

Module B11

Capacity Development

Target Group

Policy maker and Project managers

Time

2 hrs

Material

The teaching aids required for the session are:

- Whiteboard
- Whiteboard markers
- Flipchart and markers

Examples/Handouts

International Examples

Examples from Pakistan

Handout /Gender Training & Strategic Gender Actions working together

Note: depending upon the target group of participants either use the examples to illustrate training points or explain concepts or give these as a handout.

Guideline / Procedures and Main Training Points

1. Introduction to Module B11

Procedure

- Start the session by stating the topic and objective of the module

Topic: Capacity development

Objective: to understand that special skills and tools are needed to support gender mainstreaming in IWRM

- Introduce and state the main training points of Module B11

Introduction

- In the context of IWRM the required knowledge base and skills go beyond the rudimentary treatment of gender and development themes. It is important for the training programmes to be specifically about gender in the context of IWRM: how to first identify the potential of IWRM in an area, for example, see what the gender gaps are in terms of those potentials, and then design training and capacity development programmes to reduce the gaps.
- It needs to be recognized that strategic gender needs (that have to do with power relations and institutionalized long term changes in the situation of women) need actions in tandem with training and capacity building.

Main Training Points

1. Gender training and capacity building of stakeholders at different level is essential for effective gender mainstreaming in IWRM
2. Training Points
 - 2.1 Training Point 1
Gender training and capacity building of stakeholders at different level is essential for effective mainstreaming in IWRM

Procedure

- Brainstorm with the participants on training point 1 and write down the relevant responses on the whiteboard.
- Ask 1 or 2 participants to summarize main training points on the whiteboard as you go along.

Training Points

- Making organizations more gender-sensitive can be attempted in two different ways. The first is to promote gender parity and build capacity for gender analysis and gender –sensitive policy-making at all levels with organizations. The second is to support gender units (within larger institutions) or free-standing women’s organizations to provide gender expertise, build capacity for gender analysis and mainstreaming, pilot test affirmative action measures, and lobby for change.
- Often a combination of the two approaches is most effective- for example, a gender unit within an organization can work with line management to identify mainstreaming opportunities and build staff capacity for gender-sensitive policy-making, while also providing expertise when needed, managing a budget to support strategic interventions, and networking with outside advocacy groups and gender experts.
- In both cases, capacity building is essential. Efforts to build the mainstreaming capacity of individuals and organizations in the water sector should start with a clear rationale for gender mainstreaming that is based on the ways in which mainstreaming makes policies more effective, leads to new solutions, helps to avoid costly mistakes, and maximizes the economic and social returns on infrastructure investments.
- In general, technical experts (in water as well as in other fields) are more likely to be persuaded by what could be called “effectiveness arguments” than by political or theoretical appeals. Training should be grounded in real-life case studies from the water sector and centre on how using practical mainstreaming tools, checklists, sample indicators, and tested methodologies can make participants more effective in their work.
- Capacity development programmes in IWRM need to have a special bias towards involving women professionals – both as students and as resource persons so as to have a higher visibility of women in senior professional capacities in the water sector in future. A conscious and deliberate tilt in the favor of women participants needs to be built into IWRM training and orientation programmes.
- Thorough grounding in water and IWRM and gender concepts, practices, experiences, pitfalls and impacts.

- Special tools and skills to support gender mainstreaming in IWRM initiatives.
- Focus on changing attitudes of, and imparting knowledge to, both men and women.
- Capacity building of women to enable their participation in water sector at all levels from policy planning to implementation.
- Training of engineers in a manner that makes them aware of the social gender context and the changes in infrastructure design and implementation that this context entails.

3. Winding up

Procedure

- Wind up the module with a summary and thanks to the participants.
- If more than one session in the workshop, announce break and time to return for the next session.

Examples of Module B11

Capacity Development

INTERNATIONAL EXAMPLES

Development of Special Tools and Skills for Capacity Building Programmes

Special tools and skills are needed to support gender mainstreaming. In the context of IWRM the required knowledge base and skills go beyond the rudimentary treatment of gender and development themes. It is important for the training programmes to be specifically about gender in the context of IWRM: how to first identify the potential of IWRM in an area, for example, see what the gender gaps are in terms of those potentials, and then design training and capacity development programmes to reduce the gaps.

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The Watersheds and Gender project in El Salvador is an example of how women learned new skills through participation and involvement. The project has promoted women as leaders, and trained them as community promoters and managers of small-scale companies. As a result, women have acquired technical agricultural knowledge and are now performing tasks that were previously considered suitable only for men (*A Gender perspective on Water Resources and Sanitation, CSD, January, 2004*).

Strategic Capacity Development

According to *Gender for Water through Gender Training and Strategic Gender Actions*, case study presented at Gender Court, 3rd World Water Forum, Kyoto, Japan, March 2003, a very interesting case comes from Pakistan where strategic capacity development at high levels, brought concrete results at grass roots levels. A cross-cutting case study entitled Mainstreaming Gender for Water through Gender Training and Strategic Gender Actions shows how gender training and strategic gender actions (through the work of Women and Water Network) have together led to changes from national to grassroots levels. The case shows that both gender training and strategic gender actions at different levels working in tandem, can lead to effective gender mainstreaming. The net result of the gender training and gender strategizing is a local woman's organization (Women Welfare Association) heading an Area Water Partnership covering a million people. There are numerous women involved in its work and there are new eight local Women and Water Networks.

Gender training at local level had helped prepare these women to participate in all matters to do with water, irrigation, drainage, drinking water, domestic water etc and also take part in the farmer organizations coming up in the area. Women are now involved in the various water sectors, and the raised profile of women is phenomenal. They are consulted by provincial organizations that have to do with water and environment and sit on farmer committees, as well as initiating and implementing initiatives that support IWRM (*ibid*).

A Pro – Active Approach to Capacity Building

A project called Watersheds and Gender has taken a proactive approach to capacity building of women in water management. The project, coordinated by CARE-EI Salvador and three local NGOs has promoted women as leaders, training them as community promoters and managers of small-scale companies. Women have been encouraged to sit on the board of directors of various water systems. Through training and participation in management, women have acquired technical agricultural knowledge and are performing tasks that, in the past, have been considered suitable for men only (*Agua Project Report: Access, Management and Rational Use of Water, EI Salvador, cited in GWA, 2002*).

The CAPNET programme of capacity building for IWRM is a very big and well-organized network that has developed special programmes and tutorials for developing capacities for gender mainstreaming in IWRM. With its partners across the world, it has already designed and conducted several training programmes of direct relevance to increasing the knowledge and skills of women to participate in IWRM initiatives and programmes.

Targeting Women for Training and Capacity Building

Building capacity means bringing together more resources, more people (both women and men) and more skills. Yet, when looking closely at capacity building in water supply and sanitation in developing countries, it becomes clear that most of the training is aimed at water resources and water supply specialists. Very few programmes and projects are aimed at expertise in social development, sanitation, or hygiene education that emphasizes a gradual scaling down to those responsible for operation and maintenance of water supply and sanitation, who are primarily women. Targeting women for training and capacity building is critical to the sustainability of water and sanitation initiatives, particularly in technical and managerial roles to ensure their presence in the decision-making process.

In the Ejura-Sekyedumasi District of Ghana, the Ghana Rural Water Project (GRWP) was initiated by World Vision Ghana (WVG) to address a serious infestation of guinea worm and poor access to potable drinking water. The project has shifted from a strictly technology-driven approach to a community-based, people-oriented, demand-driven focus, including gender mainstreaming, poverty alleviation and the well-being of children. Through the GRWP initiative, WVG supplied the village with two boreholes fitted with hand pumps, two public Ventilated Improved Pit (VIP) latrines and a urinal. The community has since identified this water and sanitation project as having had a high level of community participation and gender integration. It has improved the education of girls, who accounted for 53 per cent of primary school students in 2005, compared to 43 per cent in 1995.

Source: N. A. Poku Sam, 2006. Ghana: Gender Integration in a Rural Water Project in the Samari-Nkwanta Community. In: Office of the Special Adviser on Gender Issues and Advancement of Women, Gender, water and sanitation: case studies on best practices. New York, United Nations (in press).

NATIONAL EXAMPLES

Development of Special Tools and Skills for Capacity Building Programmes

Capacity development and training for gender inputs has been established in Pakistan since the mid 1990s in community-based water supply and sanitation projects implemented by the government, usually supported by the UN agencies and the World Bank, and in some instances by NGOs and municipal agencies. However, these projects form a very small percentage of the water sector in Pakistan, and address the **practical needs of women**. In key areas of irrigation and drainage infrastructure and management, urban water supply and sewerage, capacity building for mainstreaming women has been more rudimentary, though some examples exist. There are few designed modules and trainers available to facilitate gender mainstreaming to support the **strategic gender needs**. It needs to be recognized that strategic gender needs (that have to do with power relations and institutionalized long-term changes in the situation of women) need actions in tandem with training and capacity building.

In the rural water supply and sanitation sector projects of the 1990s (*Documentation and reports of the many rural water supply, sanitation and health projects carried out by Provincial Rural Development and Local Government Departments throughout Pakistan in the 1990s*), gender training programmes for government and project staff, as well as community groups and beneficiaries were integral components of the projects throughout Pakistan. The training frameworks for these projects covered both men and women and included the development of training modules, handbooks, manuals and audio-visual materials, used participatory methods, and approached this training in a very systematic way, **as part of overall institutional strengthening**. The result of this type of capacity development means that the staff of relevant government departments is at least aware of the importance of addressing gender issues at the grassroots level for water and sanitation interventions and has some of the skills to develop participation of both men and women.

In recent years other water projects have attempted to develop gender approaches in drainage interventions, through extensive gender training. One of these in the drainage sector (*WAPDA/LBOD, Communication Strategy: Main Report, MMP/Raasta/DFID, April 1998*), became a model for gender approaches and training in the larger National Drainage Programme in Pakistan (2000-2004).

Strategic Capacity Development

A recent case study from Pakistan, presented at the Third World Water Forum in 2004 (*Mainstreaming Gender for Water through Gender Training and Strategic Gender Actions – Pakistani Case Study*) showed how gender orientation and training of senior federal government officers, similar training of mid-level government and civil society practitioners, combined with strategic actions, eventually made an impact at the grassroots level. These training programmes not only contributed to gender interventions in rural water supply in small rural communities, they also helped to enhance women's participation in water related decision-making local platforms of both NGO and government water initiatives. Local women now sit on water user associations and are vocal in expressing their needs and viewpoints.