

PART 3: GENDER JUSTICE REVIEWS OVERVIEW



CEDAW Diamonds in Gender Justice Review in Bukonzo Joint, Uganda



ROAD TO DIAMOND DREAMS:

Widening and Deepening Gender Justice

Gender Justice Reviews are periodic moments, usually 3 months, 6 months and 1 year where the GALS process is both consolidated and taken deeper and further. The Reviews build on gender changes that have occurred spontaneously through GALS and assess these in the light of the wider women's human rights framework of CEDAW. Depending on the specific focus of any particular process, other tools for eg leadership and organisational development, livelihoods, value chain or financial planning may also be added. These are not discussed here (See Resources at end)

Experience suggests that a lot of energy and enthusiasm is generated at the beginning of a GALS process as men as well as women see possibilities for progress and change, and gaining more control in their lives. Change through the CCW and CAL may happen very quickly - if people are inspired and have a sense of ownership rather than feeling pushed, policed and 'documented'. Some implementing organisations have the experience and mechanisms to maintain the dynamism themselves linked to other activities they have. In organisations already working on gender issues or where it is easy to integrate GALS into existing activities or where the main interest is in rapidly progressing to Phase 2 mainstreaming then there may be no need to have the Gender Justice Review process suggested here. Or the tools presented can be used as the basis for starting a later gender advocacy process for GALS Phase 3.

In many cases, however, there is a need for periodic moments for bringing together and collective 'kickstart'. This is not because of the GALS methodology itself, but because the methodology is trying to bring about necessary but difficult change in deeprooted behaviours. If promoting gender justice was easy we would not have the continuing levels of inequality across all human development indicators we still have today. The change process can start to lose momentum before sufficient people have been reached to provide collective support to help people address the challenges they face. Champions who have worked hard, changed things in their own lives and shared with others often need some new input in order to continue to benefit directly - and to strengthen their ability to continue to inspire others. It is also important to periodically take stock and make sure any emerging challenges are addressed before they start to derail the longer term process. Experience suggests reinforcement of the distinctive facilitation skills is likely to be needed to prevent new champions from preaching rather than sharing, and to check on the Chinese Whispers. It is also likely to be necessary to reinforce the culture of reflexive learning and discipline of tracking, planning and learning from progress at different levels, and progressively develop a

Women in ANANDI, India develop indicators for women's empowerment



streamlined MandE system based on indicators that have come up from the process. It is particularly important to ensure that gender issues do not fall off the agenda once people, particularly men, move onto new visions.

Finally alongside strengthening the champions' process, it is necessary to progressively bring in and consolidate commitment to gender justice and GALS from the implementing organisation as a whole, and involve as many of the staff as possible in mainstreaming gender in their work, based on changes and achievements so far. Together with development of a more focused strategy with other stakeholders who will be important in Phase 2.

But there are no definitive blueprints for content because each Review must build on what is coming up from the champions and also other, often changing, opportunities and challenges in the context and implementing organisations. Each Review must be designed for each process depending on the best rhythm for building on achievements and issues from the champions, integrating with other activities eg livelihoods development, and linkages with other stakeholders and organisations.

Important Note: The tools and processes for the Catalyst Phase and Community Action Learning have been tried and tested in a number of contexts. But the Gender Justice Reviews are a very recent stage in all GALS processes and methodologies are only now being adapted. All the Tools and process suggestions in this section require a lot more piloting and guidelines should be treated as indicative only.

GJR Components

Gender Justice Reviews as a linked process will generally consist of three components:

1) Participatory Review of Gender Justice achievements so far

Each review aggregates information previously collected from group meetings and presenting findings of any qualitative research by core staff on some of the issues arising. This may be done through:

- using aggregated tracked versions of the MLH or separate Vision Journey, Gender Balance Tree and Empowerment Leadership Maps
- introducing the individual **achievement journey tool** and bringing together the participatory quantification by the groups on a **collective achievement journey**

2) Gender Justice Deepening

Over time gender issues coming up are examined in relation to women’s human rights in CEDAW, or some other gender framework using Diamonds and Challenge Action Trees (see Box 3.1). This is generally done cumulatively over the different Reviews through depending on the pace of change on the ground:

- visioning **Gender Justice using the Diamond tool** to place the gender changes emerging from the CCW within the CEDAW framework, including also gender justice goals for men
- refining the vision by using Diamonds to **develop SMART contextualised indicators** for different dimensions of CEDAW as the basis of an organisational action learning system and developing ‘household diamond contracts’
- using the **Challenge Action Tree** tool to examine the CEDAW commitments in detail and how to foresee and overcome some of the challenges

If many changes are happening just through use of the original Catalyst Workshop Tools, then it is not necessary to use the Diamonds until the annual review at the end of 1 year. The focus should be on making sure the champions have sufficient new activities to keep them interested eg through introduction of livelihoods tools and leadership and organisational strengthening tools. If changes are a bit slow, then the Gender Justice Diamond tool is a good tool to use to get people interested. And it is advisable to use the diamonds fairly early on for gender training at organisational level and/or other stakeholders. The Challenge Action Trees however are key tools that should be introduced as soon as possible for any issues arising from the process.

3) Planning to the next milestone

Box 3.1: Gender Justice Reviews: New Tools

Tool 1	Achievement Journeys to retrospectively plot how people achieved the progress they have, and particularly opportunities and challenges and implications for future.
Tool 2	Gender Justice Diamond a generic diamond to help women and men reach consensus on ways forward - can be done at household or organisational level.
Tool 3	CEDAW Diamonds More detailed versions of the diamonds to identify indicators and track progress on specific CEDAW rights.
Tool 4	CEDAW Challenge Action Trees To look in detail at the reasons why rights are not currently achieved and identify solutions and specific action commitments.

- filling in the next milestones on the individual MLH to then be discussed through the group CAL.
- developing or aggregating a **quantified ‘empowerment leadership map’** for further voluntary community scaling up and/or discussing GALS certification process for organisational scaling up.
- developing **‘collective action Road Journeys’** for groups/communities and the implementing organisation based priority issues which require action beyond the individual and household level on the flowers and insects on the Challenge Action Trees.

A key focus is also sharing

- **songs and theatre** and reinforce the cultural and fun dimensions of GALS.

4) Capacity Development to the next Milestone

- develops the capacities of the champions and staff to move forward on what is decided and the necessary resources to support this. Depending on the specific focus of any particular process, other tools for eg leadership and organisational development, livelihoods, value chain or financial planning are covered in a separate workshop/training.

Outcomes for champion participants

- greater understanding of how individual progress and progress of people in their own group relates to that of people in other groups
- deeper understanding of gender justice and the national and international context of CEDAW
- shared experience and ideas on ways of deepening and accelerating change and addressing more difficult constraints
- reinforcement of the key GALS tools and learning some new GALS tools
- get training in ways of building on the tools they have already learned in order to advance towards their visions eg for livelihoods or financial planning.
- reinforcement of leadership and participatory facilitation skills to share with their group and equip them for application for GALS certification
- participate in organisational planning and feel part of a bigger gender change movement
- meet new friends and make contact with other stakeholders

Outcomes for organisations

- understanding of impacts - review and quantification of how many people have achieved what visions, and the gender changes that have taken place in division of labour, incomes, assets and decision-making (MLH or achievement journeys)
- review and deepening of the gender justice visions, with more concrete indicators (Diamonds) and design the organisational-level participatory gender action learning system with the gender indicators identified in the Gender Justice Diamonds
- review and quantification of outreach through the peer sharing process and assess quality of the peer capacity-building and mapping the leadership process for upscaling and the next Phase including identification of ways of accelerating scaling up, building on the peer sharing process for training staff and spreading to new communities, groups or cooperatives. Including implications for any further adaptation of the methodology (process or tools) for upscaling through pyramid peer training and detailed planning and sustainability assessment of an certified incentive system.
- bring the quantified individual visions and plans together into a collective Road Journey (Collective Multilane Highway)
- assess the implications for any further adaptation of the methodology (process or tools) for identify ways of identify ways of integrating GALS (gender messages, participatory processes and diagram tools) into other organisational activities to reduce costs and increase opportunities for upscaling. And plan for any need to revise existing training materials.
- plan for support and Phase 2.

How are Reviews done?

There are a number of different forms that the Reviews can take depending on purpose and budget. They can be residential workshops, a series of one day workshops in different communities or more qualitative work to mainstream tools into existing activities. Once skills have been built, and funding secured, the annual Review can even be a very large Gender Justice Event like a Civil Society Fair.

The Reviews will require the support from the lead GALS expert in at least one location where any one process is being implemented. Unless other members of the core team have in-depth experience of other GALs processes. Based on information from the CAL, and discussions with the core team, the lead expert will suggest a design and put together tailored resource materials for each review.

Part of the lead expert's task however will be to build the capacity of the rest of the process catalyst team, champions and staff to replicate reviews in other locations for upscaling. After 1 year the local actors will be able to upscale and replicate themselves, including use of the new tools.

NOTES

A lot of thought needs to be given to who will participate, and the selection criteria. This will depend on the structures that have been built up for representation by the time of each Review. It is not necessary that the participants are the same from one review to the next, but that participants should represent and feed back to the large group.

The tools as presented here will need to be adapted depending on the numbers of people involved in the process as a whole, and the types of representative structures and networks that have been built.

The workshop and also follow-up needs to be designed by the senior GALS consultant in direct consultation with the champions or other community-level leaders involved in the process, as well as consultation with staff.