

WOCAN WORKSHOP: GENDER AND ORGANIZATIONAL CHANGE II

Yaoundé, Cameroon 29th September- 4th October 2008



Table of Contents

1. BACKGROUND	4
Gender and Organizational Change Project and Objectives of Workshop	4
Workshop Participation	4
Workshop Methodology	4
Box I	5
Box II	5
Workshop Facilitation	5
2. DAY I	5
Opening of Workshop	5
Participants' Expectations	7
Box III	7
Self-Introduction and Feedback on Gender and Organizational Change	8
Analysis and Conclusion	9
3. DAY II and DAY III	10
Table 1: Recapitulation of Day I	11
Gender Situational Analysis for the Different Organizations	11
Table 2A: Summary of SWOT I	11
Table 2B: Summary of SWOT II	13
Summary of Reflections and Challenges on Opportunities and Threats	14
3.2.1 Opportunities	14
3.2.2 Threats	14
Some Gender Concerns and Key Questions	15
4. FRAMEWORKS FOR MAINSTREAMING GENDER	16
Political Commitment	16
Organizational Culture	16
Technical Capacity	16
Accountability (Sustainability)	17
5. ACTION PLANNING	17
Action Planning Frameworks	17
Some Observations on the Action Plans Per Organization	18
Box IV	19
Issues raised in the Action Plans and Work Plans	19
5.3.1 Presentation of Work Plans and Comments	19
Box V	20
Box VI	20
Table 3: Comments and Reflections on the Lessons	21
6. MOVIE SESSION: THE NORTH COUNTRY	22
6.1 Observations on the Movie	22
6.1.1 In the movie several aspects were raised, among them:	22
6.1.2 Challenges Identified in the Movie	22
6.2 Group Work	22
Box VII	23
Box VIII	23
6.2.1 Types and Sources of Power	24
6.2.2 Sources of Power	24
6.2.3 Types of Resistance	25
6.2.4 Influencing Strategies	25

6.3 Summary of Issues Raised in Movie (North Country)	25
7. DAY VI	26
7.1 Wrap-up	26
7.2 Conclusion	26

1. BACKGROUND

Gender and Organizational Change Project and Objectives of Workshop

The 6-day workshop is a follow-up to the Ghana workshop that held in June 2008 to assist participants to review developments on gender issues within their respective organizations, build the capacity of participants and develop strategies to address them within their respective organizations and become the change agents required of them. The objectives include:

- Introduction of Concepts and processes for Gender Mainstreaming;
- Preparation of individual action plans for mainstreaming;
- Introduction of concepts and skills for becoming Change Agents

Thus the current workshop is the second part of the project and the specific objective is to enable participants to review gender analysis in participants' own organization. The workshop will enable participants to better understand gender concepts and terminologies, organizational development and processes as well as organizational strategy for integrating gender. It will also provide skills for participants to formulate gender sensitive goals, policies and strategies as well as the capability of identifying gender issues in their respective organizations. Thus, the workshop hopes to achieve three major things.

Workshop Participation

The workshop was attended by 15 Participants (06 men and 09 women) from 7 African countries between WOCAN and Heifer International. It was attended by four WOCAN-selected participants from Cameroon, four from Ghana and two from Nigeria. Ten participants came from Heifer International offices from:

- Mozambique
- Zimbabwe
- Zambia
- Ghana

Workshop Methodology

The workshop used participatory approaches such as interactive lectures, brainstorming, group work and plenary sessions. These adult learning methods ensured that participants learnt through a process of active participation and discussion. Sharing of personal and organizational experiences and case studies was used to

bring out some of the realities of the gender inequality issues that exist in both the society and within organizations and suggestions on how they could be addressed.

To further facilitate the smooth functioning of working sessions some ground rules were put in place.

Box I

Ground Rules

- Put Mobile Phones on Silent'
- Give each other the opportunity to talk;
- Speak clearly and loudly
- Don't self- censor yourself; use the language you are most comfortable with
- Be punctual

Box II

Workshop Hours

- Start: 8.30
- Lunch 13.00
- Coffee: Flexible
- Stop: 14.30

Workshop Facilitation

The workshop was facilitated by Dr. Barun Gurung and Colletah Chitsike, two WOCAN members with a world of experience in the domain of Gender.

2. DAY I

Opening of Workshop

The workshop started with opening remarks by Danielle Lema Ngono, Regional Coordinator for WOCAN West and Central Africa. She welcomed the participants and expressed the hope that they will seize the opportunity of sharing the new experiences and information from their various organizations after the Aburi workshop of June 2008.

Next was Dr. Cyrie Sendashonga, Regional Coordinator for CIFOR, who welcome the participants once more as one of the strategic partners, and host of the WOCAN regional office. She traced the origin of the partnership between CIFOR and WOCAN as a relationship that developed from two organizations interested in similar domains of agriculture, forestry and natural resources management; and the hope that this partnership will continue to grow and be beneficial to both organizations.

Finally Dr. Jeannette Gurung, the founder of WOCAN took the floor to further brief the participants on what WOCAN is all about and how it was created. She as a forester and working in the male dominated sector of agriculture, forestry and natural resource management, for many years found it necessary to create a women-led organization in a male dominated domain, and so WOCAN was born in 2004. In December 2006 the first regional meeting for West and Central Africa was hosted in Yaounde which saw the birth of the WOCAN West and Central Africa Region.

The rationale for Gender and organizational Change, stems from the fact that gender is usually considered an item for the target community with whom the organization works rather than for the staff of the organization. There was therefore the need to look at gender within the organizations in terms of attitude and behaviour change, incorporating gender in organizational procedures and processes and finally sharing the lessons learnt within our organization with others out of the organization.

After the opening remarks there was a self-introduction of the participants, each expressing his/her opinion on the changes as noticed by themselves or those around them. Some ground rules were put in place as guidelines for the working sessions To end this part of the workshop, the expectations of the participants were collected and grouped into 5 categories: learning and experience sharing, Organizational Culture, Action planning, strategizing and finally expansion opportunities for WOCAN.



Participants' Expectations

Box III

EXPECTATIONS

I.

- Sharing Experiences; share best practices;
- Learn about gender mainstreaming in organizations;
- Share experiences and lessons drawn from organizational gender analysis;
- Challenges of mainstreaming gender in organizations;
- Share the experiences of Gender Analysis,
- Understand concepts of Gender Mainstreaming;
- Know more about challenges when mainstreaming gender in our activities;
- Learn more about gender mainstreaming process

II.

- Integrate aspects of organizational culture and behavioural change

III.

- Coming up with individual Action plans
- How do we ensure Action plan serves the purpose?
- How do we monitor and implement Action Plans?

IV.

- How to manage resistance to change
- Strategies for implementing change
- Acquire adequate tools and skills for Gender Analysis and Gender Mainstreaming in an organization which is strictly a research organization

V.

- Gain new members for WOCAN

Self-Introduction and Feedback on Gender and Organizational Change

This exercise had participants presenting the results of the situational analysis carried out for their various organizations after the first gender workshop in Aburi, Ghana. They had the following question as guide. How far have we come after Ghana with the integration of Gender?

Jeannette Gurung

She is a forester and founder of WOCAN, who identified the challenges of gender in the male-dominated domain of forestry and natural resources Management. She remarked that the rationale for creating WOCAN had to do with the need to have a women-led organization in a men-dominated domain like forestry and natural resource management.

Colettah Chitsike

Long acting gender activist

Ebenezer Ghamli

Reaction of boss: 'since when did you become a gender activist?' reflects attitude change.

Felix Tete

Heifer Zimbabwe: 'I am now a gender champion'

Jane Akob

Regional Coordinator for Heifer Easter and Southern Africa Region: 'I have been involved in gender analysis for several years. The workshop has opened up the need for institutional analysis, which will go a long way to improve on-going activities

Roselline

Heifer Zambia: Being 2 of us made it easier to carry out the gender research and the exercise created he opportunity for Heifer Zambia to reflect on gender at the organizational level; awareness has been created.

Nachi

Steering committee member. I found it exciting to do gender research within the organization; I was used to doing it at field level.

Masso Paulette

PNDP working in rural communities, sensitizing mayors, and explaining to local authorities the necessity to mainstream gender in their activities.

Success: we have an analysis to analyze women's problems

Ivone

Heifer Mozambique I have learnt new strategies to contribute towards gender awareness at my organization

Msanide

I have moved from an old mood to a new one; attitude change. We have been doing gender awareness only on the ground, but I realize that we need to add more flesh.

Jannecke

Communications Officer CIFOR

Danielle Lema Ngonu

Regional Coordinator WOCAN and Regional Focal point for Gender in CIFOR Central Africa:

1st Step of integrating gender in CIFOR, Analysing CIFOR documents to appraise the main vision of gender for CIFOR from their projects.

Barun Gurung

Evaluation of an IITA project in Nigeria left me asking the question 'who gets credit for the outcome of the project?' IITA or the women who took an opportunity that presented itself and exploited it to their advantage and made some unexpected benefits for themselves?

Analysis and Conclusion

The round table produced the following reflections:

1. Once we become gender aware we are never the same again, consciously or unconsciously;
2. When we become gender sensitive there is a noticeable change in our behaviour, attitudes and even perception.
3. When we view gender as a tool for our field activities, we do not feel committed to change ourselves and our organizations.

4. From Barun's experience, we learn that sometimes project interventions have unexpected and unplanned outcomes on women's empowerment.

3. DAY II and DAY III

The Nigerian and Ghanaian participants, Martha and Ibrahim from PROSAB Nigeria., Richard and Efua and Owusu from Forestry Commission of Ghana, joined in, on day 2. The presentations of the institutional analysis, started on Day 1, continued. But before this, the participants were given the floor to express their opinion on gender and equity issues.

Ibrahim: Grew up with 6 sisters and is very sensitive to the plight of women and their welfare. Though an economist by training, he is passionate about equity issues for women and men.

After the Introduction of the new participants and their views on gender mainstreaming and how far they had gone with the Institutional Analysis, the group tried to recapitulate the reflections of Day I:



What went well; what did not go so well; how do we change; what is of value to you? (Table 1)

Table 1: Recapitulation of Day I

What went well	What did not go so well	Aspects for improvement
<ul style="list-style-type: none"> ○ Open and frank and free discussions 	<ul style="list-style-type: none"> ○ Much time was spent on findings 	<ul style="list-style-type: none"> ○ Power point type presentations too long and boring and to be avoided, rather the use of interactive discussion was recommended
<ul style="list-style-type: none"> ○ The enthusiasm with which participants reflected on Mozambique's issues 		
<ul style="list-style-type: none"> ○ People focus so much on themselves yet they cannot live happily 		
<ul style="list-style-type: none"> ○ The opportunity to bring out what is necessary to enable one present much information within a short period of time 		
<ul style="list-style-type: none"> ○ Flexibility/ creativity, doing things differently 		
<ul style="list-style-type: none"> ○ Compromise 		

From the data in Table 1 it is indicated that the participants were generally satisfied with the presentations as there was very little that needed improvement.

Gender Situational Analysis for the Different Organizations

Table 2A: Summary of SWOT I

Organization /Country	Strengths	Weaknesses
Heifer Ghana	<ul style="list-style-type: none"> ○ Existence of a full Gender director at Headquarters ○ Heifer-wide policy that supports gender ○ Cornerstones address gender clearly 	

Forestry Commission Ghana	<ul style="list-style-type: none"> ○ Gender needs assessment carried out in 2003 ○ Gender issues have now been recognized by management ○ Gender policy, gender specific desk, mainstreaming started within Forestry Commission ○ Human Resource to include budget for Gender ○ Attempts underway to develop gender disaggregated data for the information system. 	<ul style="list-style-type: none"> ○ No separation of roles in Human Resource polices ○ Specific interests of women not taken into consideration
PROSAB Nigeria	<ul style="list-style-type: none"> ○ Existence of Gender Policy in the form of strategy documents that clearly outline how gender issues should be integrated into the programme activities. ○ Gender mainstreaming unit. 	<ul style="list-style-type: none"> ○ Weak linkages between Gender mainstreaming unit and other unit ○ Limited Gender Expertise / Capacity ○ Gender issues are usually sidelined, decisions of Senior Management supersede those of gender mainstreaming unit ○ Very little input to create on room for innovation.
CIFOR Cameroon	<ul style="list-style-type: none"> ○ 1 project has funds for gender from Canadian Cooperation 	<ul style="list-style-type: none"> ○ No gender policy ○ Male-dominated management Committee ○ No gender considerations in official policy documents (Job Descriptions, Working Conditions, hours for childcare, etc). ○ Other colleagues (mostly men) do not see the necessity of adding value (gender) to their research work ○ Most of the projects have no gender budget
PNDP Cameroon	<ul style="list-style-type: none"> ○ Lone gender agent 	<ul style="list-style-type: none"> ○
Heifer Mozambique	<ul style="list-style-type: none"> ○ Gender Policy at National level ○ Some gender budget available 	
Heifer Zambia	<ul style="list-style-type: none"> ○ Committed staff to gender equity ○ Operational Gender Equity Policy and strategy ○ Availability of CP Gender strategy ○ Enabling environment ○ Supportive leadership ○ Staff equipped to carry out work with Gender awareness ○ Existence of Gender Focal point person ○ Good organizational image 	<ul style="list-style-type: none"> ○ The current personnel manual lacks Gender sensitiveness in some issues ○ Inflexible working conditions to accommodate caring responsibilities; office is insensitive to the needs of pregnant and nursing mothers ○ Limited capacity to handle gender issues among some staff

Heifer Zimbabwe	<ul style="list-style-type: none"> ○ Existence of 8 women in team out of 24 ○ Existence of gender sensitive policies ○ Gender audit carried out ○ Capacity building (gender training) resulting in attitude for colleagues 	<ul style="list-style-type: none"> ○ Heifer symbols (logo) not reflective of human aspects ○ No country gender policy
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Table 2B: Summary of SWOT II

Organization /Country	Opportunities	Threats
Heifer Ghana	<ul style="list-style-type: none"> ○ Existence of Heifer-wide gender policy 	<ul style="list-style-type: none"> ○ Staff do not have sufficient gender skills
Forestry Commission Ghana	<ul style="list-style-type: none"> ○ Recruitment requirements downplayed to enable women join the team 	<ul style="list-style-type: none"> ○ Environment/ way of life not conducive for women; they prefer urban areas
PROSAB Nigeria		<ul style="list-style-type: none"> ○ Withdrawal of funding body ○ Government has no budget for gender activities ○ Norms and Values: Many of the cultural practices of the larger society are reproduced within the organization ○ E.g. The culture of the people dictates that male and female extension agents should be separated in extension delivery ○ Prevailing stereotypes and stigmatization of women associated with gender as frustrated women or 'iron ladies'
CIFOR Cameroon	<ul style="list-style-type: none"> ○ Regional office can exploit results of lone project with gender activities and expand to the other projects. ○ Regional office is quite influential 	<ul style="list-style-type: none"> ○ No guarantee of funding for projects after the next 3years ○ Gender viewed as a women's issue (Danielle's thing)
PNDP Cameroon		
Heifer Mozambique	<ul style="list-style-type: none"> ○ Political will ○ Existence of gender at HQ 	<ul style="list-style-type: none"> ○ Content of gender policy not known ○ No budget for gender activities
Heifer Zambia	<ul style="list-style-type: none"> ○ Existence of Ministry of Gender Affairs ○ Partnership with gender focused organizations ○ Relatively good staffing 	<ul style="list-style-type: none"> ○ Limited financial resources to address gender activities ○ Political change leading to uncertainty ○ In the office one can do gender but at home it is difficult

	proportions that are slightly above SADC minimum requirement	<ul style="list-style-type: none"> ○ Cultural barriers
Heifer Zimbabwe	<ul style="list-style-type: none"> ○ Existence of gender policy 	

NB: General Weaknesses of HEIFER International:

- Over 70% of their interventions target women, yet this is not reflected in their logo.
- No incentive for staff who include gender in their activities.

Summary of Reflections and Challenges on Opportunities and Threats

3.2.1 Opportunities

1. For Heifer Programmes, the existence of a Heifer wide gender policy and a gender Director at Headquarters is an opportunity. However, there is the need to have country programme gender policies to show commitment.
2. Gender policies are good as an opportunity but need to be implemented to ensure effectiveness without which they remain window dressing and can even become a threat.
3. There should be some kind of motivation/ compensation or penalty linked to gender without which it may be sidelined
4. Personnel manuals, job descriptions and job assessments and evaluations should clearly address gender issues at all levels of the organization. This will enable the organization to monitor the negation of gender with clear indicators.
5. Gender capacity building for staff should have as goal a change in attitudes and perceptions rather than just GA tools.
6. Possibilities for partnership building (information sharing/ transfer, capacity building

3.2.2 Threats

1. The implementation of policies remains a major threat as some gender policy documents are done just to meet the requirements of donors or to keep abreast with the trends. Therefore sometimes policies are not backed by political commitment on the part of Senior Management.
2. Policies in most organizations are usually top-down and therefore attitudes are not affected.
3. Funding sources are sometimes not sustainable, thus the issue of continuity for gender programme.
4. Donor interest is more in the area of funding for staff capacity building because it is easier and more tangible.

5. Attitudes and culture
6. There is a high risk or potential for a backlash of conflicts and emotional, physical violence on the gender activist.

To conclude the analysis of the opportunities and threats as presented by the different participants, the aspect of culture (organizational or social) usually viewed as a threat was discovered to have a double face. It can enhance or impede the development of gender within an organization due to the fact that people come into organizations with their cultures from outside. Therefore, it remains a challenge to separate both. As declared by one participant, 'it is easier to do gender in the office than out of the office...' meaning that gender is reserved for work with the organization and the target beneficiaries, but not for him. However there is the possibility of a paradigm shift from the gender insensitive person to a pliable one.



Some Gender Concerns and Key Questions

Key reflections and concerns as far as gender mainstreaming and change are concerned were captured the following summary key questions.

1. How much of cultural influence on attitude do we consider a threat to gender integration?
2. Why does the implementation of gender policies remain a major challenge within organizations despite the fact that policies are based on a vision?
3. Why is it more challenging to mainstream gender (social) issues, compared to other technical cross-cutting issues?

4. How does an individual separate the gender sensitive her/him within an organization and the her/him outside the organization.
5. Women gender activist are usually affected as they attempt to challenge the status quo or inappropriate behaviour?
6. Can strategic partnerships be used to increase political commitment? How?
7. What could some of the changes identified in our organizations be attributed to? The content or the Methodology/ approach?
8. As a gender change agent with a position that is not very strategic (low influence position), how do you strategize to make gender a high threat?

4. FRAMEWORKS FOR MAINSTREAMING GENDER

The workshop addressed four possible levels for gender mainstreaming to be effective:

Political Commitment

This has to do with what leadership needs to do for policies, procedures and systems to be changed, to enable actions to be able to expand awareness both internally and externally. As a gender responsible person, what proposals will you give your hierarchy to get commitment? For example, Budget. What strategies would you use to create awareness amongst senior management staff, how do you then include gender in their meeting agenda since the gender responsible person never occupies a strategic and influential position up the management ladder?

Organizational Culture

What type of activities do I generate to bring about a change in mindset and values? What can be included in personnel manuals, Job descriptions, organizational ethics, etc?

Technical Capacity

How do we increase technical capacity to enable workers address gender issues within the organization. Most organizations prefer this as it is the easiest to handle and most acceptable to funders since it addresses issues of capacity, knowledge and skills and perceptions. It increases the Gender Analysis capacity of staff, produces training manuals and makes changes in technical project approaches. In essence, it is tangible and easy to measure.

The major challenge of this frame is that it fails to address social issues and imbalances. For example family dynamics, child care, task sharing in the case of divorce, etc.

However this focuses on integrating gender within the organization but does not address issues of transformation since they are usually low opportunity and low threat issues. For real transformation to take place as far as gender is concerned. There needs to be a high threat.

For this reason, the aspect of positioning comes to play as the gender responsible person needs to be strategically positioned.

Accountability (Sustainability)

There is a need to ensure that people use what they have learnt and the gender quality in the organization is the same for all. There should be a sense of responsibility and commitment to implement gender well and people should be held responsible for not doing so; (recognition/incentives and sanctions).

Key Question for Reflection

- On the framework for mainstreaming gender the key question was asked;
- The position of the change agent within the organization is not very strategic; how can you strategize to make gender a high threat/high opportunity issue to enable organizational change?

5. ACTION PLANNING

Action Planning Frameworks

The participants at this stage split into their sub-groups to prepare their Action plans to mainstream gender within their organizations. They used the following guidelines: Objectives, Outcomes, Outputs, Activities, and Indicators (Very important)

A summary of the Action Plans revealed that the organizations intent to touch on issues related to:

- Institutionalizing Gender through gender policy, integrating gender in the programmes policies and strategies and activities. (introduce or revisited)
- Gender gaps will be addressed (in recruitment policies, HR conditions, and Job descriptions and staff evaluations to ensure accountability.
- Organizational Capacity Building through sensitization and training.
- Introduction of gender sensitive approaches at all levels (See annex for details).

Some Observations on the Action Plans Per Organization

i. Heifer Zimbabwe

- Indicators should be quantitative and qualitative if possible.
- How would you measure and verify your indicators without being subjective?
- How do you note changes in behaviour and attitude change?
- Indicate behaviour/ attitude change markers for men, women and the organization as a whole.

ii. Heifer Ghana

- How will gender sensitivity be tested?

iii. Heifer Zambia

- Use of gender sensitive tools to measure behaviour change?
- Review of policies and procedures using external facilitator?

iv. Forestry commission

- Review policy and procedures

v. Heifer Mozambique

- Action plan captures
- The action plan should be within your reach as a change agent, what you can do and at what point management takes over.

vi. CIFOR

- With this typical bureaucratic structure, how do you get the Director General committed to your Action Plan?

vii. PNDP

- When do we move from mere numbers of women to gender sensitivity?
- Quantity is as important as quality.

viii. PROSAB

- How will your exit strategy ensure sustainability?

NB. The experience of PROSAB is a case in point. IITA never intended to mainstream gender, yet as a result of the project many women have been empowered. Since it was never intended, it is difficult to measure the impact. The issue remains: who gets the credit?

We learn from this experience that the physical participation of women is a step toward empowerment. These lessons of the unintended result but an outcome of their input, could be captured for future projects.

Box IV

Key question and reflections

Can IITA change her approach in future if they are attributed the success of the gender empowerment manifested by the women in the community where their project was carried out?

Ethical issues: IITA is not willing to accept the unintended impact; credit should go to the innovativeness of the women.

Issues raised in the Action Plans and Work Plans

After the presentation of each work plan, there were some comments and issues raised, amongst them:

- Indicators should be qualitative and quantitative if possible; how do we measure and verify these without being subjective?
- How does one measure changes in behaviour and attitude for men or women and the organizations?
- How is gender sensitivity going to be tested?

5.3.1 Presentation of Work Plans and Comments

The participants were advised after the presentation and commentaries on Action Plans, to come up with work plans which were going to enable them sell their Action Plans to their respective organizations, since most of the Intended actions on the plan are beyond the reach of the gender responsible person in the organization. After presentation, some comments were made for a possible readjustment of the Work plans to make them more achievable. (See Annex for details).

Box V

Comments and Observations on Day 5

What went well?

1. Things are clearer now with the work plans, as we will be able to hand over APs to collaborators or partners.
2. Work plans make the APs workable if we can get the support of management.

Box VI

Skills for becoming Change Agents

The Chair Game

The participants were sub-divided into 3 groups with 3 separate but contradicting instructions. Some chairs were placed at the centre of the room.

Group 1: In 15 minutes, get all the chairs near the door.

Group 2: in 15 minutes, get all the chairs near the window

Group 3; in 15 minutes, arrange all the chairs in a circle

There was chaos as each group struggled hard to carry out their task. At the end of 15 minutes no group had attained its objectives.

The game was stopped and the groups asked to re-strategize. Again the exercise started with another struggle. Later there was negotiation and one group ended up with most of the chairs, the other surrendering theirs without resistance.....

Lessons learnt

- There was reflexive behaviour the first time as each group grabbed its chairs holding tight to them.
- Each time only a few chairs could be grabbed and kept under control
- Resistance
- The powerful one overpowered the weaker ones swallowing them up.
- Strategizing
- Sometimes when you let go; you may get something bigger.

- The small group did not put up any resistance; it was overtaken by the other two groups seemingly working together.
- Group 2 gave pre-conditions for letting go of its chairs; getting the few chairs from group 3
- Group 3 gave up her chairs out of trust but group 1 did not keep to its word
- Group 1 was surprised at the ease with which group 3 gave up their chairs

Relating the “chair game” exercise to real-life situations, we come up with the following:

1. The concept of power: the more power one has the more influence;
2. Teamwork
3. Negotiation
4. Long term self- interest;
5. Incoherent message / Communication;
6. Listening
7. Vulnerability, agenda decided by dominant group;
8. Conflict and suspicion;
9. Observation (noticing)/ learning
10. Assertiveness
11. Skills
12. Risk taking
13. Accountability
14. Networking building alliances
15. Sometimes easy success or victory should be taken with a lot of suspicion

Table 3: Comments and Reflections on the Lessons

- On assertiveness: how does my behaviour influence my being able to get what I want?
- If you are not careful enough to notice the hidden or less significant or subtle issues, you could end up with the wrong signals. Due to social and cultural influences some people may not be able to express, and the more vocal or more powerful will give the wrong message
- Vulnerability: how are you able to look beyond your ????. When do you let go and when do you hold fast to ensure accountability?

- | |
|---|
| <ul style="list-style-type: none">- Is power only physical power or does it go beyond the physical? |
|---|

6. MOVIE SESSION: THE NORTH COUNTRY

The movie is based on the shabby treatment given to female mine workers in a mine in not only by their male colleagues but also the silence and complicity of management on the, horrible plight of women. The protagonist Josie stands up to fight for her rights, fairness for her and her other female folk and how this brought about the origin of equity in working conditions for women and men (gender policy in working conditions).

6.1 Observations on the Movie

6.1.1 In the movie several aspects were raised, among them:

- Courage
- Information and evidence
- Clarity in communication
- Perseverance
- Pro-active
- Awareness of rights
- Overcome challenges
- Support

6.1.2 Challenges Identified in the Movie

- non-conformity;
- risk of being left alone
- fear of the peers to support change
- different types of resistance
 - ❖ status quo
 - ❖ fence sitting (indecisiveness)
 - ❖ trading-off/ compromise (when does trading off become compromise)

6.2 Group Work

Based on the film North Country participants were divided into 2 groups and given the following tasks:

- Identify the various kinds of power;
- Identify the influencing techniques

- Identify the various kinds of resistance

For details see Boxes IIIV and IX

Box VII

Group 1

Types of Power

- Political power
- Economic power
- Will power
- Physical power
- Moral power
- Numerical power

Influencing Techniques

- Persuasive technique
- Convincing
- Being consistent
- Use of numbers (people)
- One-on-one

Types of Resistance

- Group
- Management
- Passive
- Physical
- Verbal peer resistance
- Social resistance

Box VIII

Group 2

Types of Power	Influencing Techniques
<ul style="list-style-type: none"> - Institutional power E.g. the mining cooperation, the workers' union - Conjugal power e.g. Josie's mother - Legal power e.g. court - Inner power e.g. Josie, Josie's sick friend, Josie's father and mother - financial power e.g. mine Boss, women at the mines - Physical power e.g. the men at the mine - Intellectual power e.g. Josie's lawyer, the court 	<p>Communication</p> <ul style="list-style-type: none"> - Josie's discussion to win over her son - Sick woman's husband and Josie's son, note left by Josie's mother - Josie and workmates <p>Positioning</p> <ul style="list-style-type: none"> - Josie and her friends - Josie and her lawyer - Josie and her children - Josie's father and the union <p>Trust and Partnership Building</p> <ul style="list-style-type: none"> - Josie and her father - Josie and her friends

<p>Types of Resistance</p> <p>Peer resistance</p> <ul style="list-style-type: none"> - Josie's workmates <p>Emotional /Behavioural</p> <ul style="list-style-type: none"> - Josie with herself - Josie's lawyer <p>Cultural/ Social Resistance</p> <ul style="list-style-type: none"> - the nature of the job - Josie's status as a single woman and mother - Cultural biases (Josie's father) - Stereotyping related 	<p>Physical Resistance</p> <ul style="list-style-type: none"> - physical stress and abuse at work - the toilet incident, - attempts by the conveyor to strangle Josie <p>Institutional/ Organizational Culture</p> <ul style="list-style-type: none"> - Norms and values of the job - Resistance of the union to jobs
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6.2.1 Types and Sources of Power

After the restitution of the two group presentations, the work was summarized in the following 5 categories of power:

- Power Over (force to make another do something):
 - Positive
 - Negative
- Power to (enabling others, groups and individuals (capacity building),
 - Positive- mentoring
 - Negative – peer pressure
- Power with (due to collective efforts)
- Power within

6.2.2 Sources of Power

- Experience / expertise/skills
- Intellectual knowledge
- Resources (money, materials, information)
- Control over resources
- Personal qualities

6.2.3 Types of Resistance

- Manifested towards leaders, Bosses and Management
 - Aggression
 - Arrogance
 - Denial
 - Dilution
 - Tokenism (window dressing)
 - Lip service

- **Peers**
 - Submission
 - Withdrawal

6.2.4 Influencing Strategies

- Types of Power → What type of power do you have and what can you do
- Sources of Power → What types of power you can source/ influence;
 - What type of power is needed?
- Types of Resistance → Types of resistance you recognize/confront

6.3 Summary of Issues Raised in Movie (North Country)

- The movie generated discussions related to gender relations/ power relations within an organization (Boss vs employees, men vs women, strong vs weak, individual vs group, pro-activeness vs complacency);
- Secondly, there are issues of resistance to abuse on the one hand and resistance to change on the other,;
- Thirdly, there are issues of influence and how they are used to bring about change;
- Fourthly, the idea that the change agent usually has to challenge the status-quo if change has to take place;
- Finally, sometimes it needs just one person to challenge inappropriate behaviour for change to take place.

7. DAY VI

7.1 Wrap-up

Participants discussed their final Work and Action Plans to enable them continue their knowledge and skills and efforts within their organizations.

There were reflections on what will happen to the Action Plan in a case where the participant leaves the organization? Two things will happen:

- Someone else who in will continue to execute the Action Plan
- The experience gained could be carried on to his/her new organization

The impact once the training has taken place cannot be controlled, it spreads.

7.2 Conclusion

The participants were asked their expectations form WOCAN, in terms of support to their organizations with regard to the Action Plans and also how the key players in this case (Barun, Jeannette, Elisabeth and Colletah) can help strategically and what is expected specifically by each participant. The support was expressed in general terms in the following areas;

- Expertise from anywhere to support endeavours;
- Liaising with regional offices if Management can use results; sometimes external influence counts;
- Sharing of literature;
- Establishing links/ networking and partnership building; for learning and exchange, sharing expertise.

Country specific needs identified included:

PROSAB - Nigeria

To help facilitate gender Training workshop for BOSADP

PNDP Cameroon

Help brief senior management (the boss) on the outcome of the workshop to enable her forward the Action Plan to the Minister in charge and subsequently the World Bank.

Heifer SARO (Jane)

- The need to get WOCAN known at the level of the Africa Area Programme and to make a request through the Director of Gender Equity Department to give feedback in any forum.
- Help monitor the Action/Work Plans for both Heifer and other partners on the recommendations made by participants through the Country Directors. This might create opportunity for a budget to be made available.

Heifer / Forestry Commission and Ghana /University of Ghana (Elisabeth)

- - Facilitate the creation and strengthening of partnership between Heifer Ghana and the Forestry commission on some issues of common interest.

CIFOR Cameroon

Create linkages between Danielle and Paulette to exchange on experiences and challenges and strategies.

The End

To end the 6-day workshop, there was the launching of the WOCAN West and Central African Regional website, which ended up with some hitches. However the Director of WOCAN seized the opportunity to go through the WOCAN website, to share information on the content and use of the website with a view to encouraging new members to join. This was to enable her meet her expectation of fishing new members for WOCAN.

The organizers acknowledged the participation of all the organizations and their efforts especially Heifer SARO, as an immeasurable contribution to the success of the workshop. They hoped for the possibility of having one last workshop to assess how far we are gone with our Action Plans, meanwhile WOCAN will continue to monitor the progress of each Action Plan using an approach to be decided upon later (e-learning?, blogs?, etc). The session ended with sharing of lots of vital information and participants completing their evaluation forms.