



SADC GENDER MAINSTREAMING RESOURCE KIT



SADC Gender Mainstreaming Resource Kit
Produced with assistance from Gender Links
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Producing a resource for an institution of almost 200 members of staff, that aims to assist staff to critically reflect on and address gender equality issues in a systematic way is not an easy task. We have been fortunate, therefore, to have the input of several colleagues in the Secretariat and external gender expertise.

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The European Commission is partnering with the Secretariat in accelerating the institutionalisation of gender mainstreaming in our daily work, and their support in the production of this Resource Kit is another milestone towards achieving this goal.

The expertise provided to us by Gender Links, the consultants, in developing and producing this Resource Kit is appreciated. The methodology they adopted in grounding the gender mainstreaming concept in the experiences and work of the staff of the Secretariat during the development of this Resource Kit will ensure that it becomes a good reference point for all staff.

Finally, thanks goes to the Executive Secretary who continues to lead all gender mainstreaming efforts in the Secretariat, and provided the inspiration to the Resource Kit during the testing workshop.

Magdeline Madibela
Head
Gender Unit

ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
ARVs	Anti Retro Virals
AU	African Union
BPFA	Beijing Platform for Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CBOs	Community Based Organisations
CSW	Commission on the Status of Women
DES	Deputy Executive Secretary
ECA	Economic Commission for Africa
ECOSOC	UN Economic and Social Council
ES	Executive Secretary
GAD	Gender and development
GBV	Gender based violence
GEMSA	Gender and Media in Southern African
GFP	Gender Focal Point
GL	Gender Links
GMAS	Gender and Media Audience Study
GMS	Gender Management System
GNP	Gross national product
GU	Gender Unit
HIV	Human Immunodeficiency Virus
ICPD	The International Conference on Population and Development
ICPs	International Cooperating Partners
ICM	Integrated Committee of Ministers
ICT	Information and Communication Technology
ILO	International Labour Organisation
M and E	Monitoring and evaluation
MDGs	Millennium Development Goals
MISA	Media Institute of Southern Africa
NDP	National Development Plans
NGOs	Non Governmental Organisations
NEPAD	New Partnership for Africa's Development
PAs	Performance Assessments
PEP	Post Exposure Prophylaxis
PLWHA	People Living with HIV and AIDS
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SHD & SP	Social, Human Development and Special Programmes Directorate
SIF	Strategic Implementation Framework on Gender and Development (2006-2010)
TIFI	Directorate for Trade, Industry, Finance and Investment
TOR	Terms of Reference
TWG	Technical Working Group
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNECA	United Nations Economic Commission for Africa
UNHCHR	United Nations High Commissioner on Human Rights
UN	United Nations
VCT	Voluntary Counseling and Testing
WID	Women in development approach
WHO	World Health Organisation

FOREWORD

At a Southern African Development Community (SADC) Gender Ministers meeting in Windhoek in April 2008 I emphasised that the SADC region will only be a community of well being - one in which we experience an improved standard of living and an enhanced quality of life – when we achieve gender equality.

SADC aims to unlock the potential of every man, woman, boy and girl so that they play a meaningful role in the journey towards meeting our common agenda of a progressive and vibrant region. Gender inequality is currently a big obstacle to progress in every sphere of development. Decisive action is required to reverse this situation.

As a Secretariat we have the dual challenge of mainstreaming gender and women's empowerment as strategies for achieving gender equality, whilst simultaneously seeking to support SADC Member States to meet the same objective.

This Gender Mainstreaming Toolkit is one of the concrete actions that the SADC Secretariat is undertaking to help meet this mandate. It is intended for use by colleagues in the Secretariat, as well as in their support of Member States' policy and programme work. The Toolkit is complemented by ongoing training, information support, and technical backstopping, led by the Gender Unit and other experts.

The SADC commitment to mainstream gender equality and women's empowerment, is outlined in the Regional Indicative Strategic Development Plan (RISDP) (2003-2015), reflected in the Strategic Implementation Framework on Gender and Development (SIF), backed by the SADC Gender Policy and a range of other regional and international commitments. This is further elaborated in this Toolkit, which flows from an extensive process of internal consultations and testing that included developing a work place gender policy for the Secretariat.

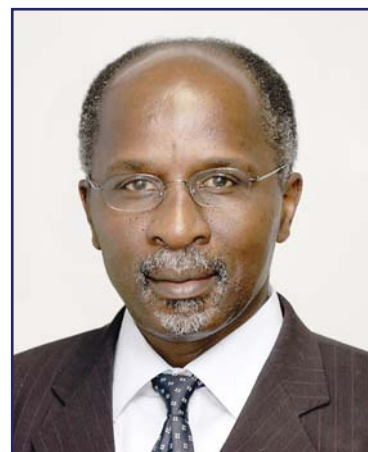
Achievement of gender equality must be driven by political will, clear benchmarks and targets, and importantly, technical skills to achieve results and make an impact. The well crafted tools and information in this Toolkit will not, in themselves, be sufficient to reverse unequal power relations and an imbalance of power between women and men. Political will and commitments must be translated into concrete action through sound technical work to achieve results.

Gender mainstreaming is about taking into account the concerns of women and men at every stage of development planning, implementation, monitoring and evaluation. Mindful, however, of the historical disadvantages that women face, Member States have seen it fit to place a particular emphasis on strategies to empower women as part of their gender mainstreaming initiatives. The SADC Secretariat is also guided by this twin approach.

It is critical that we at the Secretariat lead by example. This means that we must make an effort internally to implement the change we want to see regionally. In short we must practice what we preach by integrating gender considerations into our values, goals and in all areas of organisational practice at all times.

While the Toolkit is primarily intended for Secretariat staff, it will also be a useful resource to Member States, gender experts and partners. This will assist in the region's effort to standardise approaches towards gender mainstreaming. Ultimately processes such as this help us to get to the destination we all seek: one in which the women and men of this region are able to realise their full potential.

Dr Tomáz Augusto Salomão
Executive Secretary
SADC
June 2008



PREFACE



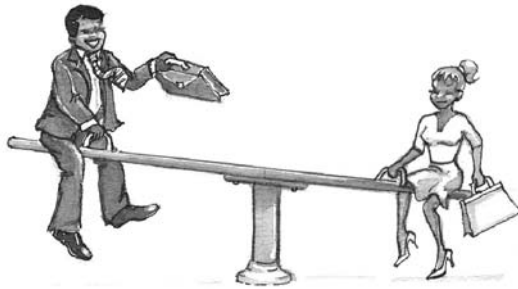
This Gender Mainstreaming Resource Kit (Resource Kit) aims to make gender mainstreaming the centrepiece of organisational practice in the SADC Secretariat. It has been aptly pointed out that gender mainstreaming “is not a fad or a fancy piece of development jargon. The rights, livelihoods, well being, and the very lives of people are at stake” (UNDP RBEC 2007:19). This reinforces the fact that gender mainstreaming is recognised as a concrete way of bringing real change and benefits to the lives of women, men, girls and boys. As will be more fully explored in this Resource Kit, gender mainstreaming is a comprehensive strategy aimed at achieving greater gender equality. Institutionally this implies integrating a gender perspective in projects and policies, as well as addressing gender equality issues in the corporate environment, through ensuring that the working environment is gender responsive, and guaranteeing equal opportunities and treatment to both women and men.

Gender mainstreaming and women’s empowerment

SADC has adopted a two pronged approach to achieving gender equality, namely through creating equal opportunities for women and men, as well as a specific focus on women’s empowerment. As shall be evident throughout this Resource Kit, gender inequality remains pervasive in the region, and has consistently negatively impacted on women and girls. Gender equality is a complex concept and the causes and effects of gender inequality are equally complex. Experience and empirical evidence shows that gender issues differ depending on the concrete situation, region, norms and values, other socio political, economic and cultural factors. Equally,

experience has also shown that women and men, girls and boys often have different needs and priorities, and that opportunities provided by policies, projects and programmes as well as their outcomes, often affect these groups unequally. Gender mainstreaming essentially seeks to redress this inequality.

Balancing the scales



The starting point for achieving of gender equality in our society is the recognition that at present the scales are not evenly balanced. By whatever measure - social, economic, or political - women and girls lag behind girls and boys in our society. To balance the scales, girls and women need to be empowered.

The attitudes of boys and men (and even some women!) need to be changed to recognise that as long as half the world's population has their hands tied behind their backs, this is not good for development. Gender equality is about ensuring that women and men, girls and boys, are able to realise their full potential. It is a win-win formula. The SADC Secretariat has a twin gender equality and women's empowerment approach because the one is integral to the other. Both are important for the advancement of the SADC region.

Mutual benefits

The added value of a gender mainstreaming approach to achieve gender equality is that if effectively implemented, available resources are used in a way that ensures the greatest benefit for all, women, men, boys, and girls. It also enables practitioners and policy makers to identify and use opportunities for enhancing gender equality in policies, projects and programmes that would not have otherwise considered gender issues. It can include concrete activities for women's empowerment on strategic areas such as legislation, decision making, economic advancement, whilst at the same time addressing the hidden biases that lead to inequitable situations in all sectors of policy making and programme implementation. Operationally, gender mainstreaming allows policy makers and practitioners not only to focus on the outcomes of gender inequality, but also to identify and address, based on rigorous gender analysis, the processes that cause it.

The Resource Kit is designed to bring clarity to this "value adding" approach to achieving gender equality through gender mainstreaming in the Secretariat, and is primarily intended to assist SADC Secretariat staff to have the relevant information and tools to undertake this process. It will be particularly useful at management level, and for staff providing technical support or coordinating planning, project development, implementation, and managing programming processes.

However, all staff will find this a useful resource for raising critical awareness on gender equality. The expectation is that all staff should have a good grounding in the key concepts and how these relate to their areas of work. Managers are expected to ensure that gender considerations are built into all planning, implementation, monitoring and evaluation.

The Resource Kit is a combination of training material, concepts and definitions, information on how gender considerations impact on key sectors, and a set of tools to support gender mainstreaming in the areas of work of the Secretariat.

It is accompanied by a CD ROM, which contains comprehensive information such as, amongst others, a gendered situation analysis of the SADC Secretariat, the full set of regional and international instruments that Member States have ratified, acceded and or committed to.

Structure of Resource Kit

The Resource Kit is aimed at being interactive and engaging, and consists of twelve chapters as follows:

PART ONE: INTRODUCTION

- **Chapter 1:** Provides an overview of the issues, process and approach.
- **Chapter 2:** Presents key gender concepts.
- **Chapter 3:** Summarises the regional legal and policy framework that inform the SADC gender equality agenda.
- **Chapter 4:** Presents key gender planning concepts using a case study.
- **Chapter 5:** Presents key gender concepts linked to programme and project implementation.

PART TWO: GENDER MAINSTREAMING IN SECTORS

- **Chapter 6:** - Food, Agriculture and Natural Resources (FANR).
- **Chapter 7:** - Trade, Industry, Finance and Investment (TIFI).
- **Chapter 8:** - Infrastructure and Services (I & S).
- **Chapter 9:** - Social, Human Development and Special Programmes (SHD & SP).
- **Chapter 10:** - Organ on Politics, Defence and Security Cooperation.
- **Chapter 11:** - Administration and Human Resources.
- **Chapter 12:** - Information, Media and Communication

PART THREE: FACILITATORS GUIDE

This section presents general facilitation guidelines as well as notes on each of the exercises.

The **CD ROM** contains, amongst others, the gender situation analysis of the SADC Secretariat and a set of recommendations, the draft SADC Secretariat Workplace Gender Policy, a full set of regional and international instruments framing the SADC gender equality agenda, a comparative summary of the key gender instruments highlighting benchmarks and targets, power point presentations on key gender issues, selected SADC Protocols, organisational gender score card, sector specific policies, training templates.

What you will you find in each Chapter

Each Chapter is made up of various tools and resources which will help you to apply your experience and to learn by doing. These are:



Exercises - enables you to practically address gender issues or in a group training session.



Notes - Provide facts and insights that deepen the learning and understanding after exercises.



Case Studies - are examples based on real findings and experiences that will help you to learn more.



Fact Sheets - give you information and will add to what you have learned.



Definitions - define new words and terms that you will be learning as you work through the manual. There is also a glossary at the end of the manual.



Checklists - these comprise lists of actions to be taken to ensure that gender is mainstreamed in the work of the Secretariat.



Additional resources - books, articles, journals and resources that can be consulted for more information.

How to use the Resource Kit

The Resource Kit is in the form of a binder. This will allow the user to add notes, the materials they print out from the **CD ROM** and additional materials from every day work. Other resources that the user may find relevant for purposes of cross referencing can be added.

The Resource Kit will complement other existing resources on gender that have been developed by the Secretariat through the Gender Unit, such as the 2003 Gender Resource Kit for Decision Makers, including the Additional Empowerment Resource Kit. Incorporating gender equality concerns should not be seen as a separate activity but an integral part of organisational processes. The Resource Kit should form an integral part of existing planning frameworks, project guidelines and management tools.

