



OBJECTIVE

INTRO. TO GENDER
CONCEPTS & TERMINOLOGY

DIFFER AND COMMON

UNDERSTANDING

ANALYSIS TO

HOLISTIC, REALISTIC

PLANNING & PROGRAMMING FOR

DEVELOPMENT

LINKS BETWEEN

PROFESSIONAL LIVES

Background

BACKGROUND

The origins of this Training Manual on Gender and Organisational Change are in the 1990s rooted in the major outcomes of research undertaken in the Hindu Kush-Himalayan (HKH) Region. Shortly after the introduction of the Gender and Development Programme at ICIMOD in 1995, a Fact Finding Mission on the status of mountain women was carried out in mountain areas of the eight countries (Afghanistan, Bangladesh, Bhutan, China, India, Nepal, Myanmar, and Pakistan) of the HKH Region. This research was undertaken to bring a focus to and provide accurate data on mountain women's lives, as such information is unavailable in national-level databases. It was also the intention of the researchers to examine policies specifically aimed at women's development and the field-level realities that determine the effectiveness of these policies. By and large, significant gaps were noted by all the researchers between the stated policy and programme goals and the realities at mountain community level. In government plans, researchers found many women-focused programmes to address the practical and strategic needs of rural women, but found less evidence at ground level of any impact or, in many cases, that they were even known to local women. In many cases, policies designed in capital cities with the best intentions had not taken local realities of mountain women's lives into account

In addition, most institutions involved in agriculture and natural resource management (including NGOs) in the region had not formally incorporated gender concerns into their research, extension, and training programmes. Indeed many of their staff were not aware of the meaning of 'gender' and demonstrated a gender blindness, leading to the widespread exclusion of rural women from participation in research and extension activities and limiting the degree of sustainability that these outreach actions could achieve. The common problems that women from this region experience - those of heavy workloads, poor education, little access to financial and health services and new technologies, and limited control over resources - have mostly not been addressed by those institutions responsible for rural poverty alleviation through improved land use. ICIMOD believed that a strategy to bring about gender-sensitised planning and implementation in these key agencies could do much to encourage more equitable development between men and women within these traditionally male-dominated organisations.

ICIMOD sought to address the problem of institutional neglect of gender concerns by developing a participatory training course (based on a course on 'Gender for Policy Development in Sustainable Land Use' offered by the International Agricultural Centre [IAC], Wageningen, and ETC Consultants for Development, Leusden, in The Netherlands) for staff from institutions working in agriculture and natural resource management in the region. The course was designed to build their capacities for gender-balanced development within their own organisations as well as in relation to their beneficiary groups. Women and men in key positions to guide policies and strategies in their institution were selected to participate in the training. They were selected from universities, research centres, government agencies, and NGOs that had demonstrated commitment to incorporating gender concerns into their programmes. These participants were expected to introduce changes to their organisations' policies and strategies and act as catalysts for gender-balanced development according to the Action Plans they developed during the course.

With a grant from the Dutch government, ICIMOD developed and offered an annual, regional course on **Gender and Organisational Development for Sustainable Land Use in the Hindu Kush-Himalayas** from 1997-2000. This course evolved through contributions from three key external trainers - Verona Groverman of ETC, The Netherlands, Ferida Sher of the Simorgh Women's Resource and Publication Centre,

Pakistan, and Nan van Leeuwen of IAC, The Netherlands; two gender staff from ICIMOD, Jeannette Gurung and Phuntshok Tshering; one other ICIMOD staff member, Kamal Rijal, and others who participated in the training over the three-year period.

The course and its participatory methods were greatly appreciated by all participants, which included men and women from 18 organisations in seven countries, including ICIMOD itself. All prepared an Action Plan as part of the course and received follow-up funds and support visits to assist in the implementation of the Plan.

To establish a training capacity at ICIMOD and within selected partner institutions in the region in order to spread the impact of the training, some participants were chosen for further training to develop their skills as gender trainers and facilitators of change. Twelve participants were selected to attend a Training of Trainers course in 1999. These men and women participated in a two-week course on training and facilitation methods; many have gone on to run similar courses in their own organisations and countries.

To assure the easy accessibility of training materials and participatory exercises, it was decided to produce a manual on gender and organisational change. Although the course is not currently offered by ICIMOD, we hope that its approach and tools can be made available to all who can make use of it, particularly those who have attended the course and would like to refresh their memories and apply that knowledge to other contexts.

WHAT IS THIS TRAINING MANUAL ABOUT?

This training manual is about gender and organisational change. It is based on experiences with training staff members of organisations engaged in development, research, and implementation related to natural resource management to introduce planned changes in their organisations related to gender. Our focus is on the challenge of how to change an organisation into one in which both men and women feel at ease in their working environment and find equal opportunities; an organisation in which actions are purposely taken to reach and maintain this situation. We call this ideal a 'gender-friendly' organisation. Such 'gender-friendliness' will also be reflected in the mission of the organisation, its aims, activities, approaches, and so on. We believe that gender friendliness will contribute to better products from the organisation in terms of gender equality. For instance, in rural development programmes, both male and female users of natural resources will benefit from the efforts undertaken. This kind of organisational change does not occur automatically. It requires the input of capable facilitators/change agents concerned with gender issues in organisations.

The manual aims to assist facilitators and trainers with processes of organisational change for gender equality within development organisations. It consists of short explanations of key concepts followed by exercises and handouts to increase understanding and skills, and also to build up enthusiasm for supporting the change process. On the one hand it is set up to help facilitators/change agents and trainers working in particular organisations to discuss gender and organisational change with staff members. On the other hand, the manual can be used by outsiders to increase their understanding of and skills as facilitators/and trainers themselves. The manual does not include theories and exercises to become trainers. People facilitating change processes do not necessarily have to be trainers, although their approach may contain some training, for instance to raise awareness about gender.

SET-UP OF THE MANUAL

The manual consists of three parts. The first part is an introduction to gender concepts in order to understand gender-related organisational change. Because of ICIMOD's focus, the context is one of natural resource management. This part is limited and far from innovative, because we do not want to add another volume to the many existing gender and natural resource management documents. We have rather built upon existing materials as indicated in the references.

The second part addresses the process of organisational change related to gender. In part, three skills required by facilitators of processes of organisational change and gender are covered. The exercises focus on insights and skills in social processes to enable facilitators to introduce and guide organisational change. The exercises in both parts were developed during the various training courses, drawing on relevant sources from the literature on organisational change and gender.

HOW TO USE THE MANUAL

The manual can be used as a guide for training. Step-by-step concepts and tools are discussed, followed by exercises to practice what has been discussed. However, the manual is a guide and not a recipe book. Each training section is different: the reason why it is organised, the context in which it takes place, the background of the participants, and so on vary. Thus, exercises may require adjustment to suit a particular need. The steps in this manual are based on our experiences and, in our view, have a logical sequence: starting with the concepts and tools related to gender we move on to organisational change and gender and, next, to individual skills required to facilitate this process.

The three steps form the three parts of the manual, which are further divided in various sections. Each section begins with a conceptual part. This is of an explanatory nature and includes various concepts and a framework that link the various components of the manual, wherever relevant links to other sections are indicated. Key information is presented in boxes and tables, and these can be used as handouts during training. At the end references are added for further reading. The conceptual part of each section is followed by exercises to increase the knowledge, insight, and skills of participants about the concepts and tools. Moreover, the exercises aim to increase the enthusiasm and motivation to become involved in organisational change in relation to gender. In some exercises handouts that can be found at the end of each section are used. The exercises often refer to personal experiences because we feel that reflection on one's own views and situation is one of the best ways to gain insight, change attitudes, and motivate action.