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Participatory Research and Gender Analysis

Gender Mainstreaming Framework

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The Gender Mainstreaming Framework merges two major theoretical models: the Gender Integration Framework, which guides organizations in ‘how’ to mainstream gender throughout their operations and programs, and the Gender Equality Wheel, which tracks the impact of gender mainstreaming in communities. The full Gender Mainstreaming Framework is illustrated in Figure 1 (page 4).

1. Gender Integration Framework

At the root of the process is **Political Commitment**, which becomes evident when top-level leadership actively supports gender integration, commits staff time and resources, and institutes needed policies and procedures. The other three dimensions grow out of this demonstration of political commitment.

Technical Capacity entails changing organizational procedures, as well as building individual skills. Individuals can take their skills with them when they leave the organization, but new procedures and systems become an integral part of how the organization operates.

Accountability involves ‘carrots’ and ‘sticks’ for encouraging and reinforcing new behaviors and practices; it ultimately requires building responsibility for gender integration into job descriptions, work-plans and performance assessments.

Organizational Culture deals with the informal norms and embedded attitudes of an organization.

To be successful, any gender-mainstreaming strategy must take into account all four of these component dimensions.

2. Gender Equality Wheel

The Gender Equality Wheel provides a framework to categorize the outcomes and impact of gender mainstreaming on the women, men, families and communities for a diverse range of R&D projects.

It tracks women’s transition from alienation and isolation to ultimate involvement in community activities and strategic participation in social, economic, cultural and political transformation—

and significantly, men's recognition, support and involvement in this process. The Gender Equality Wheel identifies four stages of the progress toward gender equality:

- **Engagement** of women to come out of isolation. This represents the stage at which people (especially women) come out of isolation, discover new possibilities for their lives, and begin to build mutual support.
- **Empowerment** with ideas, knowledge, skills and resources. This builds the self-confidence in women and men that comes with new knowledge, ideas, skills and resources as they explore new ways of seeing and acting.
- **Enhancement** of lives in households and communities. This refers to the application of new ideas, knowledge and skills to enhance the lives of family and community members and provide household and community gains.
- **Emergence** into the public sphere. This moves women and men onto the public stage and to social and political action that transforms their social, cultural and political environment.

This Gender Integration Framework enables an organization to systematically analyze and address the status of gender equality in all aspects of its operations and programs. It identifies areas of strength and achievement, innovative policies and practices, and continuing challenges as a foundation for gender action-planning.

3. Steps in gender mainstreaming

The **Gender Assessment** covers the organization itself and its programs. It comprises three steps.

Step one: Diagnosis. The diagnosis can be conducted in a two-step approach:

- (a) Using the questionnaire (Annex I).
- (b) Focus group discussions using the nine-box framework (Annexes II and III). This framework is useful to generate additional analysis in a more focused and participatory manner and will have the benefit of 'buy-in' that results from the face-to-face participation of organizational members. It is important to keep the following in mind:
 - What is the situation regarding gender in the organization? Why it is like that?
 - What is the problem?—What are the source(s) of the problem (external and/or internal)? Why it is seen as a problem? Who sees it as a problem? And who does not see it as a problem?
 - What pressures are there for and against change?

Based on this diagnosis the next sub-steps are important:

- Set goals (long term)
- Identify resources (financial, human).

Step two: Action-planning. In this step, an organization’s senior management team or a ‘gender task force’ analyzes the outcomes of the questionnaire and the focus groups. A gender action-plan is developed using the four components of the Gender Integration Framework (see Annex IV), geared to the specific strengths, weaknesses and circumstances of that particular organization or program. The following aspects are important to include in the planning stage:

- Establish immediate, concrete objectives for change
- Define indicators to monitor and evaluate the process and output of change
- Develop alternative strategies
- Look for potentials, do not focus on barriers
- Build in flexibility
- Think about possible consequences of certain strategies for the various groups or individuals
- Listen to the ‘silent voices’—(other) opinions on gender that are not easily heard.

Step three: Implementation. During implementation, it is important to keep the following aspects in mind:

- Recognize resistance
- Monitor and adjust

Step four: Evaluation. Assessment of the process can be conducted at specific times during the process that are determined during the design stage. The important questions to bear in mind are:

- Should the process continue?
- What is the price (and for whom) if we (do not) continue?
- How to continue?

4. Catalysts for successful gender mainstreaming

There are three major catalysts for successful gender mainstreaming:

- A participatory approach that builds strong organizational ownership
- An action-plan based on where an organization is and where it wants to go, rather than imposing a particular direction
- Involvement of senior management.

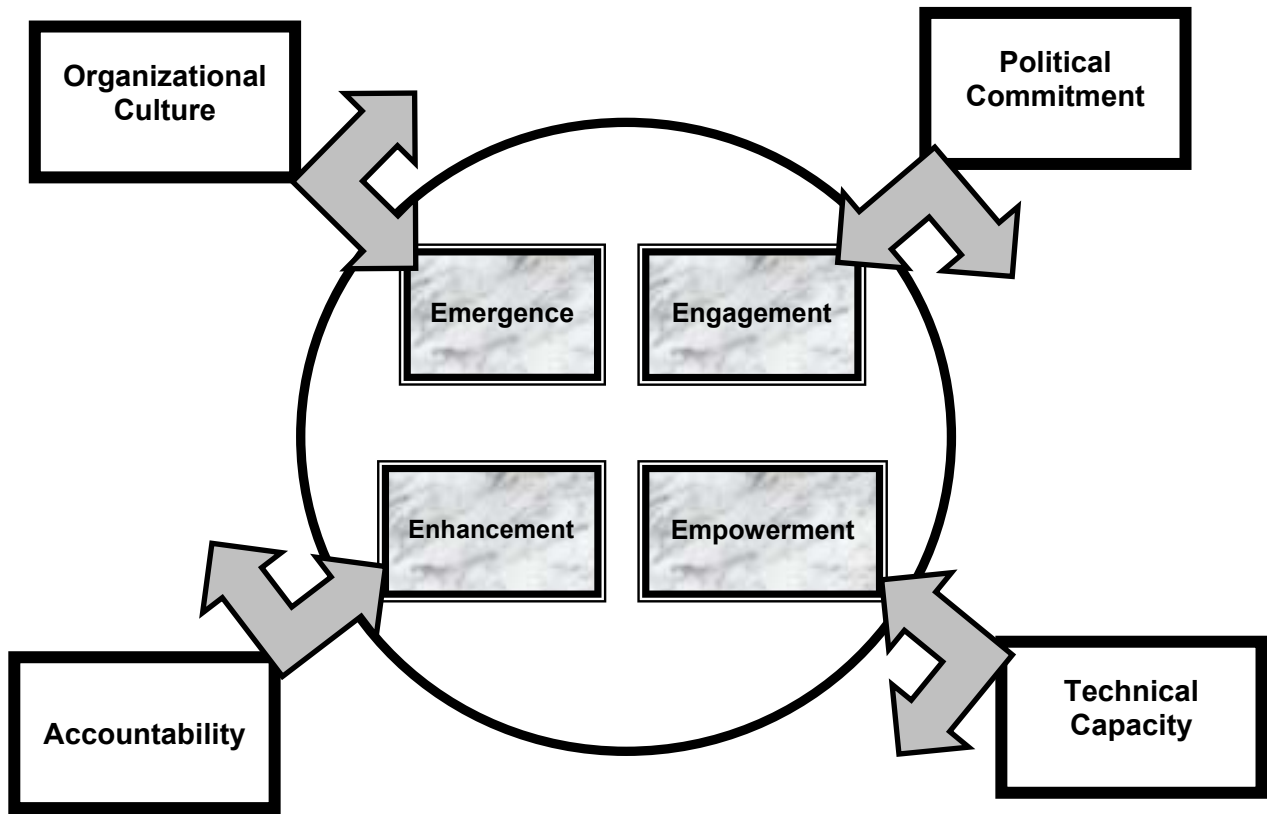


Figure 1: The Gender Mainstreaming Framework, combining the Gender Integration Framework and the Gender Equality Wheel.

Annex I: Questionnaire for interviews with management and other staff

Some open questions

1. What is your understanding of gender analysis?
2. What is your understanding of gender equality in the workplace?
3. What is your understanding of gender mainstreaming?
4. Do you think it is important to mainstream gender analysis in your organization? If so, why?

Policy on gender analysis

5. Do you know whether your organization has a written gender policy that affirms a commitment to gender planning and analysis in its research and program activities?
 - (a) I don't know
 - (b) I know we don't have one
 - (c) I know we have one
6. If your organization has a gender policy, please give details:
7. Does your organization have a person (or persons) whose specific job is (are) to provide gender expertise?
 - (a) I don't know
 - (b) I know we don't have one
 - (c) I know we have one
8. If yes, what are the roles and responsibilities of this person?
9. If no, how, in your opinion, should the organization provide such expertise for all the projects?
10. What do you think should be the role and responsibilities for an organization's gender specialist?
11.
 - (a) If there is one, what would you say is the main impact/influence that the gender specialist has had in your organization, if any?
 - (b) What is the main impact/influence the gender specialist has had for your own work, if any?

Policy on gender equality in the organization

12. Do you know whether your organization has a written gender policy that affirms a commitment to gender equality?

- (a) I don't know
- (b) I know we don't have one
- (c) I know we have one

13. If it has, please give details:

14. Is there a written equal opportunity policy for your organization?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

15. Comments:

Program planning, design

16. Is gender analysis used in your project planning?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

17. Comments:

18. Do most scientists in your organization include gender analysis considerations in project design?

- (a) In all projects
- (b) In most projects
- (c) In few projects
- (d) None of the projects
- (e) I don't know if it is included

19. Comments:

20. In your opinion, do you think that project scientists integrate gender-specific lessons learned in future project planning?

- (a) Always
- (b) Frequently
- (c) Occasionally
- (d) Seldom
- (e) Never

21. Comments:

22. Are gender questions or criteria included in the project proposal approval process in your organization?

- (a) Always
- (b) Frequently
- (c) Occasionally
- (d) Seldom
- (e) Never

23. Comments:

24. Do scientists in your project use participatory methods to incorporate the views and preferences of both male and female end-users in project design?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

25. Comments:

Project implementation

26. What is your opinion of the following statement: The organization has developed the capacity to recognize and handle internal and external resistance to addressing gender issues in its programs/projects.

- (a) Strongly agree
- (b) Agree
- (c) No opinion
- (d) Disagree
- (e) Strongly disagree

27. Comments:

28. Are any of the following considered as obstacles to incorporating gender analysis in program/project planning, implementation and evaluation in the organization? Please check all that apply

- (a) Organization size
- (b) Qualification of staff
- (c) Office culture/environment
- (d) National culture
- (e) Lack of financial resources for gender programming
- (f) Lack of staff training on gender
- (g) Lack of gender analysis tools
- (h) Lack of support from senior management
- (i) Low organizational priority for gender issues
- (j) Other (please specify):

29. Are gendered outputs, outcomes or impacts of research projects monitored and evaluated in your projects?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

Comments:

30. The organization's research contributes to the empowerment of women/girls and the changing of unequal gender relations.

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

31. Comments:

Technical expertise

32. Is there a person or division responsible for enhancing gender sensitive research in the organization?

- (a) To the fullest extent

- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

33. Comments:

34. Does the organization consistently draw upon a person or division within the organization who is responsible for providing gender expertise in planning, designing, implementing and analysis in research programs?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

35. Comments:

36. Do you have the necessary knowledge and skills to integrate gender analysis in your work?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

37. Comments:

38. Have you received training in gender-sensitive planning and analysis?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

39. Comments:

40. What is your opinion of the following statement: Management and research staff in the organization consist of members who are gender-sensitive.

- (a) Strongly agree
- (b) Agree
- (c) No opinion

- (d) Disagree
- (e) Strongly disagree

41. Comments:

42. What is your opinion of the following statement: There has been a gradual increase of gender expertise among staff members in the organization over the past 5 years.

- (a) Strongly agree
- (b) Agree
- (c) No opinion
- (d) Disagree
- (e) Strongly disagree

Comments:

Incentives for integration of gender analysis in the work

43. Is gender analysis included in your job descriptions and terms of reference?

- (a) Always
- (b) Frequently
- (c) Occasionally
- (d) Seldom
- (e) Never

44. Comments:

45. Are gender analysis outputs included in your job performance criteria and individual performance assessments?

- (a) Always
- (b) Frequently
- (c) Occasionally
- (d) Seldom
- (e) Never

46. Comments:

47. What is your opinion of the following statement: Good performance in the field of gender analysis is rewarded in your organization.

- (a) Strongly agree
- (b) Agree
- (c) No opinion
- (d) Disagree

(e) Strongly disagree

48. Comments:

Gender equality in the organization

49. Is there training of senior management and members of boards in institutionalizing or integration of gender equality into the management of the organization?

- (a) Always
- (b) Frequently
- (c) Occasionally
- (d) Seldom
- (e) Never

50. Comments:

51. What is your opinion of the following statement: The organization promotes teamwork, involving both men and women as equal partners

- (a) Strongly agree
- (b) Agree
- (c) No opinion
- (d) Disagree
- (e) Strongly disagree

52. Comments:

53. What is your opinion of the following statement: Management is committed to promoting female representation at senior levels, including on the Board.

- (a) Strongly agree
- (b) Agree
- (c) No opinion
- (d) Disagree
- (e) Strongly disagree

54. Comments:

Budget for gender analysis

55. Has the organization budgeted adequate financial resources to support its gender integration work?

- (a) To the fullest extent

- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

56. Comments:

57. Are financial resources from the organization's core budget allocated for the operationalization of the gender policy at all levels?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

58. Comments:

59. Are financial resources from restricted funds allocated for the operationalization of the gender policy?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

60. Comments:

61. Is staff training in gender equality issues and gender analysis systematically budgeted for in the organization?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

62. Comments:

63. Is gender equality and analysis incorporated in the organization's fundraising strategy?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

64. Comments:

Organizational culture

65. Is a gender perspective reflected in publications and communications about the organization and its culture?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

66. Comments:

67. Is a gender perspective reflected in the organization's research publications and communications?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all
- (f) Do not know

68. Comments:

69. Are gender research issues taken seriously and discussed openly by men and women in the organization?

- (a) To the fullest extent
- (b) To a great extent
- (c) To a moderate extent
- (d) To a limited extent
- (e) Not at all

(f) Do not know

70. Comments:

71. What is your opinion of the following statement: There is a gap between how men and women in the organization view gender research issues.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

72. Comments:

73. What is your opinion of the following statement: The staff in the organization are enthusiastic about the gender work they do.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

74. Comments:

75. What is your opinion of the following statement: Staff think that gender analysis fits into the image of the organization.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

76. Comments:

77. What is your opinion of the following statement: The organization could do much more than it is currently doing to institutionalize gender analysis.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

78. Comments:

79. What is your opinion of the following statement: The organizational culture places a higher value on the ways males tend to work and less value on the ways females tend to work.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

80. Comments:

81. What is your opinion of the following statement: The working environment in the organization has improved for women over the past 2 years.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

82. Comments:

83. What is your opinion of the following statement: Males have a much easier time establishing personal and professional networks within the organization than do females.

- (a) Strongly agree
- (b) Agree
- (c) No opinion / Do not know
- (d) Disagree
- (e) Strongly disagree

84. Comments:

85. In the organization, what are three most important characteristics of an ideal worker?

- 1
- 2
- 3

Experiences and examples from work

86. Please describe any successes or challenges you have experienced in integrating gender in programming or other aspects of work in the organization.

87. What do you think the organization should do to mainstream gender analysis?

88. Are there any reports or other publications that describe gender analysis in work carried out by the organization? Please provide details.

Demographic

89. Position (tick):†

Director General	Deputy Director	Admin / Finance Manager	Research Manager	Senior Researcher	Researcher
Admin Staff	Postdoc Researcher	Student	Other (specify)		

† The titles used under this heading can be customized to the organization concerned.

90. Male Female

91. Where are you based?

92. Age (circle):

Below 21 21–30 31–40 41–50 51–60 61–70

93. Discipline:

94. Date:

95. Enumerator:

Annex II: Nine-box framework for organizational analysis in focus groups

Organizational dimension	Organizational characteristics		
	Mission/Mandate	Structure	Human resources
Technical dimension	<p><i>Policies and Actions</i></p> <p>The guiding policy and its operationalization in action-plans, strategies/approaches, and monitoring and evaluation systems</p>	<p><i>Tasks and Responsibilities</i></p> <p>The way people are positioned and the way tasks and responsibilities are allocated and related to each other through procedures, information and coordinating systems</p>	<p><i>Expertise</i></p> <p>The number of staff and the requirements and conditions to allow them to work—job description, appraisal, facilities, training, etc.</p>
Political dimension	<p><i>Policy Influence</i></p> <p>The way and extent management, people from within the organization and people from outside the organization influence policy and the running of the organization</p>	<p><i>Decision-making</i></p> <p>The patterns of formal and informal decision-making processes. The way diversity and conflicts are dealt with</p>	<p><i>Room for Innovation</i></p> <p>The space and incentives provided to staff to give shape to their work, such as rewards, career possibilities, variety in working styles</p>
Cultural dimension	<p><i>Norms/Values</i></p> <p>The symbols, rituals and traditions. The norms and values underlying the running of the organization and the behavior of the staff. The social and economic standards set</p>	<p><i>Cooperation</i></p> <p>The way work relations between staff and with outsiders are organized, such as working in teams, networking. The norms and values underlying these arrangements</p>	<p><i>Attitude</i></p> <p>The way staff feel and think about their work, the working environment and about other (categories of) employees. The extent to which staff stereotype other staff. The extent to which staff members identify themselves with the culture of the organization</p>

Annex III: The elements of each of the nine boxes and sample questions for focus group discussions

The questions in the nine boxes of the Framework for Organizational Analysis (Annex II) are meant to guide you to address the elements in each box. They are not meant to be a checklist, you can provide more information than is asked in the questions. Please do not answer with a 'yes' or 'no', but describe 'how' for each question.

1. Policies and Activities

- Policies
- Action-plans and operation strategies
- Budget
- Monitoring and evaluation (M&E) systems
- Project proposals

Questions

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

2. Tasks and Responsibilities

- Structure
- Levels
- Terms of reference (ToRs)/Job description
- Procedures
- Information system

Questions

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

3. Expertise

- Numbers of staff with expertise in gender and participation
- Qualification for gender and participation
- Recruitment (selection process)
- Appraisal/performance evaluation
- Training opportunities
- Orientation on gender and participation

Questions

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

4. Policy Influence

- People who influence the organization from inside
- People who influence the organization from outside (people and events), including rural women's groups
- The role of management

Questions

- Are people who decide about policy formulation and implementation (e.g. board members, management) sensitive to gender issues 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

- Structures/channels for participation in discussion and decision-making
- Informal ways of decision-making through lobbying, personal relationships, etc.

Questions

- Are farmers' voices (at both community and 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 the latter, who?

6. Space to Innovate

- Degree of freedom for staff to initiate new ideas/activities
- Rewards/incentives for or discouragement of such behavior
- Freedom to use own style in conducting activities

Questions

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

7. Norms and Values

- Image
- Shared values
- Standards/norms
- Kinds of gender-friendly behavior that are promoted by the organization
- Openness to different styles
- Openness to criticisms and suggestions

Questions

- 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 and participatory approaches fit into the image of the organization?
- Are gender and participatory approaches/ideologies reflected in the symbols of the organization?
- Is high-quality work also associated with gender and participatory methodologies?

8. Cooperation and Learning

- Teamwork
- Communicating with and supporting each other
- Willingness to cope with and learn from change
- Communication and integration of new ideas
- Effectiveness of linkages with other organizations

Questions

- 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 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 and participatory approaches? If so, how?

9. Attitude

- Extent to which individual staff demonstrate gender-friendly behavior (through stereotypes, jokes, etc.)
- Commitment/dedication/interest/motivation
- Resistance to gender equality, participation of disadvantaged groups, particularly the participation of rural women

Questions

- Who demonstrates commitment to gender equality and participation of poor or disadvantaged stakeholders, and how?
- Do some staff members accept responsibility to adopt gender and participatory approaches in their individual activities? If so, how?
- Who are the staff members that demonstrate positive attitudes toward change for gender equality? How do they do it?

Annex IV: ‘Best practice’ actions for the four components of the Gender Integration Framework

1. Political Commitment

What the leadership must do

- Make public commitment to and organizational mandate for mainstreaming gender
- Realign the organization’s mission statement with social inclusion, viewing it as integral to poverty reduction
- Publicly show support for mainstreaming gender analysis methods as integral to social inclusion, 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 and systems

- Support long-term organizational transformation, beginning with assessment and action-planning
- Approve the hiring of a gender methods ‘coordinator’ with significant experience and give him/her public support, endorsement and power within the organization
- Form a gender task force or equivalent and support their action-plans
- Provide a budget
- Develop an action-plan that includes the four components of the mainstreaming framework
- Review and revise recruitment practices and personnel policies
- Communicate the social inclusion and gender policy to all partner organizations.

Actions to expand awareness externally in country

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

2. Technical Capacity

Assess capacity, knowledge and perception of staff about gender issues

- Conduct an organizational assessment of the current level of awareness of, knowledge about, and skills in issues related to gender.

Increase gender analysis expertise among staff

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

Produce and utilize gender training materials

- Mainstream gender issues in long-range strategic planning, including all sector plans
- Prepare a gender-analysis manual and appropriate policies to guide the implementation of mainstreaming these approaches.

Make changes in technical or project approaches

- Disaggregate project data, including participation of women and men, i.e. do not simply start collecting data on women
- Identify how gender factors have hampered achievement 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 for gender factors in projects
- 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 of such approaches.

3. Accountability

- Require gender indicators for monitoring and evaluation (M&E) of project processes and outcomes
- Build indicators into performance reviews, to demonstrate commitment to gender analysis methods and their application
- Build gender analysis methods performance into Terms of Reference
- Have the gender coordinator screen proposals and reports for participation of women and men at equitable levels and examination of the impact of results on power relationships between men and women
- Disaggregate data by sex in reports

- Require that all project requests for core funding integrate gender issues
- Require integration of gender issues in direct funding of partners
- 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 human-resources development manager as the one accountable for assessing the progress on gender plans.

4. Organizational Culture—Change in mindsets and values

- Implement systemic changes in policies, contracts and grants to challenge harmful cultural practices to the adoption of gender-analysis approaches
- Disseminate information on successes and challenges, including household and community improvements as a result of adoption of gender analysis methods
- Nurture a safe environment for discussion of misunderstandings of, discomfort with, and lingering biases toward such approaches.

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