

Unit for Human Rights Mainstreaming & Capacity Building

Department of Political Science
Centre for International and Comparative Politics



Provincial Government
Western Cape



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The partnership

The Unit for Human Rights Mainstreaming & Capacity Building is a partnership between the University of Stellenbosch (where the Unit is located in the Department of Political Science, within the Centre for International and Comparative Politics) and the Provincial Government Western Cape (specifically the Directorate: Social Dialogue and Human Rights in the Department of the Premier). It has strong private sector support from Carla Ackerman – Dynamic Development CC and Alison Lazarus – Creative Constructs. The Unit reports to the University's Arts and Social Science Faculty Board.

Broad aim

The broad aim of the Unit is to enhance the capacity of government, private and civil society institutions through training and capacity building, applied research, organizational best practice support and advocacy to mainstream a human rights based approach in its day-to-day practice.

Defining “human rights mainstreaming”

The Unit broadly defines “human rights mainstreaming” as the methodology by which socio-economic and civic rights are achieved by duty-bearers (for example government) and rights holders (for example communities). This occurs through the specific inclusion of the concerns of vulnerable, marginalised and socially excluded groups in society (for example women, people with disabilities, children, youth, people with HIV/AIDS etc.) in institutional processes and practices such as legislation and policy development, budgets, programmes and projects, employment, service provisions etc. The aim of human rights mainstreaming is to ensure that empowerment, equality, equity, inclusion and development perspectives are incorporated throughout institutions' day-to-day functioning and that both formal and substantive equality, the equalization of opportunities and positive impact materializes for targeted social groups.



Activities

The Unit aims to provide strengthened capacity and a primary support function to government and other development role players in the practical challenges of implementing human rights mainstreaming through the provision of:

- **Accredited training and capacity building.** A certificate of competence is awarded by the Unit on successful completion of training programmes and a learning network of alumni is created and nurtured.
- **Applied research.** Continued support product development based in an action learning approach is provided.
- **Organizational best-practice support.** This includes ongoing follow-up, accompaniment, technical assistance, monitoring, evaluation and facilitation of organizational self-reflexive processes. The Unit also offers problem-solving assistance (with a strong information / communication component), strategic advice and direction, and support for creating an optimal institutional environment for enabling mainstreaming to take place.
- **Advocacy.** This involves ongoing liaison with various role-players (e.g. civil society through NGOs and CBOs, academia, specific experts etc.) in relation to backing the implementation of mainstreaming as a strategy.

Approach and methodology

The Unit's approach and methodology is characterized by:

- Interactive and participative knowledge and information sharing.
- Consciousness-raising, understanding and skills development through experiential learning to transform passive individuals into active change agents.
- The development of technical skills to ensure immediate application.
- User-friendly, practical and interactive process material.
- A participant-focused approach where there is not a "lecturer sharing wisdom" in a top-down manner, but a facilitator creating a platform where participants can discover, share and grow.
- High levels of engagement and participation so that participants can develop their thinking, reasoning and interaction skills.

Programme 1: Human Rights Mainstreaming Techniques – The Nuts and Bolts of Implementation

The Unit's flagship programme was launched in 2008. The Programme focuses on building the hands-on technical expertise required for using mainstreaming as a technique. This ensures that human rights concerns such as gender equality, the rights of persons with disabilities, youth development, children's rights, HIV/AIDS etc. are mainstreamed into the day-to-day operations of an organization.

The initial 5-day course part of the Programme (presented over five consecutive days from 09:00–16:00) provides a summary of the development context that makes mainstreaming an indispensable strategy for enhanced service delivery, and focuses on six key analytical questions and related mainstreaming tools:

1. Who does what, how and where, and what influences it? (Activity Profile, Access & Control Profile and Influencing Factors)
2. Who has what and what are the relationships between people? (Institutional Analysis and Socio-political Profile)
3. What is the differential impact? (Analysis Matrix Worksheet and Impact Assessment)
4. What are the practical needs and strategic interest? (Needs Assessment)
5. What will help and what will hinder? (Capacities and Vulnerabilities Analysis)
6. To what degree does what we do contribute to empowerment and equality? (Empowerment Assessment)

The final part of the coursework introduces a step-by-step mainstreaming implementation plan.

Following the successful completion of the initial five day course, a *certificate of attendance* is issued by the University of Stellenbosch.

In order to qualify for a *certificate of competence* issued by the University of Stellenbosch, participants must satisfactorily fulfil two additional requirements:

- Develop a step-by-step implementation plan to put mainstreaming into operation in their specific work context, within 3 months of completing the initial training. During this time participants are expected to attend 2 half-day support sessions.
- Within 6 months of developing the step-by-step implementation plan, present evidence of operationalizing the mainstreaming strategy in their place of work. During this time it is expected that participants attend 3 half-day support sessions.



The Programme is offered on NQF level 6 and is fully accredited by the University of Stellenbosch, an accredited training provider by the Department of Education, and registered on the South African Qualifications Authority (SAQA) list of Public Higher Education Providers. All short courses offered by the University of Stellenbosch are accredited by the University by means of its quality assurance systems and mechanisms that have been approved by the Council for Higher Education / Higher Education Quality Committee, and therefore comply with SAQA regulations.

Two former participants in the flagship programme comment:

Wilma van der Post, Deputy Director: Development and Transformation Management in the Western Cape Department of Environmental Affairs and Development Planning.

"The course material, layout and content are 'study friendly'. The course content is also easy to understand, I found it very helpful. As for the experience: I have a deep regret that I only did the course at this time of my life/career. I should have done it years ago, as it would have assisted me greatly in the execution of my duties, in my thought processes, how I approached projects and especially in my advocacy of change and diversity. I have worked with people all my life, I just feel that if I had the in-depth knowledge that I have now (imparted by the mainstreaming course) I perhaps could have made a profound influence in changing gender perceptions quite a while ago. The course was hence an eye-opener to me. So for me the course was great. I enjoyed everything about the course."

Crystal Levendale, Researcher: Joint Monitoring Committee on the Improvement of Quality of Life and Status of Women, Parliament of South Africa

"The experience of the course has been an informative process. Course materials are of a good standard and the practical exercises provides for immediate hands-on testing and application of skills and knowledge acquired throughout the course. The course has equipped me with knowledge on the various approaches that can be used for mainstreaming. Overall, the course has been good."

A detailed Programme outline is available on request.

Programme 2: The Leadership – Governance Programme for Rights-Based Service Delivery

Programme 2 focuses on building the capacity of senior management and leadership to understand human rights mainstreaming within a service delivery context and to ensure their commitment to the required processes. Six modules are facilitated by a multi-disciplinary team over a period of between 3–6 months, depending on the schedule of the client. Each module involves approximately 18 contact hours that can be structured to fit the needs of the client (e.g. three contact sessions of six hours each).

Taking into account systems thinking, the Programme brings together the cycle of change with that of concrete action by dealing in the six modules with:

- The service profit chain
- Building sustainable organizations
- Personal mastery
- Good governance and human rights
- Rights-centred strategic leadership
- Personal development plans

The Programme places a high premium on individual and group follow-up and support, both with reference to technical human rights mainstreaming skills and group change-process management. Engagements with guest speakers are offered parallel to the Programme modules, exposing participants to experts in the field of leadership and governance against the backdrop of rights-based service delivery.

The Programme is fully accredited by the University of Stellenbosch and, like Programme 1, has robust requirements in order for participants to receive a certificate of competence from the university.

A detailed Programme outline is available on request.



Programme 3: Introduction to Human Rights Mainstreaming

Programme 3 focuses in particular on creating a basic understanding of:

- what mainstreaming is
- where it originated from
- why it is important
- how it can be used to strengthen service delivery
- the requirements for establishing an enabling environment for the successful implementation of human rights mainstreaming

The Programme is offered as a 3-day course and is fully accredited by the University of Stellenbosch. Similar to the other two programmes, it has specific requirements in order for participants to receive a certificate of competence from the University.

A detailed Programme outline is available on request.

Enquiries

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