markets gender neutral**? This question is important for gender aware economic development. If markets are gender neutral and do not have inherent gender bias, then the policy and intervention attempts to promoting women in the economy, should aim to remove constraints to market access. A closer gender analysis of

markets is necessary, within a framework for analysing real markets and not the formal abstract markets of economic theory and on which much economic policy is based.

2/    **Real Markets** are social institutions, made up of rules, norms, procedures, and networks of buyers and sellers. There are relationships of competition but also of cooperation and trust between and among buyers and sellers

3/    **The Economy as a gendered structure**
The framework considers the micro, meso, and macro level of the economy and society. At the macro level is the macro policy dimension and the macro level economic aggregates, information on which to base policy, such as the System of National Accounts and GDP is a main indicator.

The meso level mediates between the policy level and the individual economic agent at the micro level. The market and the state are considered the key institutions to coordinate economic life. Economic agents respond to economic policies and to market signals.

4/    **A gendered structure:**
The economy is a gendered structure. It presents structures of opportunities and constraints that are very different for women and men. Relationships and roles can be gender ascriptive. They can be gender bearing, have gender connotations. Or activities can be presumed to be gender neutral, neither connotating nor denoting gender.
**The macro level** is thought of as gender neutral, as it is about monetary aggregates. It is not even about people, whether differentiated as women and men. However, women and men's relationship to money it quite different. Counting only the monetary aggregates of productive activities obscures the time/energy economy of social reproduction, the caring and nurturing of human beings and the maintenance of social cohesion in families and communities. It also ignores the interaction between the time and the money economy, the time/energy and the financial budget. The interaction is revealed by the activities of women and through their economic and social relations with men.

**The micro level**, the basic economic unit is often seen as the household. But in fact households need to be disaggregated, by age and gender. There are gender divisions of labour, income resource management, ownership and control. There are rights and obligations according to age and gender. Economic behaviour cannot be understood by looking at individuals, irrespective of their gender and the economic relations they are engaged in. Women's behaviour as economic agents in the formal money economy cannot be understood without considering their activities in the reproductive time economy, in the caring economy. Men's economic behaviour can appear to be unaffected because the importance of the sector to them is mediated through their relations with women.

The micro level is gender ascriptive. The relations are of cooperation and conflict, as relations within the household are asymmetric and the ability of women and children to effectively bargain to resources, for control over time, income, assets and labour is more limited than men.

It is not enough to identify the practical gender needs of women and men. The next step is to build the needs arising from these activities into the analysis of the operation of the economy at that level and at higher levels of aggregation, to the macro level.

**The meso level** of institutions has gender bearing institutions. The hierarchy within organisations is often a gendered hierarchy. Markets by themselves cannot guarantee economic production and exchange of goods and services. Firms and corporations exist to plan and coordinate the allocation of resources. These institutions can vary from one-person organisations, sole entrepreneurs to large hierarchical organisations, huge private bureaucracies organised along command and control lines.

Hierarchies (Bureaucracies), markets, networks are different forms of economic governance. They are structures of relations between individuals for decision-making over the allocation of resources.

Social institutions exist relying on rules, norms, obligations, reciprocity, trust and commitment to regulate and coordinate economic life. The reason why anonymous impersonal markets alone cannot do so is because there are hidden costs to economic activity. Contracts are incomplete because of the inherent uncertainty of human life. There are costs of information as well as costs of making transactions, of entering into them, making them binding over time. Real markets are made of often face to face transactions between real people, a sphere where gender relations intervene. While entrepreneurs are characterised as risk takers, very many institutions have developed to reduce the uncertainty of economic activity and facilitate risk-taking.

There was a lot of debate generated on the use of tools and elaboration of the tools. Some of the major issues raised are:

- Should institutions be concerned with the impact on the lives of the people when its mandate is at the macro level?

- Should institutions avoid being a change agent and avoid issues of gender inequality because they are sensitive?

The group recommended that an exercise be included to give the participants an opportunity to come up with suggestions on how gender is integrated at meso, macro and micro level and the role of gender mainstreaming institutions.

### 2.3.10 GAD in monitoring and evaluation

The issues of monitoring and evaluation were considered crucial and it was recognised that the manual had included this section.

- Emphasis was made on the need to make institutions realise that evaluations whether internal or external must be gender sensitive.
- The Task briefs of consultants must be gender sensitive
- TORs should be broadened to include indicators for monitoring gender mainstreaming.
- There is a need for output and impact indicators to monitor how gender is being mainstreamed in all activities of an institution.

- Budgets must disegregated to measure impact of gender mainstreaming through commitment of resources.
- Accountability for impacts and outcomes must be established.

The manual should recognise efforts of other institutions as good practices e.g.
- ADB – developing a clear policy
- SADC – has a gender policy adopted by the Heads of State and Government, an Action Plan, monitoring and evaluation systems and institutional mechanisms for mainstreaming gender in the Secretariat, the programmes and sectors in the member states.
- Other progressive developments are in: Academic and policy Research. The academic literature is growing fast in theoretical work, modeling, empirical research on Africa and pertinent to African economies - covering for example:
  - Social Accounting Matrices and CGE models;
  - Growth, gender inequality;
  - Trade liberalisation, employment;
  - Intra Household modeling.
  - Data Generation
  - Existing data collection instruments can be modified at little cost and yield reliable, macro level sex-desegregated data.

## 3.0   CONCLUSIONS AND RECOMMENDATIONS

Capacity for gender mainstreaming entails having both the people with right attitudes and competencies and supportive institutional mechanisms. This calls for decisions, actions and strategies at policy, programme and institutional levels. The group recommended that this should be emphasised in the manual and the following observations made:

**Policy Level**

The gender programme belongs to, and is the responsibility of an institution as a whole and not the gender focal point alone. The gender policy therefore needs to be appropriated and owned by all departments in an institution;

A WID approach is critical for some time to come because the African reality is that the majority of women are still lagging behind in most areas. The advancement of women through the removal of the constraints they face is a path towards gender equality;
- The role of women's divisions, departments and Ministries should be to advocate for and help build the capacity of member states to plan and programme in a gender responsive manner. This can only be done if the particular institution has the capacity and if not the capacity must be built. The members of staff should have tools by which to assess the programmes and work of member states.
- The gender programme belongs to and is the responsibility of an institution as a whole and not a gender division alone. The gender policy therefore needs to be appropriated and owned by all in an institution.
- A WID approach is critical for some time to come because the African reality is that the majority of women are still lagging behind in most areas. The

advancement of women through the removal of the constraints they face is a path towards gender equality;

## Programme Level

At this level, it is important to show the priority given to gender mainstreaming by reflecting the related activities in the budget, programmes, time frames and indicators; A gender audit should be carried out to establish state base for monitoring progress;

- To go along with the training manual institutions should take the responsibility of developing simple briefs on GAD and WID to help more people understand the two;
- An institution should have at least a gender expert to achieve backstop and support gender mainstreaming.
- To jumpstart the process of gender mainstreaming, the gender focal points should develop guidelines and checklists.

## Institutional Level

A gender sensitive performance appraisal system should be set up to monitor changes in individual and organisational standards of achievement of capacity building; The system will have to ensure that individual staff members: -

- acquire relevant levels and types of mainstreaming competencies (through capacity building);
- apply such skills to their work (e.g. through the achievement of gender goals or the institution of gender/women specific programmes);
- A gender sensitive performance appraisal system should be set up to monitor changes in individuals and departments on standards of achievement of capacity building;

The system will have to ensure that individual staff members: -
- acquire relevant levels and types of mainstreaming competencies (through capacity building);
- apply such skills to their work (e.g. through the achievement of gender goals or the institution of gender/women specific programmes);
- This information should form part of the criteria for career development. Incentives do not have to be monetary.
- Departmental Heads should be evaluated for gender work and a system for this should be developed.
- Sufficient resources should be provided for gender work in all Departments.

## 3.0    CONCLUSIONS AND RECOMMENDATIONS

The group emphasised that the changes and ideas raised at this workshop should be included in the manual. It was generally agreed that a lot of substantive qualitative issues had been discussed and these should be made use of to enrich the content of the manual. They group reiterated the need for another manual to be developed, one that is more specific and provides detailed tools for gender mainstreaming. The comments from this workshop should also be used in the next manual.

However, the group agreed that the current manual was well laid out and easy to follow. The recommendations for the sequencing of the sessions had been made during the workshop. As an initial manual for training it would be ver useful. The second manual to be developed, needs to be much deeper and carry substantive methodologies for gender mainstreaming.

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# APPENDICES

## APPENDIX 1:     VALIDATION WORKSHOP AGENDA

| Time | Themes |
|---|---|
| **DAY 1** | |
| 9.00 –10.30 | Introduction<br>Objectives of the Validation workshop |
| *10.30-11.00* | Tea Break |
| 11.00- 13.00 | Review  of the purpose of the manual<br>Review  of the Methodology |
| *13.00 – 14.30* | Lunch Break |
| 14.30 – 16.00 | Review of contents of the manual |
| *16.00-16.15* | Break |
| 16.15 – 17.00 | Review  of the contents of the manual *continued* |
| **DAY 2** | |
| 9.00 –10.30 | Review of DAY 1 -  process and achievements |
| *10.30-11.00* | Tea Break |
| 11.00- 13.00 | Review  of the gender tools of analysis |
| *13.00 – 14.30* | Lunch Break |
| 14.30 – 16.00 | Review  of the gender tools of analysis *continued* |
| *16.00-16.15* | Break |
| 16.15 – 17.00 | Recommendations and conclusion |

## APPENDIX 2: LIST OF PARTICPANTS

1. Thokozile Ruzvidzo       ECA-ACW
2. Gladys Mutukwa           Independent Consultant
3. Nalini Burns             Independent Consultant
4. Rosemary Ngigi           ECA – Young professional