



**UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL**

ECONOMIC COMMISSION FOR AFRICA

ECA/ACW/MR/SA/2001

MISSION REPORT

SOUTH AFRICA

12 -30 May 2001

**Prepared by Hilda Tadria
Regional Advisor (ACW)**

I. INTRODUCTION

1. Background

1.1. In 1998, the ECA provided technical support to the South African government in the process of developing and drafting a National Gender Policy. The final Draft Gender Policy i.e "South Africa's National Framework for Empowerment and Gender Equality" adopted by Cabinet in December 2000. The Office of the Status of Women (OSW) in the Presidency now has the task to integrate the policy in all government processes and priorities at all levels.

1.2. In order to implement its mandate, the OSW has developed an institutional capacity building programme whose major objectives are:

- To identify and carry out long term measures to increase staff working on the mandate of the OSW.
- To enhance the capabilities of staff to manage internal operations and programme delivery.
- To rationalise the structure and operating systems of the OSW, and
- To improve the technical capacity of OSW to develop and implement programmes.

1.3. The capacity building programme is aimed at enabling the OSW to accomplish its mandate through the following functions.

- Advancement of a National Women's Empowerment Policy;
- Prioritization of Key concerns and initiation of policy and action-oriented research relevant to gender mainstreaming;
- Advise and brief the President on all matters pertaining to the empowerment of women;
- Liaising between non-governmental organizations which deal with women's issues and the Presidency;
- Liaising between international bodies, such as the United Nations, and the Presidency;
- Working with all ministries, provinces and all publicly funded bodies in mainstreaming gender into all policies and programmes;
- Developing key indicators for measuring the national progression towards gender equality;
- Arranging for training in gender analysis and gender sensitization;
- Facilitating awareness raising and confidence building among women at all levels;
- Acting as catalyst for affirmative action with respect to gender;

- Initiating and promoting cross-sectoral action on cross-cutting issues such as violence against women; girl child and HIV/AIDS;
- Providing a coordinating mechanism for structures at the national, provincial and local government levels; and
- Consulting and liaising with civil society.

Programme Areas of the OSW:

In consultation with Provincial OSWs, the OSW structure grouped the thirteen functions into seven distinct areas of operation. There are:

- Policy and development;
- Gender mainstreaming;
- Planning and coordination;
- Advocacy;
- Networking and liaison;
- Advice to the President ; and
- Capacity Building.

The programme area will constitute both the long-term programme and operational activities of the OSW at Provincial and National Level.

1.4. Given the Role that ECA has played in the designing of the South African National Policy Framework, the African Center for Women was requested to provide technical support to the OSW in the implementation of the National Policy Framework for Women's Empowerment and Gender Equality.

2. Nature of Technical Assistance requested: (see attachment, letter from Minister for detailed TOR) The request is for technical support, over a period of two years (2001-2002), to the OSW to advance its work in policy and gender mainstreaming. Over the next two years, the African Center for Women will provide support to the OSW in the following tasks:

- Training of Gender Focal Points in the development and use of indicators to monitor the economic empowerment of African women;
- Development of learning modules for training provincial OSWs under the United Nations Development Programme's training programme, and the
- Conversion of South Africa's National Policy Framework for Women's Empowerment and Gender Equality, adopted in December 2000 by Cabinet, into a guide for use by government officials.

The Regional Advisor for Economic Empowerment of women will provide the main technical support on behalf of ECA.

3. **Mission objectives:** The specific objectives of the mission were originally to work with a national team of consultants to start designing the capacity building training programme and a two-year work plan. However, it has been felt necessary to accelerate the process of training. Therefore the main tasks of the mission were :
 - a) To participate in the design of a training programme for provincial OSW coordinators and their supervisors. The National consultants have already carried out a capacity building needs assessments (see attachment: learning objectives for the 3 years); and the needs assessment report was used to design the training programme.
 - b) To participate in facilitating the gender training for the OSW provincial coordinators and their supervisors; (see capacity building agenda for details of the training programme) and training objectives.

II. MISSION ACHIEVEMENTS

4. The most important outcome of the mission was that a gender training programme has designed and successfully implemented. All together, 19 OSW provincial coordinators and their supervisors were trained in basic concepts and tools of gender mainstreaming. As the initial training has shown, the role of ECA/ACW will be very crucial in this programme especially in providing guidance and leadership in gender training and providing international experiences and case studies that the participants expressed an urgent need for. (see attached evaluation report).

III. FUTURE FOLLOW-UP

5. The OSW capacity building programme is designed in a way that requires continuous, on site supervision and periodic gender training over the next 3 years. The National OSW and consultants will provide the onsite supervision. However, over the next two years, ECA will be expected to be directly involved and to provide leadership in the following tasks:
 - a) Periodic gender training. The training of OSW coordinators is expected to take place twice a year. After three years, the participants will get their certificates from the University of Pretoria. The next gender training, on gender and policy analysis will take place from September 10 - 18 for coordinators and supervisors.
 - b) Review modules for the training of Gender Focal Points in the design and use of Economic Indicators for the empowerment of African Women.
 - c) Review and finalise Gender and Policy Manual for OSW coordinators.

- d) Provide technical support to National OSW in conversion of South Africa's National Policy Framework into a guide for use by government officials and for advocacy purposes at local levels.

6. Given the tasks above the OSW in the Presidents office has high expectations effective technical support from ECA. Therefore, the Regional Advisor for Economic Empowerment of Women, in collaboration with ACW regular Staff, plans to allocate substantial time between September 2001 – September 2002 to work with the OSW in the Presidents office. If ECA can support the South African government in the process of transformation for gender equality it will be serving the ACW's programme-objectives.

List of participants (Co-ordinator of Provincial Office of Status of Women)

Western Cape

1. Carla Ackerman
2. Patricia September

Mpumalanga

1. Nomcebo Zwane
2. Irene Mahlangu

North West

1. Matlakala Mathews
2. Susan Tihagaswane

Easter Cape

1. Zukelwa Mlakalaka

Northern Cape

1. Regina Moleko
2. Martha rapagadie

Northern Province

1. Joyce Moloi
2. Donald Moeng

Free State

- Freelance Consultant
1. Barbara Watson

Participants: Supervision at Provincial Level

- | | | | |
|----|--------------------|---|-------------------|
| 1. | Ms Elaine Page | - | Western Cape |
| 2. | Mr. Gregory Makoko | | Northern Province |
| 3. | Ms Olly Mlamleli | | Free State |
| 4. | Ms Nomsisi Bata | | Eastern Cape |
| 5. | Ms Joana Khabele | | North West |
| 6. | Mr. Mmuso | | Free State |

**FIRST TRAINING SESSION OF
THE OSW/UNDP CAPACITY BUILDING PROGRAMME
21 TO 25 MAY 2001
MERCURE HOTEL – JOHANNESBURG**

MONDAY (21 MAY):

08H30: Opening Session

Introductions around the table (*Provincial OSWs to state the 'most important activity in their province regarding gender mainstreaming'*)
Dr Ellen Kornegay, National OSW, Chief Executive Officer

Welcome and Official Opening
The Honourable Dr Essop Pahad, Minister in the Presidency

Remarks
Ms Naheed Haque, The Deputy Resident Representative of the United Nations Development Programme

09h30: Short Break
Departure of the Minister and of the UNDP Representative

09h40: **Session One**

Review of OSW Training History since 1997
Dr Ellen Kornegay and Dr Thandi Sidzumo-Mazibuko (facilitators)

11h00: Comfort Break (Tea/Coffee Available)

11h15: Feedback on Training Needs Assessment
Learning Objectives for the Training Programme
Programme for the First Week
Dr Naledi Nkomo

11h45: Expectations for the Capacity Development Programme
'Values' Embedded in the Programme
Community Behaviour for the Training Programme
Dr Joanna Nkosi (facilitator)

Participants in 4 Buzz Groups to develop "Expectations, Values and Standards of Community Behaviour"

Report back to Plenary and Integration of "Expectations, Values and Standards of Community Behaviour"
Dr Joanna Nkosi (facilitator)

Documenting the Your Experience: Keeping a Learning Journal
Dr Joanna Nkosi
12h30: In-service Performance Plan
Dr Naledi Nkomo

13h00: Lunch
Logistics for the Week will be discussed at lunch.
OSW Staff Person

14h00: Session Two

Deconstructing Gender: Concepts and Principles

Introduction of the Learning Curve

Dr. Hilda Tadria

14h30: Deconstruction of Gender Concepts and Principles
"The Sex and Gender Game"
Dr Thandi Sidzumo-Mazibuko & Dr Hilda Tadria

15h30: Comfort Break (Tea/Coffee)

15h45: Continued Presentation of Deconstructed Gender Concepts
Dr Thandi Sidzumo-Mazibuko & Dr. Hilda Tadria

Two Approaches to Gender Transformation: WID & GAD
D. Hilda Tadria

17h00: Documenting the Day's Learning
Dr Joanna Nkosi

17h15: Closure

19h30: *Optional Session:*

Video: *Inaugural Gender Lecture of the OSW Lecture Series*. Presented on 22 March 2001 at the University of Pretoria.

Venue: The Conference Room
Dr Thandi Sidzumo-Mazibuko

TUESDAY (22 MAY):

08h30: Session Three:

The Link to Poverty Eradication: an Illustration of the Concept and Principles
Dr Thandi Sidzumo-Mazibuko

09h00 Participants Consider the Following Question in 4 Intermingled Groups:

"What do these statistics tell us about the intersection of Poverty, Gender, Race and Class in South Africa?"

Dr Thandi Sidzumo-Mazibuko (Facilitator)

Plenary: Group Report Back on Analysis of the Poverty Statistics
Dr Hilda Tadria and Dr Thandi Sidzumo-Mazibuko (Facilitators)

10h30 Comfort Break (Coffee/Tea)
 10h45 Return to Plenary Session

11h30: **Session Four:**

Introduction of South African Policy Framework: Context and Vision
Dr Ellen Kornegay

Discussion

13h00: Lunch

14h00: Gender Policies as Examples of Gender Mainstreaming from other African
 Countries: Case Studies from Uganda and Rwanda
Dr Hilda Tadria

Participants into 3 intermingled groups to discuss and present to the
 plenary the following questions:

“Now that you have heard Case Studies providing examples of gender
 mainstreaming strategies in other African countries, please consider the
 following in your groups for 30 minutes:

1. What strategies have you learned?
2. Do you think that all or some of the strategies used may be applicable to
 your own province?
3. Indicate why these strategies may work and how you might employ
 them.

Report back to Plenary and Discussion
Dr Hilda Tadria and Dr Thandi Sidzumo-Mazibuko

15h30: Comfort Break (Tea/Coffee Available)

15h45: Continuation of Previous Session

16h30: Two Assignments to prepare on Tuesday & Wednesday evenings for
 Thursday's sessions.
Dr Joanna Nkosi

Assignment 1: Focus on the Constitution.

1. Read through the entire Constitution of the Republic of South Africa (1996).
2. Then identify and list all sections which have implications for gender policy
 on equality and women's empowerment.
3. Select two sections and write a brief explaining how they can influence the
 process of gender mainstreaming in your province.
4. Prepare your brief for submission to the facilitator and for discussion in the
 session.

Assignment 2: Focus on *South Africa's National Policy Framework for Women's Empowerment and Gender Equality*

1. Read the Executive Summary and Chapters 1 to 3.
2. Review the contents of Chapters 4 to 8 for general familiarity.

For Thursday's Session:

3. Prepare a draft of the main points you would use to inform stakeholders in your province about the key principles and implications of the National Policy Framework for gender mainstreaming.
4. Prepare a draft diagram of the Provincial Machinery for the advancement of gender equality in your province.
5. Prepare your draft outline for your Provincial Policy Framework.

16h45: Documenting the Day's Learning
Dr Thandi Sidzumo-Mazibuko

17h00: Closure

WEDNESDAY (23 MAY):

08h30 Session Five:

Library Visit and Tour: University of Pretoria Library
Meet in the Hotel Reception at 08h15 for 08h30 departure by bus.

Introduction to the UP Library – extent and scope of collection
Use of on-line catalogue, searching through shelves, locating journals, etc.
Information on Locating sources on Gender
Statistical Sources in the Library (StatsSA, UN, etc.)
UP Librarian

13h00: Lunch

14h00: Library Assignments:
Dr Naledi Nkomo

Debriefing Session
Documenting the Day's Learning
Dr Naledi Nkomo

16h30: Closure and Return to Hotel

THURSDAY (24 MAY)

08h30: Session Six:

South Africa's National Policy Framework for Women's Empowerment and Gender Equality: Principles and Practice

Gender Policy Implications of the South African Constitution.
Submissions and Presentations by participants.

09h30: *Dr Joanna Nkosi (facilitator)*
 International Experiences with Gender Mainstreaming.
 What have other countries done ?

Dr Hilda Tadia

Translating Policy into Effective Gender Mainstreaming Practice.
 How can the Ten Principles used in the South African Policy be translated into gender equity programmes in your province?

Participants to work in four groups:

1. Two of the Principles will be assigned to your group.
2. Convert the principles into gender mainstreaming practice. That is, what would you do to translate the principle into action.

10h30: Comfort Break (Coffee/Tea)

10h45: Continuation of groups

Report back to Plenary and Discussion.

Dr Hilda Tadia and Dr Joanna Nkosi (facilitators)

Key concepts for gender mainstreaming

Dr Hilda Tadia

13h00 Lunch

14h00: *The South African National Framework for Women's Empowerment and Gender Equality*

Deconstructing the policy document: focus on the Executive Summary and Chapters 1 – 3. Methodology, Structure and Content of the Document.

Dr Joanna Nkosi and Dr Naledi Nkomo

Preparing for Provincial Hearings and Working with the National OSW .
 Present the draft of the main points you would use to inform stakeholders in your province about the key principles and implications of the National Policy Framework for gender mainstreaming. (Assignment 2)

Dr Joanna Nkosi and Dr Naledi Nkomo (facilitators)

15h30: Comfort Break (Tea/Coffee Available)

15h45: Continuation of Session

Plenary Session: Discussion of Draft Diagrams for Provincial Machinery Promoting Gender Equality and Women's Empowerment (Assignment 2)
Dr Naledi Nkomo (facilitator)

Plenary Session: Discussion on Methodology and Outlines for Preparing Provincial Policy Documents (Assignment 2)
Dr Joanna Nkosi (facilitator)

16h45: Documenting the Day's Learning

Dr Naledi Nkomo

17h00: Closure.

FRIDAY (25 MAY)

08h30: *Session Seven:*

*Review and Discuss the Application of International Instruments
in the South African Context*

Dr Hilda Tadria and Dr Ellen Kornegay

Introduce learning objectives and list international instruments.

9h00: Discuss the Instruments and show the linkages with national goals and priorities

10h30: Comfort Break (Tea/Coffee available)

11h00: How is South Africa Complying with Instruments.

Review the Role of National Gender Machineries in a Country's Compliance.

Reflection on the Session

13h00: Lunch

14h00: *Session Eight:*

*In-service Performance Plan and Assignments for next three months
Dr Naledi Nkomo, Dr Joanna Nkosi and Dr. Ellen Kornegay*

15h30: Comfort Break (Tea/Coffee available)

15h45: Documenting the Day's Learning
Dr Joanna Nkosi

16h00: Evaluation of the Week's Module (reflective and formative)
Dr Naledi Nkomo and Dr Joanna Nkosi

16h30: Way Forward:
Tasks, Responsibilities, Mechanisms and Communication
Dr Naledi Nkomo (Facilitator)

16h45: Closing Remarks
Trainers, Learners, NOSW

17h00: Closing Address
Mr. Theo Bekker: Head; Centre for International Political Studies
Dr. Ellen Kornegay: CEO; National Office on the Status of Women

**Programme for Business Meeting Between National OSW
and Provincial OSWs – 26th – 27th May 2001**

DAY ONE

- 10h00 : Opening Session
Setting Expectations
Establishing Administrative Arrangements
Reporting
- 10h30 : **Tea Break**
- 10h45 : Provincial Reports on Progress for the Period
January – May 2001
(Written and Verbal Reports)
- 12h00 : Projected Plan for the Period May – September 2001
- 13h00 : **Lunch**
- 14h00 : Linking Training with Plans for May 2001 – September
2001
- 15h30 : **Tea Break**
- 16h00 : Provincial Cluster Working Groups
Reaffirmation of Best Practices Established in 1999

DAY TWO

- 10h00 : Discussion of Policy Document
- Cluster One*
Northern Cape
Eastern Cape
North West
- Cluster Two*
Mpumalanga
Northern Province
Free State
- Cluster One : Review and Present Chapter 4 and 5
- Cluster Two : Review and Present Chapter 1 and 3
- 13h00 : **Lunch**
- 14h00 : Establish Policy Hearing Dates
Affirm Working Groups and Close

**FIRST SEMINAR SESSION FOR PROVINCIAL OSWs
THE UNDP/OSW CAPACITY BUILDING PROGRAMME
28 AND 29 MAY 2001
MERCURE HOTEL – JOHANNESBURG**

MONDAY (28 MAY 2001)

08h30 Opening Session

Welcome and Introductions Around the Table

Dr Ellen Kornegay: CEO; National Office on the Status of Women

Remarks

Ms Naheed Haque; Deputy Resident Representative, UNDP

09h30 Short Break

Departure of the UNDP Representative

09h40 Session One

Overview of the OSW/UNDP Capacity Building and Training Programme

OSW Performance Plans and Overview of Key Areas

Dr Ellen Kornegay

**10h00 Feedback Training Needs Assessment and Learning Objectives for the Training Programme for both the OSW Co-ordinators and Supervisors
Critical Learning Objectives and Programmes for the First Training and Seminar Session**

Dr Joanna Nkosi and Dr Hilda Tadia

10h30 Tea Break

10h45 Session Two Deconstructing Gender: Concepts and Principles

Dr Thandiwe Sidzumo-Mazibuko

Dr Hilda Tadia

13h00 Lunch

14h00 Session Three: Tools for Gender Mainstreaming

Dr Hilda Tadia

15h30 Tea Break

15h45 Continuation of Session Three

16h30 Closure

TUESDAY (29 MAY 2001)**08h30 Session Four**

Introduction of the South African Gender Policy Framework: Context, Vision and Mechanisms
Dr Ellen Kornegay

10h30 Tea Break

10h45 *The South African National Framework for Women's Empowerment and Gender Equality: Deconstructing the Policy Framework – Focus on the Executive Summary and Chapter 1 – 3. Methodology, Structure and Content of the Document*
Dr Joanna Nkosi and Dr Naledi Nkomo

13h00 Lunch**14h00 Session Five**

Next Steps for the Policy Document in the Provinces
Dr Ellen Kornegay

OSW In-service Performance Plans for the Next Three Months
Dr Ellen Kornegay

15h30 Tea Break

Way Forward
Dr Ellen Kornegay

Evaluation of the Week's Module (reflective and formative)
Dr Naledi Nkomo, Dr Joanna Nkosi and Dr Ellen Kornegay

16h30 Close of the First Seminar Session for Supervisors

Evaluation Results

UNDP/OSW Capacity Development Programme

Week of 21-25 May 2001

Structure of the Evaluation

Two types of evaluative information were collected at the culmination of the weeklong training. First, participants were asked to provide anonymous written responses to the following four questions: (1) What are the three most significant things you learned this week? (2) What are the things you require additional information or further training on? (3) Think about the expectations you had at the beginning of the week, have they been met? If yes, explain why/how? If not, explain; and (4) any other comments?. Second, there was a group discussion of two questions: (1) Refer to the learning objectives for the week. Tell us to what extent you think the objectives have been met? And (2) What did you find most useful during the week; and what you have changed?

Evaluation Results

Part One Anonymous Responses

Question 1: What are the three most significant things you learned this week?

Participant # 1: The Policy Framework; linking it with the constitution; the whole issue of gender mainstreaming and examples of what is happening to other countries; visit to the University of Pretoria had an impact in the materials and resources we were introduced to and the access we were given to explore.

Participant #2: Being exposed to the methodology, which informed the Gender Policy, will go a long way in assisting my province to integrate policies, programmes and processes. Particularly enjoyed Dr. Tadría's international perspective. IT brings a different dimension into the equation. The week has also helped to put into perspective and clarify the notion of integration and co-ordination. The unpacking of concepts, which are used on a daily basis, was helpful.

Participant # 3: Gender analysis of information; in-depth understanding of the National Gender Policy; content and how the policy is structured; the purpose and principles underlying the Policy; information searching techniques through electronic media.

Participant #4: A better understanding of the finer, more nuanced difference between GAD and WID; a better understanding of the expectations of the Provincial OSW for taking the process forward in the provinces; a better understanding of the workings of

the UN gender related structures and its linking with the international instruments (as explained by Dr. Tadria in session 7).

Participant #5: To have a thorough training for myself to have confidence to my work as a learner. To ensure the guidelines for the gender policy document; to ensure that the empowerment of women and men are taken seriously.

Participant #6: Understanding clearly the Gender Policy Framework; Relationship of Cabinet Committee and OSW; Research through the Internet of vital information.

Participant # 7: Converting National framework thinking within the provincial focus; developing self-confidence in the scope of work facing individuals for further implementation; linkages between work done and the National Gender Policy.

Participant #8: Gender concepts; policy document and strategies of developing it; translating it into action plan; international tools; and gender mainstreaming.

Participant #9: I've learned to develop a policy guideline re gender equality for the province; to read and understand the National Gender Policy Framework; to develop a provincial machinery and to understand the national machinery; the situation of Uganda and Rwanda re gender equality; and gender analysis.

Participant #10: How the constitution impacts on the lives of women; the gender policy document; the objectives, goals and principles of the policy and how to use the framework in my province to advance women's empowerment; the meaning of gender and important gender concepts. I have gained confidence in engaging in a debate around gender-related issues. I feel confident that I'm able to use my own examples.

Participant #11: I learned and application of the women empowerment and gender mainstreaming approaches and the policy document; the international instruments and the constitution; how to utilize the gender analysis and planning to inform the programmes within departments and application of the WID and GAD approaches and use of statistics to inform planning; the mechanism of how to implement the SAN Gender Policy and conduct the provincial hearings on the implementation of the policy as well as to develop provincial guidelines for the implementation.

Participant #12: The need to ensure I set aside some time (despite my heavy load) even if it is 40 minutes a day to read and update myself on developments internationally and nationally in the gender discourse. I know I have not read through my constitution, but this fact was brought to me in a profound way over the past week. I need to give myself time to read my constitution. The same applies to the Policy Framework. It has also been interesting to learn about the operational framework of the UN as an institution.

Participant #13: The most three significant things that stroke (sic) me were WID and GAD approaches; the outlining of the SA Gender Policy Framework; and the clustering co-ordination framework. With regard to the two approaches that is, the WID and GAD,

what thrilled me as the way the trainers were able to illustrate to me how the two differ and can be used as tools to empower women and be complementary to each other. The SA gender policy framework according to my understanding is that its release was long overdue. With such a guiding instrument I believe one will now be in a position to develop guidelines back home in the province which will help departments to develop their own gender policies. The presentation on national clustering coordination framework was superb. This presentation demonstrated to me how the best coordination can be done and how the national clusters relate to the provincial clusters.

Question #2: What are the things you require additional information or further training on?

Participant # 1: Just additional information.

Participant #2: Expectations have been met. I have a clear idea how to implement transversal concepts and principles—but even more important is the operationalization of them. The course is valuable in-service training which cannot be replaced in monetary terms.

Participant #3: Practical electronic information searching; more practical exercises on gender analysis; more practical exercises on planning.

Participant #4: A broader discussion about the interface between gender and feminism; overall all more in-depth theoretical knowledge about the key issues that was on touched on (i.e. gender mainstreaming, planning, indicators. The international examples would be even more meaningful if it's more in-depth and specific.

Participant #5: The information that is required is when are our trainers going to come to our place.

Participant #6: Gender mainstreaming as a policy imperative; report writing, and integrating my personal plan to the week's plan.

Participant #7: Internet literacy; more on international protocols; coordination mechanisms.

Participant #8: Further training will be required in the logical steps of policy development including its translation to a plan of action. This I feel is a new terrain. It needs to be reiterated.

Participant #9: Developing a tool on a provincial sustainable rural strategy; to utilize the Internet; and gender development.

Participant #10: The practical use of WID and GAD confidently; another session on the coordination framework.

Participant #11: more information on the development of the provincial guidelines; to interrogate the policy in more details because in my opinion separate session to handle the policy document is more important.

Participant #12: I would like more training on the Policy (I realise I have to do my bit and read it thoroughly) i.e. policy development, translation, etc.

Participant #13: n/a

Question 3: Think about the expectations you had at the beginning of the week, have they been met. If yes, why/how? If not, explain.

Participant # 1: I wanted to understand the concepts and be capable to translate to other people. That then was done.

Participant #2: Expectations have been met.

Participant #3: Yes. All have been covered even issues that we did not include as expectations.

Participant #4: Overall, its been met, although I always prefer more theory and in depth-discussion.

Participant #5: Expectation I think is for me to go and do the ??? work at home.

Participant #6: The week was quite hectic, in terms of spiritual, physical and also emotional.

Participant #7: As the starting point, I believe much has been put on the course content and quite a lot has been achieved within the short space of time. So, yes.

Participant #8: Expectations were really met however the theory on gender was to a larger extent linked to practice. The most overwhelming thing being that pertinent tools were given to translate the theory into actions.

Participant #9: Training session really met my expectations. I really built my capacity. Thank you.

Participant #10: Expectations met because most of the issues expected to be discussed has been (sic).

Participant #11: Approaches to gender equality; the visit to UP, the explanation on the development of the action plan; the policy document, gender-related concepts.

Participant #12: No comment on expectations

Participant #13: no comment on expectations

Question # 4: Other comments

Participant #1: Reserved

Participant #2: None

Participant #3: The course was quite compact—see my comments on question #2 above. De-compress the course please.

Participant #4: 5 Full days are too much. Shorten it to three days (at the most), and make it more often, to not lose the other two days; make the library day optional if you need; Re... the idea of combining the training on the usual OSW meetings.

Participant #5: Commitment is to know your objectives.

Participant #6: no comments

Participant #7: The schedule was too packed. OSW work was made more scary than interesting. The trainers well alive and very much informed.

Participant #8: The training is highly informative except there is too much to be learned within a very limited time however it turns to be too exhaustive but we will cope because what the mind conceives it can be done.

Participant #9: No comments

Participant #10: The content was good. The presenters good in implementing concepts. But time too short.

Participant #11: The next training session should not be as packed as this session to enable participants to be able to reflect after hours because this time I went out exhausted every day.

Participant #12: No comments

Participant #13: No comments

Learning Objectives for Week of 21-25 May 2001

By the end of the week you should be able to:

1. Explain the meaning of gender and important gender-related concepts.
2. Distinguish among different approaches to women's empowerment.
3. Discuss and explain the basic principles of South Africa's National Policy Framework for Women's Empowerment and Gender Equality.
4. Explain the linkage between South Africa's national gender goals and international instruments.
5. Describe and explain examples of gender mainstreaming and gender policy drawn from case studies of other countries.
6. Use the University of Pretoria library resources to locate gender information and data.
7. Identify and plan how you will apply this week's learning to your work in the province.

*Learning Objectives for Three Year
as at 2001*

YEAR A - 2001

TRAINING AREA	YEAR A1 (MAY 2001) LEARNING OBJECTIVES	YEAR A2(SEPT 2001) LEARNING OBJECTIVES	YEAR A NONE LEARNING OBJECTIVES
GENDER & GENDER MAINSTREAMING	<ol style="list-style-type: none"> 1. Explain the meaning of gender and important theories of gender. 2. Distinguish among the different approaches to women's empowerment. 3. Explain the South African Gender Policy Framework. [also international protocols & reporting format] 4. Identify how to begin gender mainstreaming initiatives in the provinces. 	<ol style="list-style-type: none"> 1. Demonstrate an understanding at an intermediate level of gender concepts (e.g. the seven gender frameworks). 2. Provide departments with assistance in developing and implementing gender mainstreaming in their areas of responsibility 	
GENDER POLICY FORMULATION AND ANALYSIS	<ol style="list-style-type: none"> 1. Discuss the gender implications of Constitution and Bill of Rights. 	<ol style="list-style-type: none"> 1. Evaluate the relevance of the best and worst practices of gender mainstreaming and their applicability to South Africa. 2. Translate gender theory into policy. 3. Implement the requirements of international protocols to which South Africa is a signatory (e.g. CEDAW, SADC, BEIJING, and COPENHAGEN). 4. Demonstrate a broad 	

TRAINING AREA	YEAR A1 (MAY 2001) LEARNING OBJECTIVES	YEAR A2(SEPT 2001) LEARNING OBJECTIVES	YEAR A NONE LEARNING OBJECTIVES
ADVOCACY		5. Differentiate between the process of policy formulation and policy analysis.	
RESEARCH SKILLS	1. Locate research information using national and international gender sources (both library and internet). <i>State & Rural + Urban</i>	1. Locate research information using national and international gender sources (both library and internet). 2. Use of internet for research.	
EVALUATION AND MONITORING			
COORDINATION SKILLS	1. Explain the National Gender Coordination Framework.	1. Facilitate meetings. 2. Determine when and how to delegate tasks to others. 3. Follow up on delegations and processes.	

TRAINING AREA	YEAR A1 (MAY 2001) LEARNING OBJECTIVES	YEAR A2(SEPT 2001) LEARNING OBJECTIVES	YEAR A NONE LEARNING OBJECTIVES
BUDGET ANALYSIS		1. Discuss implications of Public Finance Management Act for gender mainstreaming.	
PROG PLANNING & MANAGEMENT		1. Conduct a gender programme needs assessment. 2. Prepare programme objectives. 3. Establish programme time lines and schedule.	
STRATEGIC PLANNING			
TIME MANAGEMENT		1. Prioritise and focus time on critical work areas.	
COMMUNICATIONS SKILLS		1. Assess the impact of her interpersonal style on others. 2. Demonstrate effective interpersonal skills.	

TRAINING AREA	YEAR A1 (MAY 2001) LEARNING OBJECTIVES	YEAR A2(SEPT 2001) LEARNING OBJECTIVES	YEAR A NONE LEARNING OBJECTIVES
CONFLICT RESOLUTION			
ICT		1. Recognize IT as a tool for supporting coordination needs and	
CAPACITY BUILDING		ASSIGNMENT WITH READING & DESIGN FOR INTERIM PERIOD	

YEAR B - 2002

TRAINING AREA	YEAR B1 (MARCH 2002) LEARNING OBJECTIVES	YEAR B2(JULY 2002) LEARNING OBJECTIVES	YEAR B3(OCT 2002) LEARNING OBJECTIVES
GENDER & GENDER MAINSTREAMING	1. Demonstrate knowledge of theory related to poverty alleviation and social development programmes.		1. Describe the intersection of gender with race, class, disability, sexual identity, age and other social categories. 2. Move others from a gender sensitisation level of understanding to the practical gender mainstreaming.
GENDER POLICY FORMULATION AND ANALYSIS		1. Discuss the critical areas of tension in the role of national, provincial, and local governments.	
ADVOCACY	1. Understand how legislation is developed and enacted. 2. Understand the difference between advocacy and lobbying. 3. Initiate conversations on gender issues in informal situations.	1. Use training for advocacy purposes. 2. Provide inputs to parliament and legislature on gender protocols. 3. Close the gap in training for MPLs on gender.	
RESEARCH SKILLS			1. Interpret research as end use and evaluate its validity and reliability.
EVALUATION AND MONITORING			

TRAINING AREA	YEAR B1 (MARCH 2002) LEARNING OBJECTIVES	YEAR B2(JULY 2002) LEARNING OBJECTIVES	YEAR B3(OCT 2002) LEARNING OBJECTIVES
COORDINATION SKILLS	1. Work effectively as a member of a team. 2. Document meetings.		1. Discern when to use appropriate coordinating mechanisms. 2. Discuss the roles and responsibilities of different publics. 3. Apply conflict resolution and mediation techniques and strategies to interpersonal and group conflict.
BUDGET ANALYSIS	1. Discuss the provincial budgeting process. 2. Perform a gender analysis of provincial budgets	1. Perform a gender analysis of provincial budgets	1. Perform a gender analysis of provincial budgets
PROG PLANNING & MANAGEMENT	1. Determine resource needs to implement programmes. 2. Manage a programme team.	1. Monitor programme progress.	
STRATEGIC PLANNING			
TIME MANAGEMENT			1. Coordinate dual roles in the office? 2. Balance work and nonwork time

TRAINING AREA	YEAR B1 (MARCH 2002)	YEAR B2(JULY 2002)	YEAR B3(OCT 2002)
COMMUNICATIONS SKILLS	LEARNING OBJECTIVES	LEARNING OBJECTIVES	LEARNING OBJECTIVES
		<ol style="list-style-type: none"> 1. Write for impact and persuasion. 2. Assertive when the situation requires such behaviour. 	<ol style="list-style-type: none"> 1. Plan and implement ways to market the OSW to external and internal audiences
CONFLICT RESOLUTION			<ol style="list-style-type: none"> 1. Resolve conflicts using conflict appropriate conflict resolution strategies. 2. Negotiate win-win outcomes 3. Understand conflict among women and how to address it 4. Accept conflict as constructive tension. 5. Manage conflict that stems from situations where gender is seen as being in conflict with other social categories like race, class, etc
ICT	<ol style="list-style-type: none"> 1. Explain the role and use of IT in supporting work and goal accomplishment. 		
CAPACITY BUILDING	<ol style="list-style-type: none"> 1. Conduct a training needs analysis. 2. Develop learning objectives. 3. Develop training programmes to address the gap in gender knowledge and practice. 4. Motivate trainee learning. 	<ol style="list-style-type: none"> 1. Deliver effective training sessions. 	

YEAR C- 2003

TRAINING AREA	YEAR C1 (MARCH 2003) LEARNING OBJECTIVES	YEAR C2(JULY 2003) LEARNING OBJECTIVES	YEAR C3(OCT 2003) LEARNING OBJECTIVES
GENDER & GENDER MAINSTREAMING			
GENDER POLICY FORMULATION AND ANALYSIS			
ADVOCACY	1. Introduce issues and draw out people's positions on issues.		
RESEARCH SKILLS	1. Demonstrate knowledge of research from design to data analyses and reporting.	1. Compile research reports for OSW, International Protocols, and National OSW office. 2. Design questionnaires and interviews for research purposes. 3. Design and conduct focus groups	

TRAINING AREA	YEAR C1 (MARCH 2003) LEARNING OBJECTIVES	YEAR C2(JULY 2003) LEARNING OBJECTIVES	YEAR C3(OCT 2003) LEARNING OBJECTIVES
EVALUATION AND MONITORING	<ol style="list-style-type: none"> 1. Demonstrate knowledge of the different components of evaluation and monitoring from design to implementation and reporting. 2. Carry out evaluation and monitoring within the project management cycle. 		<ol style="list-style-type: none"> 1. Operationalise the difference between formative and summative evaluation.
COORDINATION SKILLS			
BUDGET ANALYSIS			
PROG PLANNING & MANAGEMENT			

TRAINING AREA	YEAR C1 (MARCH 2003) LEARNING OBJECTIVES	YEAR C2(JULY 2003) LEARNING OBJECTIVES	YEAR C3(OCT 2003) LEARNING OBJECTIVES
STRATEGIC PLANNING		1. Apply strategic planning concepts and methods; gender issues.	
TIME MANAGEMENT			
COMMUNICATIONS SKILLS		1. Write effective reports.	1. Give effective public speech
CONFLICT RESOLUTION			
ICT			1. Establish databases to assist in execution of gender mainstreaming.
CAPACITY BUILDING	1. Construct and apply different training evaluation methods.		1. Discuss the relative advantages and disadvantages of different training methods (e.g. lecture role-plays, etc.).



THE PRESIDENCY: REPUBLIC OF SOUTH AFRICA

Private Bag X1000, Pretoria, 0001

TO: Ms. Josephine Ouedraogo: Director
United Nations Economic Commission on Africa:
African Centre for Women

CC: Rev Frank Chikane, Director General in The Presidency
Dr. Hilda Tadia; Regional Gender Advisor,
United Nations Economic Commission on Africa: African
Centre for Women
Dr. Ellen Kornegay, Chief Executive Officer, Office on the
Status of Women

FROM: Dr. Essop Pahad, Minister in The Presidency

SUBJECT: Request for Technical Assistance from the African Centre for
Women

DATE: 12 March 2001

Dear Ms. Ouedraogo:

1.0 Purpose of Memorandum

I am writing to request the assistance of the African Centre for Women in supporting the Office on the Status of Women to advance its work in policy and gender mainstreaming. You may be aware, that our Cabinet adopted South Africa's National Policy Framework for Women's Empowerment and Gender Equality in December 2000. This is a significant milestone in our efforts to advance our national goal of gender equality. We are challenged by Cabinet to integrate this policy in the processes of government. More specifically, in advancing our national priority areas such as the economic empowerment of the majority of our people.

The OSW must ensure the integration of gender in all national priority areas. Towards this end, we are requesting the services of Dr. Hilda Tadia who has, in the past, provided us with excellent technical support. I believe that Dr. Tadia has had preliminary discussions with Dr. Ellen Kornegay regarding this matter and that she is receptive to this idea. Our delay in making a formal request was due to

our need to go through a formal strategic planning exercise. This process has now been completed.

2.0 Proposed Terms of Reference

We would appreciate it if Dr. Hilda Tadia would assist the OSW with the following tasks:

Training of Gender Focal Points in the development and use of indicators to monitor the economic empowerment of African women;

Development of learning modules for training provincial OSWs under the United Nations Development Programme's training programme; and the:

Conversion of South Africa's National Policy Framework for Women's Empowerment and Gender Equality adopted in December 2000 by Cabinet, into a guide for use by government officials.

3.0 Process and Time Frame

The work outlined in paragraph 2.1 is process rather than task oriented. To promote this process, we recommend that the work be spread over a two-year (2001-2002) period. The workload will be compressed into two working sessions in each year. To ensure continuity, Dr Tadia will work with a team of South African professionals, who will take charge of the workload. We suggest that Dr Tadia's first working session be from 12th -27th May 2001.

The proposed dates for subsequent working sessions are as follows:

3.2 First Phase

<i>Dates</i>	<i>Projected Outputs</i>
12-27 May 2001	Assessment of the two year workload;
	Development of a two-year workplan;
	Development of the first training policy module;
	Participate in the training of Provincial OSWs in the implementation of the policy framework;
	Review modules for the training of Gender

**Focal Points in the design and use of
economic indicators for the empowerment of
African Women;**

3.3 *Second Phase*

This phase will include visits in September 2001 and May 2002.

3.4 *Concluding Phase*

The concluding session is planned for September 2002

A more detailed logical framework will be arrived at during her stay in May 2001. (Refer to 3.2)

4.0 *Financial Implications*

We would appreciate it if the UNECA would cover the cost of Dr. Tadria's work with the Office on the Status of Women.

I sincerely hope that you can accede to our request.

Yours sincerely

Dr Essop Pahad
MINISTER, THE PRESIDENCY