



INTRODUCTION

Background

A baseline survey by the GWA Secretariat showed that the majority of its members require assistance in mainstreaming gender within their own organizations. Many have neither formal policies nor procedures to ensure proper gender mainstreaming. The tools that they are currently using are mostly general participatory tools, which are not necessarily gender-sensitive or gender-oriented. Efforts need to be made regarding developing, sharing and promoting more specific gender-sensitive tools also at project levels. Aside from the results of the baseline survey, a review of the sector needs on gender also revealed that training and capacity building are required at all levels, especially in developing their institutional policies and procedures.

To address this setback, the GWA Capacity Building Program coordinated the production of a Training of Trainers Package on Gender Mainstreaming in Integrated Water Resources Management (IWRM), meant to be used by trainers in the various regions.



Different modules compose the training package: Gender and Integrated Water Resources Management; Gender-Sensitive Training Skills; Mainstreaming Gender in the Project Cycle; Gender Mainstreaming Tools; Gender Mainstreaming in Organization and Policy Process; and Planning Training of Trainers Workshops. Under each one of these topics, the training package address a variety of related issues. This has now become the GWA Capacity Building Program's basic Training of Trainers Package on Gender Mainstreaming in Integrated Water Resources Management.

The GWA Capacity Building Program Training Strategy

Around the globe, where initiatives to enhance the impact of integrated water resources management interventions are being implemented, a crucial aspect is lacking – the incorporation of men's and women's ideas in planning, implementing, monitoring and evaluating projects meant to contribute to a sustainable environment. Also, the resulting load of burdens and benefits are not always shared in a balanced way among the various groups of men and women, rich and poor.

The idea of mainstreaming gender is becoming widespread in the sector, raising the interest of governmental and non-governmental organizations and of donor and technical support agencies for taking up gender approaches. However, the sector's understanding of the concept of gender mainstreaming and the skills to implement it at local and organizational levels have still a long way to go.

The GWA Training of Trainers Package is an important tool to overcome this hindrance. It tackles both conceptual and practical issues at community, organization and policy levels. This training package was tested in a Global Training of Trainers (TOT) held in June 2003, attended by trainers representing a wide range of stakeholders from governments to grassroots organizations in Asia, Africa and Latin America. They are expert trainers in the main integrated water resources sector areas – water for people, water for food and water for nature – who provided substantial feedback to further enhance the training package. These trainers have formed a training team who will replicate the training in regional training events – in English, French, Portuguese and Spanish – with support from the GWA Capacity Building Program and the Cap-Net (International Network for Capacity Building in Integrated Water Resources Management).

For these regional trainings, partnerships are being established with Government Organizations (GO), Non-Governmental Organizations (NGO), University Departments and regional independent training and research centers in Africa, Asia and Latin America. These partnerships consist mainly of GWA members, who are contributing their human, material and financial resources with a view of greater impact and wider geographical reach. The strategy behind the partnership is to ensure replicability of the knowledge and skills acquired at the regional trainings and commitment to carry out further training events at the country level.

Throughout this process, integrating gender in IWRM is carried out by selected GWA members trained for that purpose, who will impart knowledge and skills in the regions and countries in a cascading effect.

In conjunction with these trainings, the training team is carrying out a monitoring program to ensure follow-up and replicability towards enhancing the efficiency and effectiveness of the TOTs.

Regional Training of Trainers Events and Host Organizations

In the regions, the roles and responsibilities of an organization hosting a training event are:

- Acts as a regional focal point for capacity building.
- Liaises with coordinator to select trainers for the course.
- Liaises with trainers on the content and program of the course.
- Handles publicity and marketing of the training.
- Handles all administration and implementation of the course.
- Corresponds with participants.



- Acts as intermediary among and between participants.
- Acts as the secretariat of the training.
- Coordinates activities (accommodation, venue etc.).
- Provides logistical support at all stages.
- Handles finances.
- Prepares training report and participates in the monitoring program.
- Maintains contact with the Capacity Building Program coordinator.
- Coordinates field site visits for training participants.

Participants to the regional trainings promote further training in their national and/or local training base, conquering more adepts to the GWA and its purposes. Therefore, TOTs held at the regional level are also the forum for the preparation of other host organizations at country and local levels. The roles and responsibilities listed above serve as guide for organizations willing to become local hosts.

Audience and Purpose of the Training of Trainers Package

The GWA Training of Trainers Package is firstly targeting trainers who are committed to mainstreaming gender in IWRM. Through their skill as trainers, they also become ambassadors for the GWA in developing other people's skills. The criteria of choice for participants attending a TOT workshop includes: capability to train, facilitate or run workshops; interest and commitment to deliver training workshops in the GWA and its partner's networks; capability to adapt the training package modules for various audiences in his/her respective country and is in a position to ensure follow-up training for the longer term.

As the Training of Trainers Package builds on existing tools, methodologies and materials for training and capacity building, it is in itself a flexible tool and adaptation of this package to different local contexts should be explored by trainers using it.

Thus, the general goals of the Training of Trainers Package are: to serve as a basis to enhance the impact of gender mainstreaming in IWRM, to build strategic partnerships for training events and to realize the millennium and GWA goals for a sustainable environment.

Its main objective is to enhance the capacity of the GWA members and other partners in gender mainstreaming knowledge and skills. Specific objectives of the package are to:

- Build a common understanding on gender perspectives in IWRM.
- Share experience on practical ways of mainstreaming gender within the major phases of the project cycle.
- Develop strategies to promote gender equality within the staffing, organizational culture and working practices of water sector organizations and departments.
- Suggest practical tools and methodologies that one can use in engendering projects and organizations.
- Enhance training skills of participants to facilitate gender-sensitive training courses.
- Provide a platform for action planning for future capacity building initiatives.

General Framework of the Training of Trainers Course

The training package is composed of modules covering conceptual and practical knowledge and structured in a logical sequence. The package also covers basic gender-sensitive training methodology and skills, as well as how to plan a training event and how to evaluate it. General references and additional resources are inserted in the appropriate modules. Further updating of the reference list and additional resources with new material and recent documents are welcome, which makes the training package a living tool. The package also includes an explanation about the GWA, its organizational structure and its efforts to mainstream gender around the globe. The Training of Trainers Package's contents are summarized below.



Module One: Gender and Integrated Water Resources Management

This module sets the platform for a common understanding of basic concepts that relate to gender, gender mainstreaming and integrated water resources management. It facilitates a better understanding of gender issues within the IWRM framework through a case-study and discusses general strategies for promoting IWRM at different levels – policy, institutional and grassroots.

Module Two: Gender-Sensitive Training Skills

The module recognizes that even trainers need skills to manage a gender-sensitive and participatory course. The module aims at taking participants through the training cycle and focuses on some effective strategies for facilitation and workshop management. It also provides the participants an opportunity to share experiences and lessons learned in managing gender and IWRM trainings.

Module Three: Mainstreaming Gender in the Project Cycle

Different IWRM projects are being developed to respond to both the practical and strategic needs of women and men. Through a hands-on experiential learning approach, the module provides checklists and suggests strategies to enhance better design, implementation, monitoring and evaluation of projects with a gender perspective. The module further explores collection of sex-disaggregated data and other strategies to generate gender analytical information within the project cycle.

Module Four: Gender Mainstreaming Tools

The module aims at assisting those intending to mainstream gender within their projects with practical tools for situational assessment, analysis and planning. It aims at demonstrating simple, learner-centered, gender- and poverty-sensitive participatory tools that can be used within the policy, program and project levels.

Module Five: Gender Mainstreaming in Organizations and Policy Process

An enabling environment is necessary to make gender- and poverty-sensitive perspectives a norm for different types of organizations. This module therefore looks at tools for formulating policies and designing or influencing organizations to be gender-sensitive. It also introduces the new GWA Policy Development Manual, a tool recommended for all its member organizations as a starting point for gender mainstreaming within organizations.

Module Six: Planning Training of Trainers Workshops

This module provides the participants a space to contribute their insights on how to organize regional and national Training of Trainers' workshops, including a complete course program. The module also suggests criteria for the selection of training hosts, clarification of responsibilities of various interest groups, indicative timeframes and action points for next steps.

How to Use the Training of Trainers Package

The six modules were developed as one package for the regional trainer. However, all the modules are inter-related and mutually supportive. For the Regional Training of Trainers, all modules should be utilized to maintain the quality and standard desired by the GWA. Subsequent regional, sub-regional or even country-level courses may be planned utilizing select modules or a combination of sessions from the different modules.

The trainer has the option to use a specific module for specific audiences within a specific timeframe. It is necessary, however, that links are made clear with the other modules and references to relevant parts be made. Each module has different sessions explained in detail, providing objectives, preparations needed, duration,



step-by-step process, trainer's notes and camera-ready handouts, transparencies and worksheets. Most of the modules have a glossary of terms and list of references/resources to help trainers increase their scope of knowledge and for them to be updated on new developments. A standard module evaluation form as well as a list of additional resources are provided in Section C (Annexes).

The Continuous Updating of the Training of Trainers Package

Trainers using the package are encouraged to send their feedback to the GWA Capacity Building Program. The package will be enriched by the inclusion of local case-studies, new developments, information on new references and websites, and further information on how it has been adapted to circumstances found in the various regions where it is being used.



SECTION A

Opening Preliminaries

This section deals primarily with the introductory session of the GWA Regional Training of Trainers (TOT) Course. It provides for participant introductions, leveling of expectations, setting of workshop norms, general introduction to the GWA, its Capacity Building Program and the course content and schedule.



SECTION A. OPENING PRELIMINARIES

Section objectives:

- For participants to get to know each other.
- Build rapport and team spirit among the participants.
- Introduce the Gender and Water Alliance and its Capacity Building Program.
- Level off expectations for the course and link it with the course content and overall program schedule.
- Discuss the workshop norms and form host teams for each day.

What you need:

- Transparencies A.1 to A.4.
- Flip chart or paper on wall, meta cards, markers and masking tape.

Duration: 2 hours.

Step-by-step process:

- Step 1 Welcome by keynote speaker or course organizer. (5 minutes.)
- Step 2 Introduce yourself, the TOT organizer and other facilitators.
- Step 3 EXERCISE (40 minutes)

Participant Introduction

You may opt to use an icebreaker here (refer to Module Two). Acknowledge the emerging general characteristics of the group. Thank all for the introductions.

- Step 4 Introduction to the Gender and Water Alliance (GWA) and its Capacity Building Program. (10 minutes.)

You will need to develop a brief lecture with the information in the Trainer's Notes and from the GWA website. Use Transparency A.1 to explain the GWA Organizational Structure. Take questions.

- Step 5 EXERCISE (15 minutes)

Leveling of Expectations

PROCEDURE:

- Each participant will be given two meta cards of different colors, preferably green and yellow.
- On the green card, they are to write in bold letters one expectation for the course. Remind them that the rule in the use of the meta card is one keyword or one idea per card, written in big bold letters so that all can see, and no more than three lines per card.
- On the yellow card, they are to write their fear.
- Trainer collects all the cards and posts them together on a flip chart or paper on the wall – all green cards on one side and all yellow on the other side. Mark the pile – a green card with EXPECTATIONS written on it and a yellow card with FEARS written on it.
- Discuss and cluster common ideas.
- Summarize expectations. Summarize fears.



- Step 6 Introduction to the Training of Trainers Course. (15 minutes.)
- a. Link the expectations to the objectives of the course. Use Transparency A.2 and A.3 (Objectives of a Regional TOT).
 - b. Give an overview of the TOT Course. Use Transparency A.4 (Program of a Regional TOT).
 - c. Allow time for questions, clarifications and comments.
- Step 7 Workshop Norms. (30 minutes.)
- a. Generate suggestions on the norms that the group would like to subscribe to during the course and list them on a flip chart. These could include agreements in terms of schedules, breaks, participation and respect for each other's opinions etc. Post the flip chart in the session hall so that others can refer to it at any time.
 - b. Suggest the creation of host teams to help manage the course in a participatory way. Host teams usually chair the day's session in close coordination with the trainers, provide energizers when needed (refer to Module Two), facilitates review of the previous day's sessions and keeps track of time, making sure that participants and trainers are ready to start on time. The participants may suggest other roles for the host teams.
 - c. Divide participants into teams (3-5 persons) and assign days to the host teams. Make sure that each team selects a team leader from among themselves. The list of host teams are also posted on the wall for future reference.
- Step 8 Conclusion of Session 1. (5 minutes.)
- a. Training Host makes announcements in terms of accommodation, reimbursements (if any) and other logistical matters.
 - b. Trainer concludes the introductory session and calls for a brief break.



TRAINER'S NOTES

The Gender and Water Alliance (GWA)

Formed in the year 2000 at the 2nd World Water Forum, the Gender and Water Alliance is an informal network of 232 people and organizations in 56 countries. The Gender and Water Alliance (GWA) was established as a global network of institutions and individuals to deal with the key challenge of mainstreaming gender as an integral part of integrated water resources management.

The challenge for all members is to promote gender mainstreaming in the water sector. There is valuable experience in-country which can be supported in order to increase awareness of the importance of gender at a national and international level. This involves working with alliance members themselves, policymakers, staff in water sector organizations and community groups, developing their skills in gender analysis, their understanding of and commitment to gender equality, and the partnership linkages between them from "bottom" to "top". This requires capacity building – sharing information, training in gender mainstreaming and advocacy, dissemination of gender analytical tools and methodologies and networking – as well as targeted initiatives to promote gender mainstreaming in specific contexts.

A Board nominated by its members governs the GWA. The Executive Secretary and the six Task Managers of the six components of the Program and their teams carry out the day-to-day work of the GWA.

Organizational Vision

The GWA aspires to "achieve equity and equality among women and men in sustainable water resources development and management at all levels".

Organizational Mission

Access to and control over safe and adequate water for domestic supply, sanitation, food security and environmental sustainability and economic status as a basic human right through collective working of committed organizations.

Guiding Principles

- The Gender and Water Alliance (GWA) believes that promotion of water security for both men and women is integral to the efficiency of water resource management initiatives and services.
- The Gender and Water Alliance believes in the equitable distribution of responsibilities, burdens and benefits between women and men as well as their equal participation in dialogue and decision-making in the development and management of sustainable water resources.
- The Gender and Water Alliance believes that by working strategically and collaboratively, it can add value to the work of organizations working in the water sector at the global, regional, national and local level in the area of gender mainstreaming.
- The Gender and Water Alliance believes that by working to strengthen the capacity and role of existing organizations in gender mainstreaming it will be able to work in a manner that is cost-effective and avoid duplication.
- The Gender and Water Alliance believes that by working collectively and sharing best practices through a strong networking arrangement with its partners, it can help to strengthen the objectives of gender mainstreaming.



TRAINER'S NOTES (CONT'D)

- The Gender and Water Alliance believes that it needs to enhance its impact by mobilizing commitments from governments, agencies, professionals, the private sector, community-based organizations and other civil society organizations to invest in resources required for gender mainstreaming.
- The Gender and Water Alliance believes that the empowerment of women is central to achieving sustainable development in integrated water resources management (IWRM). It is only through engendering IWRM that sustainable human development can be secured.

GWA Objectives

The GWA will:

- Establish an effective organizational structure and operational procedures to guide the strategic development and functioning of the alliance.

In collaborative arrangements with its members the GWA will achieve the following objectives:

- Collect, share and use key existing policies and practices on gender mainstreaming in the water sector.
- Analyze and share key elements of success and failure in the gender mainstreaming practice of Alliance members and others, and develop new strategies.
- Develop and implement targeted advocacy strategies on gender mainstreaming in IWRM.
- Develop and implement new, improved and tailored methodologies and tools for training and capacity building.
- Test and replicate good practice in gender mainstreaming through pilot initiatives developed by Alliance members.

The GWA Capacity Building Program

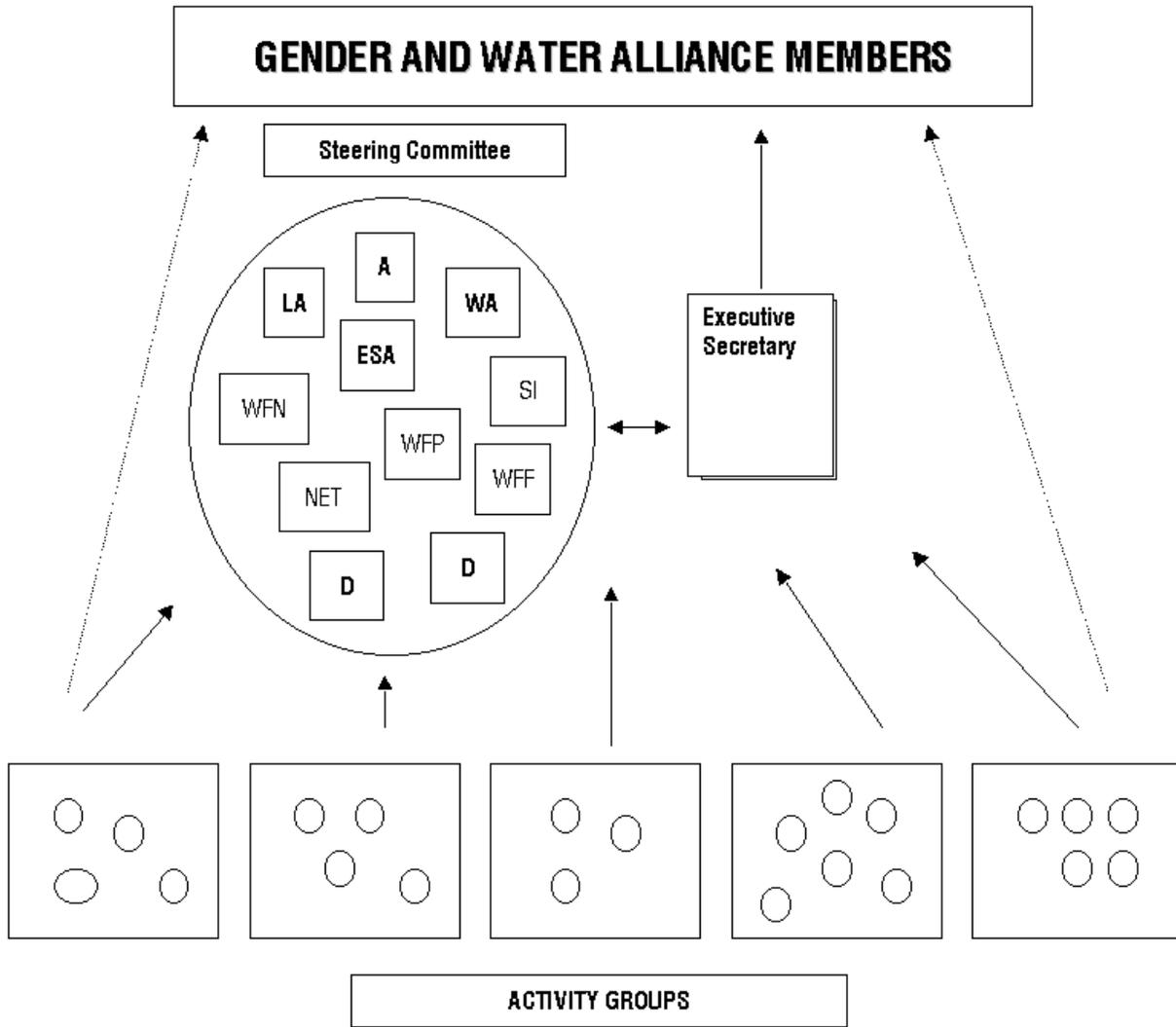
The general objective of the GWA Capacity Building Program is to develop the capacity of GWA member organizations and their partners through the introduction of and training on the use of new, improved and tailored methodologies, tools and materials for training and capability building on mainstreaming gender in IWRM.

To this end, the GWA has formed a training group composed of GWA members who expressed interest in supporting the Capacity Building Program. This includes the Coordinator, the writers and the participants of the global Training of Trainers that pilot-tested these modules. It is the intention of the GWA to organize at least four language-based courses (in English, French, Portuguese and Spanish) and to encourage regional TOT participants to organize sub-regional and country-level courses.

The Capacity Building Program also provides technical assistance for gender policy development upon request.



GWA ORGANIZATIONAL STRUCTURE



LEGEND:

A-Asia **ESA**-East and South Africa **LA**- Latin America **SI**-Small Islands **WA**-West Africa
WFN- Water for Nature **WFF**- Water for Food **WFP**- Water for People
NET- International Networks **Others**: Donors and Observers





OBJECTIVES OF A REGIONAL TOT

The GWA Training of Trainers aim to equip the participants with knowledge and skills required to design and conduct practical training courses in mainstreaming gender into Integrated Water Resources Management (IWRM).





SPECIFIC OBJECTIVES OF A REGIONAL TOT

- Collectively review the participants' theoretical, conceptual and practical understanding of gender difference and inequality.
- Discuss ways in which gender is significant in the context of IWRM and to answer the basic questions of what gender and IWRM are.
- Understand the history of addressing women's and gender concerns in the context of IWRM and to discuss current gender-related international agreements and commitments.
- Discuss strategies to promote gender equality within the staffing, organizational culture and working practices of water sector organizations and departments.
- Identify and practice skills involved in planning, conducting, monitoring and evaluating effective gender training in the context of IWRM.





PROGRAM OF A REGIONAL TOT

GWA Regional Training of Trainers Draft Program of Activities

SCHEDULE		MODULES
Day 1	8:00 – 10:00 am	Opening Preliminaries
Day 2	10:15 – 12:30 pm 1:30 – 5:00 pm 8:00 – 12:00 am	1 Gender and Integrated Water Resources Management
Day 3	1:00 – 5:00 pm 8:00 – 12:00 am	2 Gender-Sensitive Training Skills
	8:00 – 5:00 pm	3 Gender Mainstreaming in the Project Cycle
Day 4	8:00 – 5:00 pm	4 Gender Mainstreaming Tools
Day 5	8:00 – 12:00 am	
Day 6	1:00 – 5:00 pm 8:00 – 5:00 pm	5 Gender Mainstreaming in Organizations and Policy Process
Day 7	8:00 – 12:00 am	6 Planning Training of Trainers (TOT) Workshops
	1:00 – 5:00 pm	Course Conclusion and Evaluation



Program and Times may be adjusted to local/regional needs