

WOCAN
***(Woman Organizing for Change in Agriculture and
Natural Resource Management)***

***Institutionalizing Gender-responsive Research & Development in
Agriculture and Natural Resource Management through Women's
Networks, August 2006 to July 2007***

Second Technical Report Presented to:

***The CGIAR Systemwide Program on
Participatory Research and Gender Analysis for
Technology Development and Institutional
Innovation (PRGA Program)***

Institutionalizing Gender-responsive Research & Development in Agriculture and Natural Resource Management through Women's Networks

1. Background

This project—initially entitled **Institutionalizing SA/GA for Poverty Alleviation in Agricultural Research and Development in the Eastern Himalayan Region**—builds on an earlier IDRC-supported project, ‘Building Capacity in Social/Gender Analysis in the Eastern Himalayas,’ led by both PRGA Program and WOCAN directors from 2003 to 2005.

PRGA Program and WOCAN have roles in leading this project, with WOCAN taking on the primary implementation responsibility. At least two consultants with extensive international expertise in agro-enterprise and participatory plant breeding were selected to provide training and advice. WOCAN Nepal was selected to coordinate the project activities and communication.

The project works with ten partner organizations in Asia:

- North East Network (NEN), Shillong, Meghalaya, India
- Indian Council of Agricultural Research (ICAR), Meghalaya, India
- Department of Agriculture of the State of Meghalaya, India
- Department for Horticulture and Cash Crop Development of Sikkim, India
- ECOHIMAL, Sikkim, India
- Renewable Natural Resources Research Center, Royal Government of Bhutan, Wengkhar, Bhutan
- Crop Development Directorate of the Department of Agriculture, Nepal
- WOCAN Nepal
- CARE Laos
- Phongsaly Provincial Agricultural and Forestry Office, Lao PDR

Five of the partners (from the Northeast Network, ECOHIMAL, CARE Laos, Renewable Natural Resources Research Center and WOCAN Nepal)—called ‘primary partners’—act in the capacity of ‘brokers,’ assisting the other partners and their organizations by acting as facilitators, trainers and coaches. These five have benefited from participation in earlier social/gender analysis (SA/GA) and gender-mainstreaming projects and training activities conducted by WOCAN and PRGA Program, and have gained experience that is brought to bear on behalf of their national government partners, providing them with one-on-one assistance while conducting similar work in their own organizations at the same time.

Partners prepare reports, plans of action, and evaluate their impacts, while acting as change agents in their own organizations. WOCAN and PRGA Program directors travel to each partner’s organization at least twice over the project period to meet senior management staff, and generally support the work of the project partner to influence his or her colleagues to support organizational change for gender equality.

2. Activities and Outcomes to Support Project Objectives

Objective 1: Build capacities of rural women to meet their needs for food security and income-generating opportunities through local organization and agro-enterprise development

1. Workshop on Rapid Market Appraisal Cycle (October 2006)

A Rapid Market Appraisal (RMA) cycle training workshop was conducted in Meghalaya in October 2006 for members of the project and their partners by an international consultant. A total of 14 participants attended the workshop for 5 days.

The objective of the workshop was to enable participants to better understand how to apply concepts and skills of agro-enterprise development through a ‘hands-on’ process, as well as to be able to train others, both within their respective organizations and in grassroots partner organizations.

The content of the training workshop included (see annex):

- Introduction to Rapid Market Appraisal (RMA Cycle)
- RMA analyses through field practice
- Introduction to a framework of Action and Intervention
- How to Design Interventions

The majority of participants who attended this workshop felt that the content was extremely appropriate and ‘timely’, particular in the context of their own organizations’ emphasis on searching for new and innovative avenues for income generation for rural women.

2. Enhancing rural women’s access to markets (May 2007)

A capacity development workshop for rural women conducted jointly by ICAR and NEN in Meghalaya. The workshop was aimed at enhancing and improving the skills of rural women to more effectively engage with markets. A total of 30 women participated in the workshop that was conducted on the ICAR campus in Meghalaya in May 2007.

3. Leadership and rural women (May 2007)

In May 2007, a ‘Women’s Leadership Training Course’ was organized in Sikkim by the Eastern Himalayan Initiative (EHI). Nineteen women farmers from Sikkim and Kalimpong attended the 5-day workshop, which was facilitated by a leadership trainer from Nepal. The objectives of the leadership workshop were to:

- Enhance rural women’s engagement with markets

- Enhance the organizational capacity of rural women through their leadership potential.

The expected outcomes of the workshop were:

- Improved communication and facilitation skills
- Enhanced capacity for collective action and networking
- Development of an action plan for improved engagement with markets.

4. Leadership training, Meghalaya (May 2007)

NEN conducted a leadership training course for 12 members of the gender working group from the Directorate of Agriculture for Meghalaya. The training was a critical element in the capacity-building process of local partners and targeted at a conceived gap in the capacity of agricultural extensionists who work closely with farmers, particularly rural women's groups.

Some of the core objectives of the training workshop were:

- To enhance teamwork
- To enhance cooperation and learning
- To examine existing attitudes and values regarding gender and how they affect their work
- To encourage innovations in work practice.

Objective 2: To support partners in agricultural and natural-resource management (NRM) organizations to institutionalize a planning and delivery process that is more responsive to the needs of rural women through facilitating organizational change

1. Site monitoring and mentoring visits (February 2007)

In February, site visits were conducted in Nepal, Sikkim and Meghalaya by the PRGA Program Coordinator. During these visits, the Coordinator met with the gender working groups in the departments of agriculture, and also with the heads of the departments to seek continued support in the implementation of the Gender Mainstreaming Plans of Action that are being implemented in each organization. During this visit, a 'sensitization' workshop was also held in each organization for senior members of the organization, with a view to raising awareness and long-term support for gender mainstreaming.

2. Workshops on Action planning for gender mainstreaming (June–July 2007)

Beginning in mid-June and ending in early July, three workshops were conducted on-site in Meghalaya, Sikkim and Nepal (see Annex 2 for sample of workshop content). The objectives of the three workshops were to:

- Assess and evaluate the Gender Mainstreaming Plans of Action
- Modify existing activities according to lessons generated
- Seek funding support from respective organizations to continue the activities.

The workshops were conducted over a period of 3 days at each site. Participants included members of the gender working groups established in each organization, and all the division chiefs/heads and the deputy and directors general of the agricultural departments.

Some of the major outcomes can be summarized as follows:

- Financial support from the Director General for activities of the working group in the Department of Agriculture in Nepal. Moreover, in the present political context of Nepal, both the members and leadership of the Department of Agriculture were of the view that such a plan of action was consistent with the national policy of Social Inclusion.
- Legal sanction by the Ministry of Legal Affairs for the establishment of the gender working group in the Department of Agriculture in Sikkim. This is particularly significant as it sets a legal precedent for the establishment of such groups in other departments and ministries in the State of Sikkim.
- The recognition and acknowledgement that the Gender Mainstreaming Plan of Action for the Department of Agriculture in Meghalaya is consistent with the overall Indian Government policy of gender mainstreaming in agriculture. The Director General of the Department and the Commissioner (the highest civil service member in the State of Meghalaya) were supportive of the Plan of Action for Mainstreaming and felt that it was extremely strategic to generate additional funds from the central government.

Objective 3: to generate a viable set of ‘good practices’ for mainstreaming participatory research (PR) and gender analysis (GA) approaches through action research and assessing impacts of methods for learning and change

1. Participation of WOCAN Director and Coordinator of WOCAN Nepal in IDRC’s Cross-Learning Workshop for the Umbrella Program on Social and Gender Analysis at the Asian Institute of Technology (January 2007)

The WOCAN Director gave a presentation on the progress and learning of the Eastern Himalayan project to date. The main take-away messages focused on the following areas: (1) crucial role of women’s leadership in driving organizational change; (2) importance of innovation in four areas of organizational change—political commitment, technical capacity, accountability, and organizational culture; (3) identification and building capacities of change agents is an effective approach; (4) the insider–outsider cooperation model works. Questions from the participants dealt mostly with how the group sees the management of organizational change through shifts in differing levels of power relations, the role of brokers, and the necessary triggers for change. Many of the participants suggested capacity-building for partner organizations and others identified change agents on social and policy analysis as necessary to drive and sustain

organizational change; follow-up support to change agents after leadership training; further work on getting men's involvement in these changes, especially when women's leadership is present; and use of tools other than SWOT (strengths, weaknesses, opportunities and threats analysis) for organizational development interventions. Lastly, women's role at every organizational level must be fully appraised to get them to be part of the change process.

Suggestions for networking and sharing included: a colloquium for sharing research products of SAGA; SAGA members joining WOCAN; sharing of a trainer on organizational change from the Himalayan project to China; WOCAN learns more about Winrock's women leadership program from Chinese team; the WOCAN-AIT-Chinese team discusses and develops ideas for a regional women's leadership course and training of trainers (TOT); and the preparation of visual materials to showcase best practices, led by the Eastern Himalayan and Chinese teams. Participants suggested establishing a forum to share publications, materials and research, and where members could be informed about progress; they could use the forum as a message board; and, being moderated, the forum could help networks and bring experts and different ideas together, which can be shared and taken forward. Issues for advocacy can be prioritized through collective action.

Of these suggested actions, WOCAN and AIT have initiated the process of building a women's leadership course to be held at AIT and several participants have joined WOCAN as members.

2. Research findings and dissemination

In July 2006, a workshop was conducted to review the progress of research being conducted by the participants and to develop appropriate plans of action based on their initial findings.

Methodology adopted:

The research findings were based on a common organizational framework (see annex), which looked at the following three major areas of an organization:

The *Technical Dimension*, which consist of policy, tasks and responsibilities, and expertise.

The *Political Dimension*, which consist of factors that influence policy, decision-making processes, and room to innovate within the organization.

The *Cultural Dimension*, which consists of the symbols, values and norms, and attitudes within an organization.

Research Findings

Technical Dimension

In terms of the technical dimensions of the organizations, there was general consensus that although national-level policies for gender are present, their respective organizations did not have a specific gender policy *per se*. (Since then, the Department of Horticulture in Sikkim and the Ministry of Agriculture in Nepal have adopted specific gender policies.) Despite the absence of organizational-level gender policies, the research findings demonstrate that national-level policies provide an important enabling environment for the change agents to pursue policy adoption at the level of their organization.

With the exception of Nepal, all the other participating organizations demonstrated low levels of expertise in gender. In Bhutan and Laos, most of the gender expertise resides in the national women's organizations, but it was emphasized that their expertise in training for gender in agriculture was non-existent. As a result, the department(s) of agriculture had to seek expertise from other sources, for which there were very limited funds available to them. In Meghalaya, both ICAR and the Department of Agriculture had 'women's cells' within their respective organizations, but their functions were primarily targeted towards equity issues in the workplace, rather than being programmatic.

By contrast, there was considerable expertise and awareness of gender issues in Nepal. In the Ministry of Agriculture, there is a gender division that is closely related to the extension services. Additionally, there were several senior and mid-level professionals who had been trained in gender analysis (two had completed Master-level degrees in gender) and were applying their expertise within their projects. The Gender Working Group (which is separate from the Gender Division)—that is comprised of high-level women, and supported by senior management—has been in existence for a number of years.

Perhaps the most significant challenge highlighted by all the participants' research findings was the absence of specific internal funding for gender activities. Activities and projects with a gender focus were limited to 'projects' that had been specifically funded by external interests. (It should be emphasized that in the case of Nepal, the Director General has committed internal funds as a result of the action plan developed by the Gender Working Group.)

Political Dimension

The majority of senior-level respondents that were interviewed for the research were of the view that gender policies in their governments were driven largely by donor interests. Higher-level leaders within the organizations (ICAR and Laos most particularly) felt that their programming was generally 'gender-sensitive' and that there was no real need for specific gender policies at the level of the organization.

At the level of the project, the majority of the respondents (mid-level professionals) in all the participating organizations were of the opinion that they had sufficient 'space' to innovate within their organizations. Examples cited of this were their ability to conduct gender-sensitive research on their own without explicit 'permission' of their division chiefs. However, they also expressed concern that there were no incentives or accountability mechanisms to ensure the quality of gender analysis being conducted. Moreover, the absence of specific terms of reference (TORs) in most cases worked as a disincentive, since their involvement in such work was viewed as an additional burden, outside the purview of their assigned responsibilities.

Cultural Dimension

In terms of the organizational culture(s), there were mixed views. While generally supportive of gender issues, the majority of leaders within the organizations tended to believe that the work of their organization was indeed gender-sensitive and, as such, there was no real need to mainstream gender-sensitive approaches within programming. There was also reluctance on the part of leadership to assume any new approach within programming unless specific directives were generated from the national level. This virtually ensures that gender issues will be relegated to project-level activities that are supported by external funding.

At the level of professionals, most particularly extension staff, there is great interest in building in-house capacity for gender analysis (disaggregating data, including in planning and implementation). At this level, there is also the view that internally generated funds (core budget) would allow for more effective targeting of women's groups. Finally, there is the view among mid-level professionals, that the senior leadership needs to demonstrate more support for gender issues by providing funds from internal sources.

Overview of planned future activities

The workshop (in July 2006) in which the research results were presented also produced six plans of action by the participants. The action plans were based on the following four elements of mainstreaming:

Generating Political Commitment: This includes activities designed to generate support from leaderships, changes in policies, procedures and systems at the level of the organization. It also includes actions to expand awareness outside the organization.

- Sikkim: Getting support from the Chief Minister and other senior politicians, particularly the minister of women's affairs, to expand their policy influence to other ministries such as agriculture.
- Meghalaya: Generating support for gender inclusion in agriculture policies through chief administrator (the highest civil servant).

- Laos: Actively seeking the support of the Lao Women's Association, which is an influential political body within the Communist Party structure, to generate policy influence within the ministry of agriculture.
- Nepal: Seeking the support of the Director General for separate funds for gender activities (accomplished in 2007).

Technical Capacity: This includes increasing the gender expertise of the staff within the organization. It also includes the production and utilization of gender analysis and training manuals, and making changes in the technical or project approaches.

- Bhutan: two training workshops on gender analysis; production of training manuals.
- ICAR/Meghalaya: Training workshops for grassroots women's groups; gender-awareness workshop for staff of ICAR; production of a training manual.
- Department of Agriculture/Meghalaya: training workshop for rural women; awareness-building and training workshop for extension staff of the department.
- Nepal: awareness-building workshops for senior and mid-level staff of the ministry; TOT workshop for Gender Working Group.
- Sikkim: awareness-building workshops for senior staff in the department of horticulture. Inclusion of senior staff from the Ministry of Women and key politicians in the awareness-building workshops. Training (GA and PR) for extension staff of the department.

Generating Accountability Mechanisms: This includes development of TORs for gender coordinators and others interested in working on gender-sensitive R&D; requiring the development and adoption of indicators of monitoring and evaluation (M&E) of project processes and outcomes; screening new proposals for gender sensitivity; and ensuring that data is disaggregated by sex.

- Nepal: development of TORs; ensure the adoption of disaggregating data by sex.
- The other participants needed more time to ensure the acceptance of accountability mechanisms within their respective organizations.

Organizational Culture: This includes the creation and recognition of gender role models, ensuring that task forces have equitable membership, such that staff notice when there is an imbalance; nurturing a safe environment for discussion of misunderstandings, discomfort and lingering biases; providing public recognition of staff who are positive gender role models.

- The Gender Working Group in Nepal, with active support from their leadership, has committed to creating an annual ‘gender prize’ to be awarded to an individual at any level of the organization. Presently, the working group is in the process of developing the indicators of achievement necessary to win this annual prize.

4. Project Outputs and Dissemination

The expected outputs of the project by April 2008 are:

- Final drafts of the research on their respective organizations. This will include more in-depth analyses, particularly the challenges for mainstreaming gender, both from within the organization and in the national cultural context within which their organizations reside. The analyses will include outlining some of the structural, political and cultural nature of these challenges. The research will also outline some of the achievements to date, and what additional achievements can be anticipated as a result of their inputs into their own organization, as well as the communities (rural women’s groups) they work with.
- A video outlining some of the major achievements of the project will be completed by May 2008. It is expected that this film will outline some of the anticipated and, more particularly, the unanticipated outcomes of the project. Project participants, rural women’s group members, organizational members and project leaders will be the subjects of this film. This video will also capture the lessons learned, and will be disseminated in CD-ROM format through regional and international networks.
- A final workshop of participants and the senior leaders (1–2 from each organization) will be held in January 2008.

5. Information Sharing

Information sharing has been done in a continuous manner among the project partners, who electronically share progress on the implementation of their Action Plans, as well as circulate articles and information of interest to the group.

6. Training/Capacity-building (see progress outlined in # 2)

The following training/capacity-development workshops and activities have been conducted during the period August 2006 to July 2007:

- Workshop on Rapid Market Appraisal Cycle (October 2006)
- Enhancing rural women’s access to markets (May 2007)
- Leadership and rural women (May 2007)
- Leadership training, Meghalaya (May 2007)

- Three workshops on action planning for gender mainstreaming (June–July 2007)
- Site monitoring and mentoring visits (February 2007).

7. Outcomes

Some of the major outcomes in the period August 2006 to July 2007 can be summarized as follows.

- The development of a legal framework in Sikkim, which sets a precedent for the establishment of Gender Working Groups beyond the department of agriculture to other sections of the government.
- The support, through funds and policy establishment, for the Gender Working Group in the Department of Agriculture in Nepal by the Director General of the Department of Agriculture. In the context of the new national policy of Social Inclusion, the Department of Agriculture stands to be a model for other government bodies to establish organizational structures and mechanisms to become accountable to their clients and end-users (farmers, particularly poor rural women).
- The Gender Mainstreaming Action Plan that has been approved by senior leadership and is currently being implemented in the Meghalaya Department of Agriculture stands to become a model for implementing the National Policy for Gender Mainstreaming in Agriculture for India.

8. Project implementation and management

The partner in Bhutan shifted from her organization in eastern Bhutan to a new department in the capital city; she is currently devising a plan to conduct gender research and organizational analysis in her new organization and will participate in the final workshop to learn the lessons of others on the team.

The partner in Laos has moved on to a different organization, but CARE Laos continues to implement the Action Plan developed with the Government of Lao PDR Phongsaly Provincial Agricultural and Forestry Office. The CARE partners see this project as a model on which to base all CARE Laos interventions, demonstrating how to operationalize gender-related activities, moving gender from a conceptual issue to a framework for understanding and action. They appreciate the research aspects of this project, and the opportunity to reflect on the deeper causes of gender and class discrimination in the country.

9. Recommendations

There are no recommendations at this time for any changes to the program.

Annex 1: Summary of Workshop on *Rapid Market Appraisal Cycle*

Subject	Activity/activities	Responsible
Introduction to Rapid Market Appraisal (RMA)	Presentation 1	Dai Peters
Product Selection	Presentation 2	Dai Peters
Design an RMA	Presentation 3	Dai Peters
Implementation of an RMA	Presentation 4a	Dai Peters
Supply chain analysis	Presentation 4b	
Preparing for checklist and interview guide	Exercise	Groups
Market visits and interviews	Field practice	Groups
Data analysis	Presentation 5	Dai Peters
Analyzing field data	Exercise	Groups
Present analysis	Group presentations	Groups
Report writing	Presentation 6	Dai Peters
Preparing report based on data analysis	Exercise	Groups
From Analysis to Action	Presentation 7	Dai Peters
Preparing intervention plans	Exercise	Groups
Present RMA reports	Group presentations	Groups
Present RMA reports	Group presentations	Groups
Intervention planning: The framework	Presentation 8	Dai Peters
Intervention planning: Examples	Presentation 9	Dai Peters
Preparing detailed interventions plans	Exercise	Groups
Presenting interventions plans	Group presentations	Groups

Annex 2: Report of the Shillong Workshop, 19–21 June 2007

Introduction: Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies and programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the policies and programs in all political, economic and social spheres, so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. In this context, North East Network (NEN) in collaboration with WOCAN organized a 3-day Training Workshop (under the IDRC Project) on 'Mainstreaming Gender in Agriculture and NRM,' 19–21 June 2007, at Pastoral Centre, Shillong. Twenty participants and four staff members from NEN attended the Training Workshop on the first day along with Barun Gurung, Coordinator, PRGA Program, who was the facilitator of all the sessions.

Inauguration: The Honourable Chief Guest Shri B. Sohmat, Joint Director, Directorate of Agriculture, Government of Meghalaya, inaugurated the training workshop. After the welcome speech by Darilyn Syiem, Project Coordinator, NEN, there was a keynote address by Barun Gurung. This was followed by a speech by the Chief Guest, who spoke about the achievements of the Directorate of Agriculture in integrating gender in the field

of agriculture, like the Women in Agriculture Schemes and the Extension Reforms, which will be soon implemented in the State. He hoped that this training would be helpful in formulating a concrete action plan for the future. Wachwa Pariat, Agril Inspector West Khasi Hills District, gave the vote of thanks.

Day 1: Morning Session

The morning session was facilitated by Barun Gurung, who began by making the participants do a short warm-up exercise. This set the tone of the workshop, which was aimed at being more interactive and discussion-oriented than pedagogic. Participants were asked to jot down, in a few bullet points, what they understood by 'gender mainstreaming.' Some of the key points that emerged from the discussion were: policy, equality, empowerment, access, and institutional practices. Dr Gurung then spoke briefly about the aims of the workshop and the practical thrust. By the end of the workshop, he said, 'we need to work out ways by which we can actually mainstream gender.' He emphasized a two-pronged approach to gender mainstreaming in agriculture and NRM:

1. How do we make our services best accessible to the rural women and men that we want to reach out to?
2. How do we create a conducive and professional environment for both men and women within our own organization?

However, for the purposes of this workshop he emphasized the second point, saying that one of the central goals of this training was to work out how we can make our organization more gender-sensitive and that therefore the focus needs to be more on looking inward than outward.

This was followed by a lively discussion about the recent Central Government Policy (Extension Reforms), which is the contemporary framework within which gender mainstreaming can be integrated. The Joint Director then gave a brief account of the national policy, which mandates gender budgeting such that 30% of resources on programs and activities should be directed toward women farmers and also that 30% of resources meant for extension workers is to be utilized for women extension functionaries. There was a mixed response when Dr Gurung enquired about the levels of awareness of this national policy within the Department; many of the participants had not heard about this policy and there were no structures in place for the dissemination of this information. It was mentioned that hard copies of this policy had not been distributed freely, but were available to those who were interested to read it.

The Joint Director also spoke about this national policy from the specific context in Meghalaya, where the situation regarding gender issues is significantly different from mainland India, especially due to its matrilineal system, which places no bar on women occupying more equitable positions in society. He informed the workshop participants that women constituted a sizeable percentage of officers in the Directorate of Agriculture and that already a significant percentage of the resources were being utilized to benefit the large population of women farmers in the state. There was also a discussion about the

incentives for gender mainstreaming within the Department, as this would enable them to access more resources from the Centre, whereas not implementing these policies could result in censure in the form of facilities being revoked from the Directorate of Agriculture in the State. The workshop participants deliberated over the process of gender mainstreaming and agreed that emphasis must be made on the qualitative rather than the quantitative aspects of such programs. The two main points that emerged from this discussion were, first, the existence of tremendous opportunity for the Directorate of Agriculture in Meghalaya to fashion a path-breaking model of gender mainstreaming and, second, the need for a shift in emphasis towards a qualitative approach in gender mainstreaming.

The group discussion then shifted to the interactions between the Agricultural Department and other sections of civil society. There was a brief analysis of the relationship of the Department with the various stakeholders such as politicians, bureaucrats, pressure groups, media, suppliers and farmers. What emerged was that the farmers' priorities were hardly catered to and the process of mainstreaming was also aimed at becoming more accountable to the farmers. The session ended with the resource person, at the request of one of the participants, giving a brief presentation on the historical background of the CGIAR and its contribution to development work in the region. This provided a useful international framework within which the officers could situate the work that they are in the process of undertaking.

Day 1: Afternoon Session

In the afternoon session of the first day, Dr Gurung led a discussion on the differences between institutions and organizations, and he asked the participants to briefly jot down first what they understood by the term 'organization.' Some of the responses to this question were: an organization as a motivated force, a setup/group with goals, structures, policies, activities, human resources and decision-making. An important point that was raised was the presence and influence of culture on the organization in a way that is not always perceptible. Therefore, it was felt that this aspect needs to be highlighted in an analysis of any organization. Dr Gurung then made a brief presentation on the aspects of an organization and laid out the nine-box system of organizational elements. The participants were then divided into three groups and spent the rest of the afternoon doing an exercise that required them to conduct an analysis of their own organization based on this framework. At the end of this exercise, in a plenary session, the three groups presented their discussions and organizational analyses. The key points that were made are listed below in tabular form:

Group: 1

Technical Dimension	Political Dimension	Cultural Dimension
<p>I. Policies and Activities</p> <ul style="list-style-type: none"> • No written policy/mandate • Programs/Projects available (Extension Reforms, Women in Agriculture, Water shed, Technology Missions) 	<p>I. Policy Influence:</p> <ul style="list-style-type: none"> • Policy initiatives are mostly top-down • A policy influence is inadequate 	<p>I. Norms and Values:</p> <ul style="list-style-type: none"> • Positive and encouraging
<p>II. Task & Responsibilities:</p> <ul style="list-style-type: none"> • No defined task and responsibility • No specific bar on women to perform any task/activity 	<p>II. Decision-making:</p> <ul style="list-style-type: none"> • There is communication gap between the farmers & the decision-maker • Farmer's voices are being heard, but mechanism to bring issues to decision-makers lacking 	<p>II. Cooperation & Learning:</p> <ul style="list-style-type: none"> • Cooperative • Team work lacking
<p>III. Expertise:</p> <ul style="list-style-type: none"> • Experts not available in-house • Potential is untapped 	<p>III. Space to Innovate:</p> <ul style="list-style-type: none"> • Ample space to maneuver • Limited by Protocol & Hierarchy 	<p>III. Attitude:</p> <ul style="list-style-type: none"> • Open-minded

Group: 2

Technical Dimension	Political Dimension	Cultural Dimension
<p>I. Policies and Activities</p> <ul style="list-style-type: none"> • In the organization, there is GA, but not organized or yet included in the policy • For participation, there is policy • Only extension reform is budgeted specifically for gender and not any other program • GA is used in watershed project and technology mission 	<p>I. Policy Influence:</p> <ul style="list-style-type: none"> • No policy 	<p>I. Norms and Values:</p> <ul style="list-style-type: none"> • Have to frame • Some appreciate and some condemn • Women groups have become bold and ready to represent themselves because there are many women officers dealing in extension works • Yes, GA & participatory approach (PA) fit into the image of the organization

<ul style="list-style-type: none"> Not yet specifically developed, but training and forming of women's group have been tentatively used as indicators 		<ul style="list-style-type: none"> No ideology reflected in the symbol of the organization
<p>II. Task & Responsibilities:</p> <ul style="list-style-type: none"> No tasks and responsibilities have been clearly indicated, but mostly are general Information flow is still in the initial stage 	<p>II. Decision-making:</p> <ul style="list-style-type: none"> Farmers' voices are represented at community level, but much less so at organizational level 	<p>II. Cooperation & Learning:</p> <ul style="list-style-type: none"> There is cooperation and work as a family Attention is paid to team-building through exchange of knowledge and helping one another New ideas are communicated in different sectors through organizational activities There is willingness to cooperate with external organizations through training & workshops
<p>III. Expertise:</p> <ul style="list-style-type: none"> No expertise There are sufficient staff who can deal effectively with GA & PA No training or discussion on team leading are being provided to them 	<p>III. Space to Innovate:</p> <ul style="list-style-type: none"> Yes, for those interested there is scope for innovation In GA and PA innovation is important 	<p>III. Attitude:</p> <ul style="list-style-type: none"> Demonstrate commitment to gender equality functionaries & their participation in Government program Few staff accept responsibility to adopt GA & PA in their activities Most of the staff members demonstrate positive attitude towards change for gender equality

Group: 3

Technical Dimension	Political Dimension	Cultural Dimension
<p>I. Policies and Activities</p> <ul style="list-style-type: none"> No policy at state level but there is expertise within institutions No policy about participation but there is spontaneous 	<p>I. Policy Influence:</p> <ul style="list-style-type: none"> Policy decision-makers are now sensitized Influenced by women farmers. 	<p>I. Norms and Values:</p> <ul style="list-style-type: none"> Maternity leave for employees Help in promotion More weightage in the form of increments or incentives

<p>participation among all staff</p> <ul style="list-style-type: none"> • There is insufficient budget allocated for GA • No GA used in projects/ programs • No indicators developed for GA and PA 		<ul style="list-style-type: none"> • Transfer and posting consideration
<p>II. Task & Responsibilities:</p> <ul style="list-style-type: none"> • GA and PA issues not clearly indicated but there is participation • No allocation of responsibility • Lack of knowledge about tasks and activities among staff • No information flow 	<p>II. Decision-making:</p> <ul style="list-style-type: none"> • Farmer's voices represented to some extent • Staff at all levels & rural communities have access to information • Rural communities have no role in decision-making • Within the organization, sometimes decisions are made by consensus 	<p>II. Cooperation & Learning:</p> <ul style="list-style-type: none"> • Cooperation is there • Gender equality
<p>III. Expertise:</p> <ul style="list-style-type: none"> • Only one staff with adequate training in GA and PA • There is no sufficient staff for GA and PA • New staff not selected on basis of experience in GA and PA • No training for new staff in GA and PA 	<p>III. Space to Innovate:</p> <ul style="list-style-type: none"> • Yes there is space for GA and PA • Full status for those working on GA or PA • This work is rewarded 	<p>III. Attitude:</p> <ul style="list-style-type: none"> • Positive

These presentations marked the end of the afternoon session.

Day 2: Morning Session

In the morning session of the second day, the resource person introduced the concept of SWOT (Strengths Weaknesses Opportunities Threats) analysis, followed by a more detailed presentation by one of the participants on this method. Subsequently, the three groups conducted a SWOT analysis of their organization within the framework of the nine-box system of organizational analysis that had been discussed on Day 1.

Group: 1

	Strengths	Weaknesses	Opportunities	Threats
Policies & Activities	<ul style="list-style-type: none"> • For there is policy for participation 	<ul style="list-style-type: none"> • Policy is not organized for Gender Analysis. 	<ul style="list-style-type: none"> • There is scope for participation in the policy 	<ul style="list-style-type: none"> •
Tasks & Responsibilities	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Not aware of their tasks and responsibilities 	<ul style="list-style-type: none"> • Influence others 	<ul style="list-style-type: none"> • No scope for improvement.
Expertise	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Staff are not trained and no experts are available to organize internal training within the organization 	<ul style="list-style-type: none"> • Awareness program should be conducted from time to time 	<ul style="list-style-type: none"> •
Policy Influence	<ul style="list-style-type: none"> • There are two projects already implemented based on Gender. So, by getting their opinions and decisions (bottom up) it can act as strength for policy influence 	<ul style="list-style-type: none"> • People who decide about policy formulation and implementation are not sensitive to Gender Analysis (GA) & Participation 	<ul style="list-style-type: none"> • Training for policy-makers should be organized so that they can influence policy-making 	<ul style="list-style-type: none"> •
Decision-making	<ul style="list-style-type: none"> • Decision-making is a strong point at the community level by taking the opinions of the farmer group 	<ul style="list-style-type: none"> • For the organization decision-making is done only by the top officials (Gap) 	<ul style="list-style-type: none"> • Opportunities are there if decision-making right from the bottom approach is taken systematically to the top level. 	<ul style="list-style-type: none"> • Farmers' voice is not taken into consideration

Space to Innovate	•	•	• There is a space for innovation for those interested in GA & PA and this can be done by systematic intervention	•
Norms & Values	• Reward- Job satisfaction (Internal Reward & not external/ materialistic)	•	• Moral values like punctuality, work culture, discipline to be framed in the organization	•
Cooperation & Learning	• Cooperation, exchange of knowledge and helping one another, willingness to cooperate with external organization	• Still to frame	• Space to learn more	•
Attitude	• Because there is a commitment, participation from the government functionaries to the stakeholder by involving in different activities of the program	•	•	•

Group: 2

Strengths: <ul style="list-style-type: none">• There is a policy for Participation	Weaknesses: <ul style="list-style-type: none">• Policy is not organized for GA• Not aware of their tasks and responsibilities• Staff are not trained and no experts are available to organize internal training within the organization• Budget is there but not yet sanctioned• No keen interest in GA
Opportunities: <ul style="list-style-type: none">• Team able to influence others	Threats: <ul style="list-style-type: none">• No scope for improvement• Experienced people are not selected for a specific project

Group: 3

<p>Strengths:</p> <ul style="list-style-type: none"> • Expertise • Adequate training • Gender core team • Sensitized policy-makers 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • No defined policy • No indicators developed for GA • No allocation of responsibility • Lack of sufficient staff • Lack of knowledge • Rural communities have no role in decision-making • No GA • Some people show a negative attitude towards GA within the organization
<p>Opportunities:</p> <ul style="list-style-type: none"> • Spontaneous participation from staff and officers • 30% budget in extension reform • Women farmers are coming forward • Policy decision makers are now sensitized • Farmers voices represented to some extent • Access to information • Consensus in decision making • Space for GA 	<p>Threats:</p> <ul style="list-style-type: none"> • Ignorance of GA concepts in the Program • Very little visibility of GA and PA

Day 2: Afternoon Session

After lunch, in an interesting interlude on the broader theme of gender mainstreaming, there was a brief discussion on the role of the agricultural officers and the power relations between them and the farmers. While some felt that the officers were more dominant on account of their education, urban location and status as experts, others disagreed and pointed out that farmers often resist the expertise of scientists. What emerged from this discussion was the challenge of passing on scientific knowledge to traditional farmers for development work and the need for formulating alternative teaching and learning techniques.

Following this discussion, there was a plenary session in which the participants began an assessment of the conclusions drawn from the analyses they had conducted of their

organizations. There was substantial discussion on gender training capacity in which the participants rated themselves on a scale of 1–10 on their ability to conduct gender analysis and mainstreaming. While the Gender Core Team from DAO Jowai settled on a score of 3–4, other participants were more positive and rated the core team higher. There were also discussions about the responses evoked by the other officers in the department to the issue of gender mainstreaming. During this discussion, one of the participants referred to the change in attitude towards the work of the Gender Core Team. Initially they were met with skepticism, but over time their work began to be noticed and accepted. Subsequently, the group discussed the need for institutionalizing systems of accountability as well as working on a more gender-positive organizational culture. The resource person then laid out the internationally accepted framework for gender mainstreaming in organizations. The four elements listed were:

1. Accountability
2. Technical Capacity
3. Political Commitment
4. Change in Mindsets and Values

The groups were then given the exercise of formulating an action plan for gender mainstreaming in their organization using this framework. However, this task turned out to be much more difficult than anticipated for the participants, many of whom had no prior exposure to gender analysis. This group exercise was therefore abandoned and the facilitator worked with the entire group in order to come up with a realistic and feasible action plan for the immediate future after learning in more detail about the organizational and operational mode of the Agriculture Department. Having members from various sections of the Agriculture Department turned out to be an unanticipated boon as it significantly increased the quality of the discussion that was useful in formulating a pragmatic action plan. The decisions made regarding the immediate steps to be taken are summarized below.

Accountability

- Get official approval for Gender Core Team.
- Put in place terms of reference (ToR) for Gender Core Team. In this ToR, the following should be included:
 - i. The Group should have a say in funding decisions regarding Schemes and Projects,
 - ii. It should be involved in providing gender-sensitive input/date for Planning and Design.
 - iii. There should be Gender Input at both Implementation as well as Monitoring and Evaluation stages.

Technical Capacity

- Increase training of staff.
- Procure gender-training materials.

- Access outside resources and capacities.

Political Commitment

- Publicity for Gender Team and recognition within the Department.
- Senior officials should send a memo to all Department staff to increase awareness about the existence and work of the Gender Core Team.
- Seminars and workshops should be held within the Department itself.

It was decided that an action plan would be written up by the Gender Core Team and presented to the Joint Director, Director and Commissioner of the Directorate of Agriculture. This letter would be co-signed by the North East Network, the Gender Core Team and WOCAN. This concluded the action-planning session.

Day 3: Morning Session

Since many of the participants from the first 2 days were unable to attend the workshop, the final session was a more focused discussion between six of the gender core team members, the North East Network staff and the resource person Dr Gurung. In this session, the participants got a theoretical grounding of what gender mainstreaming was, what its components were and how to conduct it. Dr Rajesh, a senior scientist with the ICAR and an older member of the GCT, explained these concepts to the newer team members. The resource person dwelled upon some of the finer aspects of gender mainstreaming, pointing to the importance of mainstreaming gender in projects at three levels—Design, Implementation, and Monitoring and Evaluation. Following this, Wanchwa Pariat, the leader of the Gender Core Team having significant experience in gender training, made a presentation on gender analysis in agriculture based on some of the work that she had done through the Department and on the learning she got from the Project *Institutionalising Gender-responsive R&D in Agriculture and NRM through Women's Networks*.

Darilyn Syiem was then asked by the group to further elaborate on the components of Gender Analysis and its uses as a strategic tool. Some relevant handouts were given to the Gender Core Team about Gender and Gender analysis framework for agriculture, which enabled them to better understand the concepts that were being discussed. The workshop then moved on to its final lap, where there was an informal yet critical exchange between the participants and the organizers where they attempted to review the work that had been done in the past 3 years of the project. The problem of poor and unenthusiastic participation in such workshops and trainings was brought up and discussed, which was related to the functioning of government mechanisms and personnel. The organizers of the workshop enquired about the kind of impact this project has had in order to make some informal evaluations and go over issues of planning and strategic action. Dr Gurung and Darilyn Syiem clarified that this slightly sobering discussion should not be taken negatively. They stressed their commitment to the project and to the people who had been working on it, saying that such problems are encountered

universally in development work and that one should not be disheartened by it. Such partnerships, they said, were long-term ones that were required to initiate the process of social change and that it would take time for concrete results to show up. At the same time, they urged the core group members to begin to take initiatives on their own, to go ahead with the action plan and build on already existing resources.

The group talked about informal indicators of their success: people within the organization who were previously very resistance to any discussions on gender were now much more open to talk about it and made efforts to understand and engage with the core team. There was also a discussion about the need to understand the motivations behind people's interest in Gender in order to form allies and tap into human resources in a strategic manner. Speaking specifically about this workshop, one of the participants said that earlier he had only thought of gender mainstreaming and analysis at the village level, but after this workshop he had learned that it was also very important to approach these concepts from within the context of the organization itself. The workshop thus ended on a more upbeat tone with a sense of consciousness about the work that needed to be done and, finally, Dr Rajesh went on to formally close the workshop with a vote of thanks.

Feedback

After the 3-day training the participants were asked to evaluate the training workshop. Their feedback is organized into three categories:

Aspects of the workshop that were most appreciated

- Gained knowledge on framework of Gender Analysis and Gender Mainstreaming.
- Positive approach regarding the Action Plan.
- Framework and SWOT analysis of Organization, and the presentations and group discussions that followed.
- Better understanding of gender issues.
- Training approach and group discussions.
- Expertise of Resource Person and courtesy of training staff.
- Opportunity to express views.
- Food and Logistics.

Aspects of the workshop that were least appreciated:

- Action Plan was not understandable.
- Exercise on the proposed actions of the 4 Elements of Mainstreaming Gender Analysis and Participation Research was a new and difficult task.
- Food timings were too early.

Suggestions:

- A minimum of 30 participants in the training would be needed for higher publicity and coverage.
- Other allied Departments of Agriculture should be included in the training program.

- It would be better if gender trainings were conducted in the Directorate of Agriculture itself.
- More awareness training programs on gender mainstreaming should be organized.
- There should be more publicity of the organizations involved in this project along with their well-defined aims and objectives.
- Resource persons with broader knowledge.
- Manuals, write-ups on gender concepts and mainstreaming may be included in the folder.
- Training manual may be developed that is specific to the program.
- Training handouts and Evaluations forms would be helpful.
- Venue of the training should be more easily accessible.

Conclusion

This 3-day Training Workshop provided a platform for 20 officials from the Agriculture Department from Jantia Hills and East Khasi Hills Districts, as well as scientists from the Indian Council for Agricultural Research to come together and brainstorm about the process of gender mainstreaming in their departments. The presence of higher officials like Joint Director and Deputy Directors of Agriculture indicates that Gender Mainstreaming is being rated as a requirement within the institution.

During the workshop, the previously formed Gender Core Team had an opportunity to come together to review and consolidate their work. The workshop also included officials who had no prior experience in gender issues and the discussions on gender analysis and mainstreaming were a learning experience for them. The feedback received was also an indicator of how useful this training workshop was for many officials who gained theoretical and practical knowledge about gender issues, analysis and mainstreaming. One of the significant benefits of this workshop was that it provided a space for many important conversations to take place between different groups of the participants. For example, there was the interaction between the core team, which has already been working in this field, and their colleagues from the allied Departments, enabling a dissemination of knowledge about the project as well as appeals for and promises of cooperation and networking among the staff. This interaction among the officers, who brought their experience from different sections within the Department, concluded in a more realistic and strategic action plan being formulated by the workshop participants based on the four elements of gender mainstreaming. Finally, the workshop enabled a more focused interaction between the Gender Core Team and the organizers, where the project, its impacts—successes and difficulties—and its future strategies and action plans were discussed in a more nuanced and realistic way.

Report prepared by: *Streamlet R Sohtun & Namrata Gaikwad (NEN)*

Edited by: *Darilyn Syiem*

ANNEX 3: Organizational Framework and Research Questions

1. Policies and activities

- Is there a policy for gender analysis?
- Is there a policy for participation?
- Are these policies actively implemented in programs, projects, training?
- Is there sufficient budget allocated for gender analysis and/or participation?
- Is gender analysis used in projects/programs?
- Are indicators developed and used to measure the outcome of the activities related to gender analysis and participatory approaches?

2. Tasks and Responsibilities

- Have the level and position at which gender analysis and participatory issues are dealt with in the organization been clearly indicated?
- Are tasks and responsibilities related to gender analysis and participation clearly outlined within the organization?
- Does everyone in the organization know about the tasks and responsibilities of staff concerned with gender analysis and participation?
- Are information flows about issues related to gender analysis and participatory approaches within the organization existing and operational?

3. Expertise

- Are existing staff adequately trained in gender analysis and participatory approaches?
- Are there sufficient staff who can deal effectively with gender analysis and participatory approaches?
- Are new staff selected on the basis of their experience in gender analysis and participatory approaches?
- Are new staff members adequately familiarized with gender analysis and participatory approaches?
- Are staff members adequately trained to keep up the expertise in the field of gender analysis and participatory approaches?

4. Policy Influence

- Are people who decide about policy formulation and implementation (e.g. board members, management) sensitive to gender analysis and participation?
- Are opinions/requirements of external stakeholders (women farmers, male farmers, donors, etc.) taken seriously by management? If so, whose opinions are taken most seriously? And if so, how?

5. Decision-making

- Are farmers' voices (at both the community & organizational levels) represented in the decision-making by management? If so, how?
- Do staff at all levels and rural community groups have access to information about the organization and its activities?
- Do rural communities have a role in decision-making?
- Is consensus of staff sought in decision-making or is it in the hands of a few people? If so, who?

6. Space to Innovate

- Does the space exist for those interested in gender analysis?
- Does the space exist for those interested in participatory approaches?
- Does working on gender analysis and participatory approaches have status?
- Is it rewarded or discouraged?

7. Norms and Values

- What are the values and norms in relation to gender and participation?
- To what extent do the organization's image, values and standards reflect those of the local political and cultural context?
- Is there an openness to communicating and working with rural women and rural women's groups? If so, how?
- Does using gender analysis and participatory approaches fit into the image of the organization?
- Are ideologies related to gender analysis and participatory approaches reflected in the symbols of the organization?
- Is high-quality work also associated with gender analysis and participatory methodologies?

8. Cooperation and Learning

- Do staff support each other in work and solving common problems? If so, how?
- Is attention paid to team-building? If so, how?
- Are new ideas, such as those of gender equality and participatory approaches, communicated and integrated in the different sectors? If so, how?
- Is there a willingness to cooperate with external organizations that are involved in gender analysis and participatory approaches? If so, how?

9. Attitude

- Who demonstrates commitment to gender equality and participation of poor or disadvantaged stakeholders, and how?
- Do some staff members accept responsibility to adopt gender analysis and participatory approaches in their individual activities, and how?

- Who are the staff members that demonstrate positive attitudes towards change for gender equality (workplace issues), and how?

ANNEX 4: Gender Mainstreaming Framework

1. POLITICAL COMMITMENT

Refers to generate support from the top level. it includes leadership within one's organization, from central government and international community. How to prioritize the top-level leadership and how to get beneficiaries. To generate top-level leadership support.

Technical capacity: the organization should have technical support or else it cannot move forward. This refers not only to skill of gender analysis, but also to the capacity to propose changes in the organizational structure, skill and capacity

Accountability: right to information about what government is doing

'Carrot and stick': beyond generating technical capacity and gender sensitivity, you need to have accountability. We have to build accountability structure in the organization—job description, work plan, performance assessment.

Organization culture: deals with the informal norms and embedded attitude of the organization.

- The tree

What the leadership must do

- Make public commitment and organizational mandate for gender mainstreaming.
- Realign the organization's mission statement with gender equality, such as viewing it as integral to poverty reduction.
- Show support publicly for mainstreaming gender and communicate to all staff a 'new way of doing business.'
- Facilitate open discussion among staff, acknowledge discomfort around the issues, and promote a safe environment for discussion.

Change Policies, Procedures & Systems

- Support long-term organizational transformation, beginning with assessment and action planning.
- Approve the hiring of a Gender Coordinator with significant experience and give him/her public support, endorsement, and clout within the organization.
- Form a gender task force or equivalent and support their action plans.
- Provide a budget.

- Develop a gender action plan that includes the 4 elements of the mainstreaming framework.
- Review and revise recruitment practices and personnel policies.
- Communicate the gender policy to all partner organizations.

Actions to Expand Awareness Externally in Country

- Reach out to other organizations for advocacy for gender approaches.
- Decide to become a role model for other organizations.
- Promote the link between gender equality and poverty alleviation in public.

2. TECHNICAL CAPACITY

Assess capacity, Knowledge & Perception of staff about Gender issues

- Conduct a gender audit to assess the current level of gender awareness, knowledge, and skills in gender issues.

Increase Gender expertise on staff

- Assign a gender specialist to coordinate the implementation of a gender action plan.
- Employ gender trainers to increase staff capacity at all levels.
- Ensure all senior managers are included in training.
- Recruit and train women to increase the ranks of women.

Produce and Utilize Gender Analysis and Training Materials

- Mainstream gender analysis in long-range strategic planning, including all sector plans.
- Prepare a gender-analysis manual and gender policies for guidance in implementation of gender mainstreaming.

Make Changes in Technical or Project approaches

- Disaggregate project data, including participation of women and men, not solely collecting data on women.
- Identify how gender factors have hampered achievements of project goals.
- Identify women and men most affected by project interventions and ensure their input and full participation (including sex-disaggregated focus groups).
- Examine access and control issues regarding resources in projects for gender factors.
- Identify harmful cultural practices that might be supported by projects and analyze how organizational policies can be used as a leverage to introduce social change.

- Identify and work with opinion leaders, especially religious leaders and women elders in communities on gender issues surrounding harmful practices.
- Make a concerted effort to identify women for participation and leadership in non-traditional areas of projects.
- Extend the gender training to organizational partners.
- Partner with other organizations to secure advice and expertise.
- Consult with external groups that can assist with strategic planning to change attitudes and increase acceptance.

3. ACCOUNTABILITY – Carrot and Sticks

- Require gender indicators for M&E of project processes and outcomes.
- Build indicators for demonstrating commitment to gender equality into performance reviews.
- Build gender performance into terms of reference.
- Have gender coordinator screen proposals and reports for inclusion of the participation of women and men at equitable levels and examining the impact of results on power relationships between men and women.
- Disaggregate data by sex in reports.
- Ensure that gender is integrated in annual plans and reports.
- Require that all project requests for core funding from organization demonstrate gender integration.
- Tie gender integration to funding for partners.
- Advise partner organizations on gender equality issues in organizational structures.
- Ensure that gender factors are included in all logical frameworks or similar project-planning documents.
- Be clear that the responsibility for gender mainstreaming lies with all the staff.
- Identify the gender coordinator or HRD manager to be accountable for assessing the progress on gender plans.

4. ORGANIZATIONAL CULTURE – Change in Mindsets and Values

- Provide public recognition of staff who are positive gender role models.
- Implement systemic changes in policies, contracts and grants to challenge harmful cultural practices.
- Disseminate information on success and challenges, including household and community improvements.
- Ensure individual and collective gender action through a personal platform for action in individual performance plans.
- Ensure that committees and task forces have equitable membership, such that staff notice when there is an imbalance.
- Nurture a safe environment for discussion of misunderstandings, discomfort and lingering biases.