



This unit introduces the Gender Management System (GMS) Series, particularly the *GMS Handbook*.

For this unit you will need the *GMS Handbook*. This is on the CD-ROM included with the Toolkit or you may have the published manual. It is a good idea to print out or obtain an extra copy, so that you can make notes on it as you work through this unit.

This unit will help you to:

- find your way around the GMS Series
- find and record useful information from the *GMS Handbook*
- relate the *GMS Handbook* to your own needs and identify further action required
- identify other sources of information

Allow about an hour to work through this unit, skimming the handbook and planning your next steps. If the contents of the *GMS Handbook* are new to you, you will need extra time for closer reading and study.

What's the Gender Management System?

To recap:

Gender mainstreaming "is the process of bringing a gender perspective into the mainstream activities of government at the policy, programme and project levels" (*GMS Handbook*, p 9).

Gender mainstreaming means both:

- (a) addressing gender concerns within existing development policies, strategies and priorities and integrating them throughout a project cycle; and
- (b) agenda setting, which implies transformation of the existing development agenda using a gendered perspective.

These two concepts are not exclusive and actually work best in combination (see *GMS Handbook* Glossary, p 62).

The **Gender Management System (GMS)**, developed by the Commonwealth Secretariat, is "a network of structures, mechanisms and processes put in place within an existing organisational framework, to guide, plan, monitor and evaluate the process of mainstreaming gender into all areas of the organisation's work, in order to achieve greater gender equality and equity within the context of sustainable development.

"A GMS may be established at any level of government, or in institutions such as universities, inter-governmental or non-governmental organisations, private sector organisations or trade unions. The Gender Management System as presented in [the GMS] handbook is designed primarily for governments." (*GMS Handbook*, p 11)

The GMS is intended to bring about fundamental and lasting change in society as a whole, but it starts with organisational change.

What's the GMS Series?

A series of manuals
that presents the concepts and methods
of the Gender Management System (GMS)

Core manuals:
guides to general issues and approaches

Gender Management System Handbook

Using Gender-Sensitive
Indicators

Gender Mainstreaming in
Development Planning

Sector manuals:
guides to sector-specific issues and approaches
for gender mainstreaming in

A Finance

E Agriculture and Rural
Development

B Public Service

F Information and
Communications

C Education

G Legal and Constitutional
Affairs

D Trade and Industry

H Science and Technology

Finding your way around the *GMS Handbook*

The next activity is an 'active reading' exercise to help you get an overview of the *GMS Handbook* and identify sections you need to study further. Go through the grid on the next page before you look at the handbook to think through the best way of using it.

- 1 Make notes about what you already know on the key questions.
- 2 Frame a list of further questions to which you seek answers.
- 3 Think about the note-taking systems you will use when reading (e.g. index cards, mind maps).

Then skim the handbook with your questions in mind, highlighting or bookmarking the sections you will need to study in more depth. Set yourself a time limit for this exercise – say 10–15 minutes. (Just skim, don't go into detail yet.)

**ACTIVITY**

GMS Handbook	Key questions	What do you already know about this? What do you need to know?
1 Introduction and overview	p 9 What's gender mainstreaming? p 10 What's the GMS series? pp 11-16 What's a gender management system? - structures - processes - mechanisms	
2 Conceptual background	pp 17-23 What are the key background concepts to do with gender and development?	
3 The enabling environment	pp 24-29 What's an enabling environment?	
4 GMS structures and mechanisms	pp 30-37 What are the GMS structures? pp 38-39 What are the GMS mechanisms?	



Finding the information you need

The previous activity will have given you an overview of what's in the handbook. The next activity lists the contents in more detail, to help you find the elements that relate to your work and the objectives you set yourself in Unit 2.

Work through this checklist. Tick as 'yes' the items that are relevant and make notes about how they relate to your objectives.

At the end, list the sections you need to study in more depth and the questions you will be trying to get answers to from your reading. Set yourself a time limit for this further reading.

ACTIVITY

Page	Topic	Yes/No	How relates to your objectives?
9	1 Introduction and overview		
9	Gender mainstreaming		
	1995 Commonwealth Plan of Action		
	Seven main activities of gender mainstreaming		
10	Aim of a GMS		
	Purpose and scope of handbook		
	Who aimed at		
	National women's machineries		
	Lead agency		
11	Definition of a GMS		
	Mission		
	Goal		
	Objectives		
	GMS approach to mainstreaming		
	Stakeholder approach		
	Principles		
	Empowerment		
	Integration		
	Accountability		
12	Structures (see also pp 30-37)		
	Lead agency		
	Gender management team		
	Inter-ministerial steering committee		
	Gender focal points		
	Parliamentary gender caucus		
	Gender equality commission		
14	Processes (see also pp 40-53)		
	Setting up a GMS		
	Implementing national gender action plan		
	Mainstreaming gender in national development plan and sectoral ministries		
15	Mechanisms (see also pp 38-39)		
	Gender analysis		
	Gender training		
	Management information system		
	Performance appraisal system		
15	What does a GMS achieve?		
16	A gender perspective		

Page	Topic	Yes/No	How relates to your objectives?
17	2 Conceptual background		
17	WID, WAD and GAD		
18	Organisational development – models of planned change		
19	Levers of change (see also Change Management Briefing and Unit 7)		
20	Concepts in gender analysis – practical and strategic gender needs		
21	Women’s triple roles - productive - reproductive - community management		
21	Five policy approaches to gender and development - welfare - equity - anti-poverty - efficiency - empowerment		
23	Gender-sensitive policies		
24	3 The enabling environment		
24	Political commitment		
25	Global, regional and national mandates		
26	Resources - human resources - financial resources		
27	Legislative framework		
28	Women in decision-making positions Civil society		
29	Role of Commonwealth Secretariat		
30	4 GMS structures and mechanisms		
	Structures – description and functions (see also pp 12-13)		
30	Key stakeholders		
31	Lead agency		
33	Gender management team		
34	Inter-ministerial steering committee Gender focal points		
35	Gender caucus in national parliament and local government		
36	Gender issues in sectoral ministries		
37	Gender equality commission/council		



Page	Topic	Yes/No	How relates to your objectives?
38	Mechanisms (see also p 15)		
	Gender analysis		
	Gender training		
	Management information system		
39	Performance appraisal system		
40	5 GMS processes (see also p 14)		
41	Establishing a GMS		
	- feasibility study and stakeholder analysis		
42	- prioritising goals		
	- points of entry for gender mainstreaming		
43	- setting up or strengthening GMS structures and mechanisms		
44	The gender action plan		
	- gender analysis		
45	- implementing the gender action plan		
	- promoting the plan		
46	- monitoring and evaluation of the plan		
47	Mainstreaming gender in national development plan and sectoral ministries		
	- using gender analysis		
48	Preparing a gender-aware MTDP		
49	Using GMS structures for policy development		
51	Gender-aware work plans		
	Monitoring and evaluation of the national development plan and sectoral work plans		
54	6 Gender Mainstreaming at the Commonwealth Secretariat		
	Political will		
	Structures/processes		
57	Monitoring and evaluation		
61	Appendix 1 Glossary of terms		

Explanations

This activity gives you a chance to check your understanding of some of the basics of the *GMS Handbook*.

Imagine you are briefing a colleague about *GMS Handbook* topics that are key to your work. They ask you to explain the following:

ACTIVITY

What is a GMS?

What progress has your organisation made in gender mainstreaming?

What stage is it at in developing a GMS?

Which key concepts will be most helpful in your gender mainstreaming work?

What features of an enabling environment already exist in your organisation?

Which GMS structures and mechanisms are in place?

What steps have been taken in developing processes?



Planning further action

Plan out your objectives and timeframe for further background reading and research, focused on the *GMS Handbook*.

Which sections of the *GMS Handbook* do you need to study in more depth?

Why? What do you hope to achieve by doing this?

How long will it take you?

When will you do it?

Who will help you?

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Other sources of information

Look for other sources of information about gender mainstreaming – for example, background reading, websites, local resources, or networking contacts.


List here possible sources to follow up.

ACTIVITY

Checklist

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- Find and record useful information from the *GMS Handbook*.
- Relate the *GMS Handbook* to your own needs and identify further action required.
- Identify other sources of information.





Use this page to make notes.