

Action Guide

The GMS Toolkit

An Integrated Resource for Implementing the
Gender Management System Series



Commonwealth Secretariat



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Acknowledgements

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Foreword

In 1996, Commonwealth Ministers Responsible for Women's/Gender Affairs mandated the Commonwealth Secretariat to develop the concept of the Gender Management System (GMS), a comprehensive network of structures, mechanisms and processes for bringing a gender perspective to bear in the mainstream of all government policies, plans and programmes. The success of the GMS depends on a broad-based partnership in society in which governments consult and act co-operatively with other key stakeholders, including civil society and the private sector. The task of gender mainstreaming has both technical and managerial dimensions, as well as the political and socio-cultural aspects of creating equality and equity between women and men as partners in the quest for social justice. The establishment and strengthening of gender management systems and of national women's machineries was the first of 15 government action points identified in the 1995 Commonwealth Plan of Action on Gender and Development.

To assist member governments in meeting their commitment to implementing the Plan of Action, the Commonwealth Secretariat produced an 11-volume series of GMS manuals. These focus on core areas such as gender-sensitive indicators and development planning as well as specific sectors from agriculture to science and technology. The conceptual and methodological framework of the GMS is presented in the *Gender Management System Handbook*.

Since the first GMS manuals were published in 1999, new processes have come to dominate the development scene. The Millennium Development Goals (MDGs) were agreed to by governments in 2000, providing a framework for action, and policy reduction strategy papers (PRSPs) and sector-wide approaches (SWAps) have been introduced, which require a gender mainstreaming strategy. In response to the current policy context, the Commonwealth Secretariat has produced a new gender mainstreaming series that looks at cross-cutting development issues including HIV/AIDS, poverty and the MDGs, and gender-based violence. The GMS Toolkit also takes this context into account.

The idea for the co-publication of this GMS Toolkit emerged from a partnership between the Commonwealth Secretariat and the Commonwealth of Learning (COL), which began in the run-up to the Beijing+5 conference. In accordance with the spirit of a strategic partnership, COL – an intergovernmental organisation created by Commonwealth Heads of Government to encourage the development and sharing of open learning and distance education knowledge, resources and technologies – offered to provide distance learning and trainer-oriented expertise that would allow the GMS manuals to reach a wider audience.

The GMS Toolkit thus brings together the core and sector manuals into a user-friendly, learner-centred, training-oriented package. It includes a CD-ROM of all the original manuals, an Action Guide to facilitate individual learning, a Trainer's Guide for gender trainers, and a Change Management Briefing for anyone interested in effecting gender equality through institutional change.

It is hoped that the Toolkit will be used by gender specialists and trainers, development policy makers, planners, field staff and others, in conjunction with other publications relating to the particular national context. It is intended to serve as an accessible resource to enable the reader/learner/trainer to see gender mainstreaming and the setting up of a GMS as a process, as interactive, as a means of reflecting on their own experience, and as a means of action planning, monitoring and evaluation.

The development of the GMS Series and the GMS Toolkit has been a collective effort between the Commonwealth Secretariat's Social Transformation Programmes Division and many individuals and groups. Their contributions to the thinking behind the GMS are gratefully acknowledged. In particular, we would like to thank the following: all those member governments who supported the development of the GMS and encouraged us to move the project forward; participants at the first GMS meeting in Britain in February 1996 and at the GMS Workshop in Malta in April 1998, who provided valuable input and feedback; and the Steering Committee on the Plan of Action (SCOPA).

We are most grateful to Catherine Atthill for applying her instructional design expertise to making the GMS Toolkit a reality and for writing the Action Guide; Suzanne Williams and Tina Johnson, Trainer's Guide authors; Patricia Keays and Dr Gwendoline Williams, Change Management Briefing authors; members of the GMS Reference Group; members of the Advisory Committee – Jeannine Comma, Helen Derbyshire, Judith Morrain-Webb, Kalyani Menon-Sen and Lenore Rogers; the gender consultants/trainers who contributed their time, expertise and materials – Catherine Atthill, Helen Derbyshire, Patricia Keays and Kalyani Menon-Sen; Tina Johnson, the Editor; staff of the Commonwealth of Learning – Sharon Fox for designing the materials and Hermie Lam, Lydia Meister and Joanne Rose, who provided logistical support; staff of the Commonwealth Secretariat's Gender Section, Social Transformation Programmes Division – Linda Etchart, Stephanie Brigden and Musonda Mwila who provided production support; and Rupert Jones-Parry, Publications Manager.

We gratefully acknowledge the significant human and financial contributions of both agencies in enabling this co-publication and in contributing a number of key resources. In particular, the Commonwealth Secretariat would like to acknowledge COL's management of the project and hosting of the meeting of the GMS Reference Group in May 2002.

We share a common commitment to seeking to achieve gender equality and equity, and hope that the GMS Toolkit will be of genuine use to you in your efforts to mainstream gender.

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This Toolkit has been developed to support your work in gender mainstreaming using the Gender Management System (GMS).

Gender mainstreaming is the process of integrating a gender perspective into all policies, programmes and activities. The GMS is a holistic approach to gender mainstreaming developed by the Commonwealth Secretariat. It aims to bring about fundamental and lasting change in society as a whole by transforming the structures that create and perpetuate gender inequality. It starts with organisational change in government, and is designed for the use of governments in partnership with other stakeholders, including civil society, the private sector and international governmental organisations.

The Commonwealth Secretariat has produced a series of reference manuals presenting the concepts and methodology of the GMS, with both general and sector-specific guidelines and tools for analysis and planning. This Toolkit is designed to help you more easily use these resources.

The aim of the GMS Toolkit is to:

- help people responsible for gender mainstreaming
- enable them to put the Gender Management System Series of manuals into practice
- provide a range of tools to make the manuals more accessible

The Toolkit is designed for people who are responsible for action on gender equality in government and other stakeholder organisations. It will be useful for you if you are a:

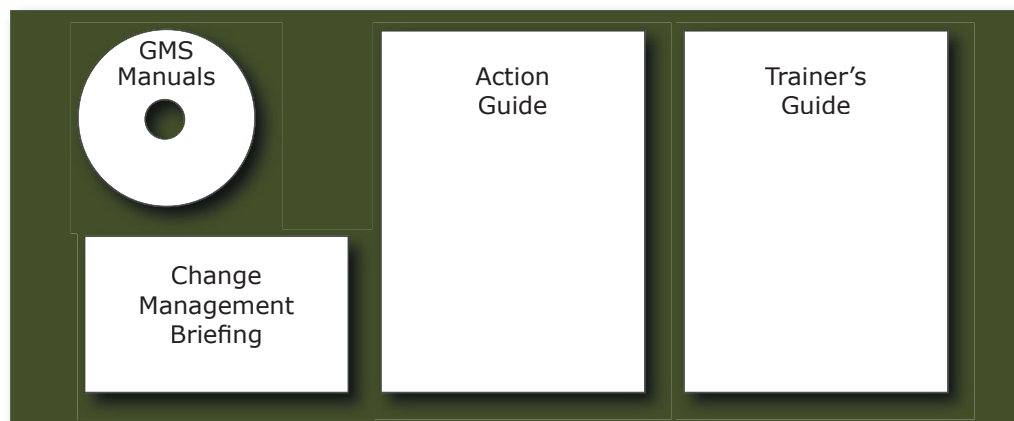
- gender focal point
- manager
- gender policy maker
- legislator
- advocate for gender mainstreaming
- gender specialist looking for sectoral materials
- sector specialist looking for gender materials
- trainer or trainee
- researcher
- librarian or information specialist
- human resources practitioner
- member of a lead agency, gender management team, inter-ministerial steering committee or parliamentary gender caucus

Users of the Toolkit will have a wide range of educational backgrounds, existing knowledge, skills, attitudes and motives. You may be a busy manager who has no time to study concepts, a gender advocate who has passion but needs examples of good practice, a gender trainer who knows the concepts but would benefit from new facilitation skills, or a gender focal point who has to learn from scratch. Whoever you are, you are likely to be someone who needs to:

- become a credible gender equality advocate
- see clear links between gender and the sector you work in
- find materials that can be used in your work
- take a practical approach to policy issues
- work under high pressure to perform
- make the most of the scarce time available

The Toolkit is made up of the following components:

- Action Guide
- Change Management Briefing
- Trainer's Guide
- CD-ROM of GMS manuals



GMS Manuals and Change Management Briefing	Action Guide	Trainer's Guide
<ul style="list-style-type: none"> • An information resource • Reference material • 'About' gender mainstreaming • Change Management Briefing – more practical than manuals 	<ul style="list-style-type: none"> • Action oriented • Reflection and action planning 	<ul style="list-style-type: none"> • A training resource • Resources and guidance for trainers and facilitators
Sample questions		
<p>What is all this about? What is gender mainstreaming? What is the GMS? What is the past history? Why is it important? What are the legal and regulatory frameworks? What are the key concepts and ideas? What are tried and tested practices? How does all this relate to my sector?</p>	<p>Where do I start? What do I need? How do I find out the knowledge I need? How do I develop - the skills I need - the attitudes I need? How do I know what's relevant to my organisation/sector? How can I convince other people? How can I take practical action? How can I find out more?</p>	<p>If I am responsible for training: How do I plan training? What kind of training approach is suitable? What works? What have other people done? Where can I get further background information? Where can I get further training information?</p>



About the Action Guide

The Action Guide aims to enable you to:

- turn materials 'about' gender mainstreaming into practical action
- identify the knowledge, skills and understanding you need to carry out your responsibility for gender mainstreaming
- find what you need (in the GMS manuals, Change Management Briefing and Trainer's Guide)
- apply what you have learnt to your work
- draw up a practical action plan

Style and approach

The Action Guide is designed for self-study. It is learner-oriented, based on your own experience and situation. It encourages reflection and leads to practical action. We have tried to make the tone simple, direct and free of jargon. The learning activities are designed to help you to:

- analyse your own situation
- define your own objectives
- compare approaches to gender and development
- be clear about gender-related concepts and terms
- understand underlying principles
- engage with colleagues
- share problems and experiences
- build networks
- facilitate communication
- reflect
- measure your own progress
- put new ideas into practice

Structure

The Action Guide is divided into ten units, designed to take about one hour each. However, many of the sessions will involve further reading (e.g. of the GMS manuals), research and investigation. The guide starts with your own experiences and context, moves on to acquiring and applying knowledge, skills and attitudes, and ends with planning action and review. It recognises that different people work in different ways, and that you may not want to do all the units or follow a fixed order. At the end of each unit there is a checklist of what has been covered. Use it to review your progress.

Action Guide contents

Unit 1 Experiences of gender

- Your own ideas and experiences of gender equality
- Why gender mainstreaming is an issue for your organisation
- Your own working context and the stage it is at

Unit 2 Defining the task

- How using this Action Guide can help you
- Drawing up your own plan for working through the Action Guide

Unit 3 Using the *GMS Handbook*

- Finding your way around the *GMS* series
- Finding and recording information from the *GMS Handbook*
- Relating this to your own needs

Unit 4 Using the *GMS* sector manuals

- Finding your way around the relevant sector manual
- Finding and recording useful information
- Relating this to your own needs

Unit 5 *GMS* mechanisms: information

- Why information is important in gender mainstreaming
- Using gender-sensitive indicators
- Identifying information needs for your own work

Unit 6 *GMS* mechanisms: planning

- Gender planning and development planning
- Gender planning, gender action plans and gender budgeting
- Relating these to your own work
- Management information systems and performance appraisal

Unit 7 Change management

- Experiences of change
- Using the Change Management Briefing
- Relating change management approaches to your own work

Unit 8 Using the Trainer's Guide

- Your role in training and facilitation
- What's in the Trainer's Guide

Unit 9 Developing skills

- Skills and attitudes to put gender mainstreaming knowledge into practice
- Strengths and weaknesses
- Further training and development

Unit 10 Action planning

- Reflection on learning
- Developing an action plan for your gender mainstreaming task
- Planning reviews of your progress

Selected resources



About the Change Management Briefing

Gender mainstreaming is all about change. It calls for a strong change management focus.

The Change Management Briefing aims to:

- strengthen understanding of change management as a key strategy in building capacity and implementing the GMS
- provide examples of effective change management

It is intended for the same users as the rest of the Toolkit. It is particularly relevant if you have a responsibility for managing change or are defined as a 'change agent'. The briefing is practical in its approach, rather than a reference manual, and is closely linked to activities in the Action Guide and the Trainer's Guide.

Change Management Briefing contents

- What is change management?
- A change management approach
 - A planned change system
 - A focus on results
 - Key dimensions of capacity
 - Process management strategies
- Countering resistance
- Conclusion: enabling change more than controlling it

About the Trainer's Guide

The Trainer's Guide is a resource to help trainers and facilitators, or people whose work includes elements of training and facilitation, to design and deliver GMS training.

The Trainer's Guide aims to:

- introduce gender training approaches and methods
- build capacity, to enable you to use the GMS series as a source of training materials for gender mainstreaming
- provide a selection of adaptable training activities and snapshots of training applications

The Trainer's Guide includes advice about gender training and about designing training, examples of resources and activities, and materials based on the experiences of practitioners in the field. The modules in the Trainer's Guide correspond to the GMS core and sector manuals, with a selection of training activities on each. These can be adapted for your own context and purpose.

Trainer's Guide contents

Introduction

- About the Trainer's Guide
- About gender training
- How to
- Key concepts
- To help you choose – a guide to the activities

Core modules

- 1 The Gender Management System
- 2 Using gender-sensitive indicators
- 3 Development planning
- 4 Change management

Sector modules

- A: Finance
- B: Public service
- C: Education
- D: Trade and industry
- E: Agriculture and rural development
- F: Information and communications
- G: Legal and constitutional affairs
- H: Science and technology



About the GMS Manuals

The Gender Mainstreaming System Series consists of reference manuals that provide comprehensive information about gender issues and the GMS. The series includes both generic core manuals and sector manuals, and provides the source material for this Toolkit.

The GMS manuals aim to:

- help governments and other stakeholders mainstream gender using a gender management system

The manuals are on the Toolkit CD-ROM, and you may also have the published versions. You will need to have the core manuals (*GMS Handbook*, *Using Gender-Sensitive Indicators* and *Gender Mainstreaming in Development Planning*) and the manual(s) relevant to your sector. You will probably find it easier to work from printed hard copies rather than on screen.





The GMS Toolkit

An Integrated Resource for Implementing
the Gender Management System Series

Feedback sheet

Your name and organisation (optional)
What were your objectives in using the Toolkit?
How well did the Toolkit meet your objectives?
How do you intend to put what you have learned into practice?
Which parts of the Toolkit did you use?
Which parts did you find most useful?
Which parts (if any) were not useful?
Suggestions for improving the Toolkit
Any other comments

Please return this sheet to

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Unit 1	Experiences of Gender
Unit 2	Defining the Task
Unit 3	Using the GMS Handbook
Unit 4	Using the GMS Sector Manuals
Unit 5	GMS Mechanisms: Information
Unit 6	GMS Mechanisms: Planning
Unit 7	Change Management
Unit 8	Using the Trainer's Guide
Unit 9	Developing Skills
Unit 10	Action Planning
Selected Resources	

