



Module 1 The Gender Management System

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Introducing the GMS	The GMS	Talk and discussion	1.1a Gender mainstreaming in the Commonwealth 1.1b Definition of a GMS 1.1c GMS diagram
2 The enabling environment	Enabling environment	Buzz groups and discussion SWOT analysis	
3 Setting up a GMS	Setting up a GMS	Talk, discussion and group work	1.3a Establishing a GMS 1.3b Stakeholder analysis 1.3c Feasibility study 1.3d Institutional arrangements
4 The gender action plan	Gender action plan	Talk and project	1.4a The gender action plan 1.4b Gender action plan table 1.4c Commonwealth plan of action 1.4d Secretary-General's report on progress

Module 2 Using gender-sensitive indicators

Training activity	Gender mainstreaming topic	Training method	Handout
1 Introducing gender-sensitive indicators	Gender-sensitive indicators Indicators and statistics	Talk and Q and A	2.1 Gender-sensitive indicators
2 Data collection systems	Data collection systems Problems and recommendations	Talk and game	2.2a Censuses and labour force surveys 2.2b Household surveys 2.2c System of national accounts 2.2d Recommendations
3 Counting women's work	Data collection re women's work	Talk and case studies of India and Canada, in pairs	2.3a Case study: India 2.3b Case study: Canada
4 Developing gender-sensitive indicators	10 areas for gender-sensitive indicators Qualitative and quantitative indicators	Talk and buzz groups	2.4 Indicators and violence against women



Module 3 Development planning

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Development warm-up	Development definitions and gender equality	Energiser game	3.1 Statements about development
2 Approaches to development planning	Analytical frameworks Approaches Strategic and practical needs Triple role Case studies	Talk, groups, case studies	3.2a Concepts chart 3.2b Frameworks chart 3.2c Roles and needs 3.2d Case studies 3.2e Approaches
3 Applying the GMS to development planning	GMS enabling environment Structures, mechanisms and processes	Groups	3.3 Gender issues in sectoral ministries
4 Mainstreaming gender in planning cycles	Four planning cycles Medium-term development plan (MTDP)	Talk and groups Planning exercise	3.4a The planning process 3.4b Four planning cycles and MTDP 3.4c Promoting gender awareness 3.4d Preparing a gender-aware MTDP
5 Lessons from South Africa	Gender equality in development planning	Groups, case study	3.5 Post-apartheid South Africa

Module 4 Change Management

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Why focus on change management?	Capacity development and gender mainstreaming	Buzz groups, directed questions, plenary	
2 Main features of change management	Change management process	Buzz groups, small groups, plenary	
3 Applying change management features	Change management in practical situations Capacity self-assessment	Individual, small groups and plenary Self-assessment	4.3 Capacity self-assessment
4 Capacity development	Capacity development	Pair work and plenary	4.4 Framework for capacity development
5 A starting strategy	Planned change cycle Logical chain of results Dimensions of capacity	Individual or group work	4.5a Planned change cycle 4.5b Planned change system 4.5c Outputs, outcomes and impacts
6 Selecting strategies	Change strategies and interventions	Role play	4.6 Selecting strategies
7 Working with resistance	Forms of resistance	Small groups, plenary	



Module A Finance

Training activity	Gender mainstreaming topic	Training method	Handouts
1 The policy context	Mandates and international context	Talk, discussion, small groups	A1 Mandates in the finance sector
2 Changing role of finance ministries	Barriers to gender mainstreaming	Short talk, discussion, work in pairs	A2 Ministries of finance then and now
3 Macroeconomic policy	Analytical matrix of interactions	Short talk, small groups	A3a Developing a gendered macroeconomic framework A3b Analytical matrix
4 Changing institutions and attitudes	Gender audit Policy formulation Training and institutional change	Short talk, small groups	A4a Action points: plans, policies and programmes A4b Action points: institutional concerns and attitudes
5 Gender-responsive budget tools	Gender budget initiative	Small groups, analysis of tools	A5a Tool 1 A5b Tool 2 A5c Tool 3 A5d Tool 4 A5e Tool 5 A5f Tool 6 A5g Commonwealth Gender responsive Budget Initiative
6 Gender-responsive budgets: country case studies	Gender budget initiative	Discussion and evaluation of case studies	A6a Case study: South Africa A6b Case study: Sri Lanka A6c Case study: Barbados A6d Case study: Australia A6e Checklist

Module B Public Service

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Gender empowerment measure (GEM)	HDI, GDI, GEM Participation in economic and political life and decision-making	Talk, discussion	B1 GEM in selected Commonwealth countries
2 Personnel management	Personnel policies for gender equality	Small groups	B2 Policy issues in mainstreaming gender
3 Gender action plan	Gender action plan	Group projects	B3 Steps in creating a gender action plan
4 Policy analysis from a gender perspective	Gender perspectives on policy	Talk, discussion	B4 Gender-based policy appraisal: questions to ask
5 Change and traditional values	Mandates Promoting gender equality in employment	Polarised views	B5 Mandates for gender equality and equity
6 Dealing with resistance	Types of resistance and dealing with it	Polarised views, role play	B6a Training and capacity building B6b Types of resistance B6c Dealing with resistance



Module C Education

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Educating girls and women; why is it important?	Global and Commonwealth mandates Related development issues	Small group discussion	C1 Global and Commonwealth mandates
2 Barriers to girls' attendance at school	Gender issues in education	Structured discussion	C2 Case studies of Ghana and Pakistan
3 Gender bias in the classroom	Examples of gender bias in education	Role play and small group discussions	C3 Gender bias in the classroom
4 Quantitative and qualitative data in educational policy making	Gender-sensitive indicators	Project in pairs	C4 Using quantitative and qualitative data
5 Education policy indicators	Gender-sensitive indicators	Group projects	C5 Critical policy indicators
6 Educational management and decision-making	Gender analysis	Group projects	C6 Gender equality in educational management and decision-making

Module D Trade and Industry

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Gender imbalance among senior staff	Gender imbalance in staffing	Brainstorm and discussion	
2 Attitudes towards women in trade organisations	Analysis of attitudes	Ranking exercise	D2 Assessment of perceptions
3 Challenges faced by women-owned SMEs	Obstacles	Small groups, performing a skit	D3 Challenges faced by small and medium-sized enterprises (SMEs)
4 Gender and trade liberalisation	Assessing gender impacts	Question and answer, discussion	D4a Questions on gender and trade liberalisation D4b How trade liberalisation may negatively affect women
5 Strategic objectives for promoting gender equality/equity	Turning strategic objectives into action points	Small groups and discussion	D5 Promoting gender equality/equity in the trade sector
6 An example of good practice	Identifying positive results and challenges	Good practice example	D6 Export production villages (EPVs)



Module E Agriculture and Rural Development

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Rural women's rights	CEDAW provisions Analysis of progress and barriers	Small groups/role play	E1 CEDAW
2 Access to land and credit	Identifying problems and developing strategies	Brainstorm/discussion	
3 Agricultural roles and responsibilities	Gender division of labour	Small groups/discussion	E3 Roles and responsibilities
4 Village meeting role play	Gender-sensitive consultation and decision-making	Role play	
5 Agricultural biodiversity	Recognising women's contribution	Small group discussion, visual	E5 Agriculture, biodiversity and food security
6 The gender impacts of government agricultural policy	Gender-impact assessment of policy	Question and answer	E6a Gender and agricultural policy E6b Agricultural extension policy

Module F Information and Communications

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Who has access?	Gender analysis: newspapers	Group projects	
2 Employment in the media	Gender analysis and awareness	Brainstorm	F2 Regional charts
3 Using gender-sensitive and inclusive language	Gender analysis: language	Game	F3 Finding gender-sensitive alternatives
4 The media and violence against women	Gender awareness	Discussion	F4 Media and violence in society
5 Assessing the policy environment	Legal and regulatory frameworks	Group discussions	
6 Implementing mandates	Mandates	Goldfish bowl	F6 Global and Commonwealth mandates



Module G Legal and Constitutional Affairs

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Human rights principles	Gender and human rights	Brainstorm, role play, game	G1 Key human rights principles
2 Tackling discrimination	Mandates and instruments	Brainstorm and small group discussion	G2a A rights-based approach G2b International and regional human rights instruments
3 Women's rights are human rights	Gender and human rights	Debates	G3 Women's rights are human rights: issues for discussion
4 CEDAW casino	CEDAW articles	Card game	G4a Key issue 1: public life G4b Key issue 2: labour laws G4c Key issue 3: health and reproductive rights G4d Key issue 4: nationality laws G4e Key issue 5: family law G4f Key issue 6: violence against women
5 Rights into action	Incorporation and implementation of human rights	Discussion wheel/ role play	G5a Some constitutional guarantees of women's rights G5b Incorporating international human rights agreements into national law G5c Judicial training: examples from Canada and India G5d Creating a more gender sensitive policing system G5e Strategies for implementation

Module H Science and Technology

Training activity	Gender mainstreaming topic	Training method	Handouts
1 Gender equity in science and technology	UNCSTD Declaration of Intent	Small groups	H1 Declaration of intent on Gender Science and Technology for Sustainable Human Development
2 The leaky pipeline	Barriers to girls' involvement in S and T	Small groups	
3 Creating enabling environments	Enabling environment	Discussion	H3 Checklist on enabling environments
4 Science by whom?	Women's knowledge and skills	Role play	H4 Story of the nkejje fish
5 Science for whom?	Gender dimensions of S and T	Small groups	H5 Science and technology issues
6 Gender, the environment and sustainable development	Gender dimensions of S and T	Line discussion	H6 Seeking a sustainable human future