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PURSUING GENDER EQUALITY INSIDE AND OUT

**GENDER MAINSTREAMING IN INTERNATIONAL
DEVELOPMENT ORGANIZATIONS**

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PURSUING GENDER EQUALITY INSIDE AND OUT: GENDER MAINSTREAMING IN INTERNATIONAL DEVELOPMENT ORGANIZATIONS

BY **KATE GILLES**

MARCH 2015

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Executive Summary

Many international development organizations have committed to advancing gender equality in their programs as an essential component of successful development. Less attention has been given to how those same principles and practices are—or are not—applied to organizational operations and culture, and what that means for their ability to effectively implement gender-equitable programs. Organizations are beginning to recognize the value of gender equality as an organizational as well as a programmatic priority, and realize that gender mainstreaming—the pursuit of greater gender equality internally—is both the right thing and the smart thing to do.

Initiating and successfully implementing an organization-wide process of gender mainstreaming is a significant and challenging undertaking, often left to a few gender champions. This paper is a resource to help those interested in gender mainstreaming learn what tools and resources are available to initiate, support, and sustain that process. The information, guidance, and resources presented in this report will enable organizations to anticipate challenges, develop successful strategies, and mainstream gender in a meaningful way that increases gender equality throughout the organization.

The paper starts with an **overview of gender mainstreaming** and why it is important. A carefully crafted rationale is critical for initiating gender mainstreaming and for sustaining widespread support and implementation over the long term. Two key approaches for getting gender mainstreaming on the organizational agenda are described: linking gender mainstreaming to the mission and linking gender mainstreaming to organizational effectiveness. Framing gender mainstreaming in the context of the overarching mission encourages staff to see it as a valued part of the organizational identity and sets the tone for organizational culture. Highlighting the ways in which gender mainstreaming can enhance organizational effectiveness provides the extra motivation for all employees to change their way of working. These two approaches will be most effective when used together.

The second part of the paper addresses **how gender mainstreaming can be effectively carried out**, beginning with concrete tools, strategies, and resources that support a gender mainstreaming process. This section includes a new Gender Equality Inside and Out Framework developed by the Population Reference Bureau that builds on previously proposed frameworks to outline the critical tools and characteristics of a successful gender mainstreaming process and, importantly, more clearly positions gender mainstreaming as inseparable from organizational and programmatic effectiveness. This section details the role and value of gender audits/assessments, organizational policies, training, and staff time, with examples and references to specific resources. These tools are valuable to increase understanding and organizational capacity for addressing gender equality. In addition, these tools can promote participation and engagement and generate support. It is important to note that none of these tools can, on their own, bring about true change. For that, it is necessary to look at the deeper aspects of organizational structure and culture.

To address those levels, the paper examines the less tangible but **critical aspects of organizations that will influence and be transformed by gender mainstreaming**. Among the most critical dimensions highlighted in this section are participation and staff engagement, which emerge as defining characteristics of successful gender mainstreaming. This section also discusses formal structure and the informal patterns of power and decisionmaking unique to each organization, the role of senior leadership, and considerations related to external stakeholders, such as donors and local constituencies. This section relates directly to questions of people and power, which is important because organizational change of any sort, including gender mainstreaming, is a political process involving shifts in power distribution and dynamics. Although the process should ultimately produce benefits for most people in the organization, resistance is likely as people are asked to change their accustomed ways of working and even their personal attitudes and beliefs. Awareness can help anticipate and proactively address potential resistance, and responsiveness to people's anxieties and concerns about change can ease the process of transformation and increase engagement and support.

Finally, the last section addresses the process of **maintaining gains and positive changes** through accountability and sustainability. Accountability mechanisms should be set up from the start, including specifically designating responsibilities for gender mainstreaming, setting up systems for regular reporting to senior management and the Board, developing appropriate indicators, including gender equality in evaluations for individuals and departments, and rewarding successes and positive change. This accountability will support implementation and lay the groundwork for sustainability, which is critical, since gender mainstreaming is a long-term process requiring sustained attention and commitment.

Gender mainstreaming isn't a prescriptive process. Organizations start from different places with different characteristics and what works for one won't necessarily transfer to another. However, a number of broadly applicable good practices emerged that can be employed or adapted by most organizations to increase the likelihood of a successful gender mainstreaming process. Likewise, a number of commonly encountered challenges are important to acknowledge at the start. These **good practices and common challenges** are compiled at the end of the paper as a quick reference that may make the often-complicated process of gender mainstreaming more concrete and manageable.

The external work and internal nature of an organization are closely linked, and in an ideal world, awareness of how organizational culture impacts external work and those served by that work would be widespread. To get there, gender champions must make the case for why gender mainstreaming is important and how to initiate, implement, and sustain an effective gender mainstreaming process. This paper is intended as a resource to support and facilitate the work of those champions.

Introduction

Imagine a world where international development organizations declare their commitment to gender equality not just through their programs but also within their internal operations and culture. In that world, gender mainstreaming is part of the “real” work, backed by senior management and staff alike, not just the purview of gender experts, and included in budgets and staff time.

That world may not yet be here, but as gender equality becomes more central in international development and gender integration gains currency, some organizations are beginning to reflect on how those principles and practices are—or are not—expressed in their day-to-day operations and culture, and how they can promote positive change from within. Do organizations that promote gender equality in their programs demonstrate the same commitment to gender equality for their own staff and in their own systems? How do advocates of gender equality make the case that mainstreaming gender is not just the right thing for organizations to do, but also the smart thing? And, once that case is made, how is gender mainstreaming initiated, implemented, and sustained?

Gender mainstreaming is the process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization.

The process of gender mainstreaming offers an opportunity to thoroughly examine all aspects of an organization through a gender lens, enhance the organization’s work from the inside out, and gauge how well that organization follows its own principles on gender.

This paper is a resource for individuals and organizations to begin asking and answering those questions and, most importantly, to plan for needed change.

This paper will:

- Introduce what gender mainstreaming is and why it is important.
- Briefly describe existing frameworks for gender mainstreaming.
- Present a new conceptual framework that describes the key dimensions of gender mainstreaming and highlights how gender mainstreaming can influence external programs and results.
- Help advocates make the case for gender mainstreaming as an organizational priority.
- Outline components and considerations for a successful gender mainstreaming process.
- Summarize good practices and lessons learned from the experiences of multiple experts and organizations.
- Compile existing tools and resources for mainstreaming gender into organizations.

“Gender equality in the world of work is a win-win on many fronts.”

—World Bank, *Gender at Work*

The information, guidance, and resources presented in this report will enable organizations to anticipate challenges, develop successful strategies, and mainstream gender in a meaningful way that increases gender equality in operations and culture.

BOX 1

Key Terms

Gender Mainstreaming

The process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration.

Gender Integration

Strategies applied in programmatic design, implementation, monitoring and evaluation to take gender considerations into account and to compensate for gender-based inequalities.

Gender Equality

The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources. Genuine equality means more than parity in numbers or laws on the books; it means expanded freedoms and improved overall quality of life for all people.

Gender Equity

The process of being fair to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field.

Source: Interagency Gender Working Group, “Handout: Gender-Related Terms and Definitions,” accessed at www.igwg.org/igwg_media/Training/HandoutGenderTerms.pdf, on March 1, 2014.

THE SIGNIFICANCE OF LANGUAGE AND TERMINOLOGY

The concepts of gender mainstreaming and gender integration are not new, but are often defined and applied inconsistently, or even interchangeably (see Box 1, page 3). The desk review revealed considerable variability in the language and terminology used to refer to the promotion of gender equality within organizational operations and culture (gender mainstreaming), as distinct from the promotion of gender equality in programs (gender integration) (see Box 2).

When an organization embarks on gender mainstreaming, it is important to establish a common language to ensure clarity and consensus around the purpose and goals of the process. Such clarity will increase the likelihood that those goals will be achieved.¹ Using a nontechnical term, understandable to those outside of the gender community, is important for enabling staff to engage in open dialogue and develop a shared set of gender equality goals. Indeed, many policies and organizational documents reviewed do not use “gender mainstreaming” but instead refer to improving “organizational gender equality” or “internal gender equality.”

BOX 2

Background and Methods

This publication is the culmination of a larger activity undertaken by the Population Reference Bureau (PRB), with support from the USAID-funded IDEA (Informing DEcisionmakers to Act) project, to look at gender equality within international gender and development organizations.

The activity began with a desk review of literature on organizational change for gender equality, including academic papers, journal articles, and case studies, as well as available organizational policies. Members of the Interagency Gender Working Group (IGWG) were asked to complete a survey to identify organizations already engaged in some form of gender mainstreaming (see Appendix F).

With this background, PRB convened a half-day expert consultation with representatives from more than 18 international development organizations that were in some stage of mainstreaming gender, and hired an external expert on organizational change and gender equality (see Appendix E). Participants discussed their organizations’ efforts to examine and improve gender equality in organizational operations and culture and shared their experiences and reflections from those efforts. The organizations were at various stages and took different approaches to mainstreaming gender; some had been working on these issues for years while others had recently begun.

This paper draws from the formal literature as well as the information and experiences shared at the consultation.

In this report, primarily targeted to gender experts, we use the term “gender mainstreaming” to refer to the process of increasing gender awareness and gender equality within an organization’s operations and culture and the term “gender integration” to refer to improving gender awareness and equality in programs. An extended list of terms is included in Appendix A.

Gender Mainstreaming: A Strategy for Achieving Comprehensive Organizational Gender Equality

Gender equality is intertwined with and essential for the achievement of health and other development goals. Many international development organizations have committed to supporting and advancing gender equality in their programs. However, most organizations have given less attention to incorporating those same principles into internal operations and culture.² This oversight calls into question the organization’s commitment to the gender equality values it espouses, and also jeopardizes its ability to effectively advance gender equality through its work.³

The goal of gender mainstreaming—a strategy incorporated into the 1995 Beijing Platform—is greater gender equality at an organizational level, resulting in meaningful gender integration at a programmatic level. As the definition implies, gender mainstreaming is an ongoing process rather than a one-time event and requires sustained commitment of political will, time, and resources.

Gender inequality is a relational issue that cannot be addressed by working with women alone or through isolated initiatives. Gender mainstreaming, therefore, means working with men as well as women and seeks to incorporate/institutionalize gender equality as a key component of all organizational departments and activities, rather than as an “add-on.”⁴

A UNIQUE TYPE OF ORGANIZATIONAL CHANGE

Gender mainstreaming addresses fundamental aspects of personal identity and is a unique type of organizational change. It addresses administrative aspects of an organization, but also involves reflection and transformation of personal and often sensitive attitudes and beliefs. Gender mainstreaming isn’t just about changing policies and procedures, but asks people to examine and alter their attitudes and beliefs.

Gender mainstreaming engages the fundamental character of an organization and gauges how well that organization follows its own principles. For organizations that work on gender equality, the process of gender mainstreaming offers an opportunity to thoroughly examine all aspects of the organization through a gender lens and enhance the organization’s work from the inside out. It is a chance for organizations to harmonize the principles governing internal operations and external work, to hold themselves accountable to their gender equality commitments, and to back those commitments

with resources. Gender mainstreaming means not just “talking the talk,” but also “walking the walk” of gender equality.

As a strategy for achieving broad and lasting gender equality in organizational policies, practices, and culture, gender mainstreaming requires an organization to examine and transform its formal and informal practices and characteristics to ensure they are gender-sensitive and support gender equality goals. This paper will detail where organizations need to examine and promote internal gender equality, including:

- All organizational policies (including but not limited to a gender policy).
- Leadership.
- Resource allocation.
- Strategy development and decisionmaking processes.
- Administrative functions.
- Organizational culture and working environment.⁵

Successful gender mainstreaming encompasses a wide range of organizational features and actions, from a strong gender policy to gender-equitable work practices to regular reporting and measurement of progress (see Box 3).

The close connection between an organization’s external work and internal nature is often overlooked. It is critical to make a strong case for why and how to mainstream gender in order to promote an understanding of how organizational culture impacts the organization’s external work and those served by that work.

Rationale: Making the Case for Gender Mainstreaming

Explaining the purpose, rationale, and benefits for mainstreaming gender throughout an organization is the most critical component of the process. A strong, persuasive rationale is essential for gaining the necessary buy-in to initiate gender mainstreaming. The rationale is important throughout the process in order to build a broad base of support, sustain commitment, and maintain progress. Most importantly, the rationale will be the foundation for transforming the core culture and values of the organization in a lasting way.

Meaningful change will require everyone within an organization to reflect on and (likely) change their way of working, so the rationale for gender mainstreaming must be broadly applicable. The rationale must persuade senior leadership, who have the power to commit resources and establish gender mainstreaming as an organizational priority, as well as staff at other levels, who will be tasked with

BOX 3

What Does Successful Gender Mainstreaming Look Like?

An organization that has successfully mainstreamed gender will:

- Have a strong gender policy that recognizes gender as a fundamental aspect of identity and a key dimension of diversity.
- Incorporate gender-sensitive language and gender equality principles into all policies.
- Develop gender-equitable work practices and policies, such as flexible work hours and supportive family leave policies.
- Have leadership that regularly communicates and demonstrates their commitment to organizational gender equality, including a willingness to examine and change their own attitudes and practices.
- Require and provide gender training for all staff, with an emphasis on personal reflection and growth.
- Build capacity of all staff to analyze their work from a gender perspective.
- Ensure that human resources processes are gender-sensitive and gender-equitable, including:
 - Job recruitment practices and job interviews.
 - Job descriptions.

- Performance evaluations that incorporate gender-equality measures and objectives.
- Commit to equal pay for equal work.
- Ensure gender-equitable representation across divisions and at all levels.
- Adopt gender-sensitive and equitable decisionmaking processes.
- Ensure adequate resources, including staff time, dedicated to promoting gender equality.
- Establish accountability mechanisms to measure progress toward gender equality in the organization and enforce implementation.

Sources: Jeannie Harvey, *The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation* (Washington, DC: InterAction, 2010); CARE, “Gender Equity Diversity Strategy, 2010-2015,” accessed at <http://gender.care2share.wikispaces.net/file/view/GED%20Strategy%20final.doc/395719550/GED%20Strategy%20final.doc>, on May 26, 2014; Robin J. Ely and Debra E. Meyerson, “Integrating Gender into a Broader Diversity Lens in Organizational Diagnosis and Intervention,” *CGO Insights, Briefing Note No. 4*, 1999, accessed at www.simmons.edu/about-simmons/centers-organizations-and-institutes/cgo/publications/cgo-insight-briefing-notes, on Feb. 20, 2014; and UN Women, *UN-SWAP: A Plan to Improve Gender Equality and the Empowerment of Women Across the UN System* (New York: UN Women, 2012).

incorporating gender equality in the day-to-day functions of the organization.

Two arguments can make the case for gender equality within organizations: “The right thing to do” argument, which links gender equality to the organizational mission and character, and “The smart thing to do” argument, which links gender equality to organizational effectiveness and results. Although advocates might choose to emphasize one argument over another at certain stages or with a given audience, the arguments are closely linked and likely to be stronger and more sustainable when woven together: The right thing to do is also the smart thing to do.

WHO WE ARE: LINKING THE PRINCIPLE OF GENDER EQUALITY TO THE ORGANIZATIONAL MISSION

The organizational mission defines organizational values and sets the tone of organizational culture. Linking gender equality and gender mainstreaming to the mission, therefore, is critical to achieving the meaningful, long-lasting change necessary to transform the organizational culture. Talking about gender equality as “who we are,” especially if those messages come from senior leadership, will encourage staff to see gender equality as a valued part of the organization’s identity and the expectation for how work is done.⁶ Gender awareness can begin to replace gender blindness and positive changes can be more effectively sustained.

Additionally, framing gender mainstreaming in relation to the mission emphasizes that gender equality is not a new issue for the organization, but a principle that fits into the organization’s existing

approach and amplifies its work.⁷ This framing may be more difficult if an organization’s mission does not explicitly include gender, but it is still possible to make a strong case by carefully highlighting how gender is related to the mission. For example, CARE’s original mission doesn’t specifically refer to gender, but they have been able to illustrate the ways in which gender and gender equality are fundamental to their mission of fighting poverty (www.care.org). Similarly, Plan International has been able to demonstrate that addressing gender equality is imperative for achieving their mission of ensuring the rights and well-being of children (www.plan-international.org).

Gender mainstreaming can become the bridge between what an organization says it does in its mission and what it actually does in day-to-day practice. This process can enhance the organization’s reputation: As CARE’s gender policy states, “CARE is...more credible if we do what we say.”⁸

A number of organizations offer examples of how to explicitly link the principle of gender equality to the overarching organizational mission:

- Plan’s policy positions gender as a part of child rights, linking to the Convention on the Rights of the Child: “Many violations of children’s rights have their roots in gender-based inequality, exclusion, and injustice. Achieving gender equality is therefore a core objective of Plan’s work as an organisation dedicated to child rights.”⁹
- In their policy on gender equality, Save the Children “recognizes that gender equality is a critical component of the organisation’s overall commitment to diversity and works to promote gender

BOX 4

Creating a Positive Cycle: Leveraging Programmatic Successes to Keep Gender Equality on the Organizational Agenda

Programs—especially those that receive positive publicity and lead to additional funding—can provide a useful opening for discussing the importance of gender equality broadly and can be leveraged to support attention to internal gender equality and gender mainstreaming.¹ For example:

- At Save the Children, a grant from the Nike Foundation to increase the prominence of their girls’ programs amplified the value placed on gender overall.²
- Plan International’s “Because I am a Girl” campaign raised the profile of gender within the organization and was a key factor in moving from policy to implementation. The attention and increased funding Plan received from that campaign signaled to senior management the importance that donors and sponsors attach to gender equality and the rights of girls.³

The “programmatic hook” can be useful in focusing attention and raising the profile of gender equality. However, this approach does not address the relationship between internal and external gender equality. It is essential to use these opportunities to help senior leadership and other staff understand how the success of gender equality programs is connected to the status of gender equality within the organization.

References

- 1 Meryl James-Sebro, *Revealing the Power of Gender Mainstreaming: Enhancing Development Effectiveness of Non-Governmental Organizations in Africa* (Washington, DC: InterAction, 2005).
- 2 Population Reference Bureau, “Engendering Organizations: Integrating Gender From Within,” expert consultation, March 31, 2014.
- 3 Justin Fugle, “Plan-ting Gender Equality,” presentation to expert consultation, “Engendering Organizations: Integrating Gender From Within,” March 31, 2014.

equality in societies at all levels.” The policy links gender equality to Save the Children’s priorities and work and explicitly states that “Save the Children must foster an organisational culture that promotes gender equality...the organisation aims to create a working environment that promotes diversity and stamps out inequality and prejudice.”¹⁰

- CARE’s international gender policy states that CARE “seeks to promote equal realization of dignity and human rights for girls, women, boys and men, and the elimination of poverty and injustice. Specifically, this policy is intended to improve the explicit incorporation of gender in programmatic and organizational practices.”¹¹

WHAT WE DO: LINKING THE PRACTICE OF GENDER EQUALITY TO ORGANIZATIONAL EFFECTIVENESS

Linking gender equality to the organizational mission (the “right thing to do” argument) can be persuasive, and leadership and staff may genuinely believe that gender mainstreaming is a worthy organizational pursuit, but good intentions are likely to yield to entrenched ways of working and competing demands on time and resources. According to Christine Lagarde, president of the International Monetary Fund, “You know, if it was just a good thing to do, it wouldn’t go very far.”¹²

Organizations tackle their exclusionary practices— including gender inequality— when they come to the realization that these practices and underlying discriminatory values inhibit them from achieving their goals.

—Aruna Rao et al.

Illustrating how gender mainstreaming can support and enhance organizational effectiveness and programmatic results can help transform good intentions into positive action (see Box 4). Linking gender mainstreaming to the day-to-day operations of the organization and its employees institutionalizes gender equality as an organizational value that requires action.

Gender equality can have a positive impact on organizational effectiveness and success, for both private and nonprofit companies.¹³ A recent World Bank report noted, “The pursuit of gender equality by private sector firms is increasingly understood as

a win-win for women, companies, and their communities. The payoffs imply that companies’ involvement in this agenda is about more than philanthropy or corporate social responsibility.”¹⁴

We have found that linking gender equity to strategic organizational objectives and performance provides a critical leverage for change.

—Debrah Merrill-Sands et al.

Examples include:

- The Global Leadership Forecast 2014/2015 highlighted the value of gender diversity, noting that “organizations with better financial performance have more women in leadership roles,” in part because of the greater diversity of thought and innovation.¹⁵
- By improving the promotion of women internally, a company in Kenya realized major savings associated with hiring and staff turnover, including advertising costs, training, and lost productivity. Absenteeism decreased by 75 percent following the introduction of equal opportunity and gender-sensitive policies related to training, promotion, breastfeeding, and other issues.¹⁶
- A firm in Vietnam achieved a 10 percent reduction in staff turnover after improving its health programs and child-care facilities.¹⁷
- CARE, which has been engaged in some form of gender mainstreaming for years, has found that demonstrating a commitment to gender issues increases their gender capacity by attracting prospective employees with gender expertise. CARE has seen progress in gender equality measures in their programs, following increased gender awareness of staff, with program beneficiaries demonstrating more shared decisionmaking between men and women.¹⁸
- In South Korea, multinational firms have increased profits by actively recruiting women for managerial positions.¹⁹

There are also examples of negative consequences for organizations that fail to address gender equality. World Vision asked, “What will it cost if we don’t comprehensively address gender?” and conducted a win/loss analysis of proposals that were lost or not submitted at all because of insufficient internal technical expertise in gender. They discovered a potential loss of US\$17 million over the course of a year and successfully used that figure to persuade leadership to support increased gender capacity.²⁰ Evidence that low levels of internal gender awareness and gender equality have a negative impact on an

BOX 5

Case Study: Employing Training to Bring About Meaningful Change

Gender, Equity, and Diversity (GED) training at CARE has been well-received and effective, largely because of the people-centered approach that the training employs. Theresa Hwang, Gender Director at CARE USA, described the central theme of GED training as, “We can’t facilitate social change if we aren’t ourselves aware.” CARE argues that an environment that promotes self-examination and understanding of personal values enables staff to work more effectively on projects.

GED sessions are interactive and focus on increasing awareness and encouraging dialogue. Participants have the opportunity to reflect both individually and with a group, and discuss how their own experiences may be similar or different based on their identity and background. The GED training structure recognizes that learning about gender is a process that cannot be completed in a single day, and that each individual is at a different stage of the learning process. Such an emphasis on personal growth and development has made this training widely popular.

The first two training courses (101 and 201) are mandatory for all CARE staff. Board members and senior leadership have participated in shortened trainings within the past few years. More specific training courses focus on managing a diverse staff and engaging men and boys in gender equity. Tailored and job-specific gender training for teams, such as fundraising or communications staff, is by request. The cost of delivering the training has historically been absorbed by the human resources department but is increasingly being shared by teams requesting the training. CARE has trained 124 staff members as facilitators in the GED curriculum to build internal capacity and leadership. These facilitators become CARE “gender champions” and help to ensure that organizational gender equity does not rest with human resources or the gender teams alone.

The success of CARE’s GED training has spread outside of the organization: Donors and partners are now asking CARE to facilitate training for their own staff. Over 1,400 people worldwide—both CARE staff and individuals from partner and donor organizations—have participated in GED training. This popularity illustrates an additional benefit to internal gender equity: Working internally has positioned CARE as the expert in gender training and has connected the organization with a host of new partners and donors.

Sources: Doris Bartel, “Organizational Commitment and Practices of Gender Equality at CARE,” presentation to expert consultation, “Engendering Organizations: Integrating Gender From Within,” Population Reference Bureau, March 31, 2014; CARE, “Gender Equity Diversity Strategy, 2010-2015,” accessed at <http://gender.care2share.wikispaces.net/file/view/GED%20Strategy%20final.doc/395719550/GED%20Strategy%20final.doc>, on May 26, 2014; and Theresa Hwang, “Keeping It Real: An Organizational Journey to Model and Promote Gender Equality,” presentation to “Gender 360 Summit,” FHI360, June 16, 2014.

organization’s competitiveness and bottom line could be a significant motivation for organizations to undertake gender mainstreaming.

When highlighting the potential positive impact of gender mainstreaming on organizational effectiveness, it’s important to ensure that gender equality goals aren’t eclipsed by a focus on organizational effectiveness goals. As one study reported, placing gender equality “in an effectiveness and efficiency frame legitimates it in the organization...However, it also makes gender vulnerable to being overshadowed by organizational performance objectives.”²¹

Laying the Groundwork for Gender Mainstreaming: Key Tools and Strategies

After answering the question of why to mainstream gender, organizations face the task of how to accomplish that goal. Though the process varies, some of the key components are similar and a number of tools are available that can be adapted by different organizations. This chapter describes concrete tools, strategies, and resources that organizations can employ as part of their gender mainstreaming process.

The first section of this chapter includes an overview of existing frameworks for gender mainstreaming and introduces a new framework to better illustrate how gender mainstreaming can influence external programs and results. The rest of the chapter is dedicated to the use and application of organizational gender audits or assessments, formal policies, training, and allocation of staff time for gender mainstreaming.

FRAMEWORKS

Since gender mainstreaming is a significant undertaking for any organization, it is important to begin with a solid framework to conceptualize and organize the process. A good framework can describe where gender inequality may exist in an organization and what aspects of the organization need to change, including patterns or processes that usually go unnoticed. A framework can illuminate entry points or key levers for introducing change and help plot a path for the gender mainstreaming process.

Appendix B includes the four existing frameworks—Mukhopadhyay and colleagues’ Nine-Box Tool, Gender at Work’s Framework, InterAction’s Gender Integration Framework, and CARE’s Gender, Equity and Diversity Framework for Action—that are intended to guide the “what” and “how” of an organizational gender mainstreaming process. These frameworks can:

- Help assess the current status of gender equality within an organization.
- Describe, with varying specificity, what needs to be changed within an organization to mainstream gender and improve gender equality.
- Ensure adequate attention is given to more substantive types of change and transformation, not just technical and administrative.
- Serve as a tool to map a process for change and a reference point throughout the process.

These four frameworks describe what needs to change in order for an organization to become more gender-equitable in its operations and culture. They do not, however, explicitly address how gender equality in operations and culture impacts gender equality in programs and activities. Illustrating this relationship is critical to show the value and importance of gender mainstreaming and make the case for why organizations should pay attention to gender equality in their culture and operations.

Building on these frameworks, we propose a new framework that also addresses why gender mainstreaming is important by positioning it as inseparable from organizational and programmatic effectiveness and describes the key dimensions of the process. This framework outlines the critical tools and characteristics of a successful gender mainstreaming process. It addresses the importance and value of gender mainstreaming by illustrating the relationship of gender equality in internal operations and culture to programmatic activities and results.

PROPOSING A NEW FRAMEWORK FOR A UNIFIED ORGANIZATIONAL APPROACH TO GENDER EQUALITY

Ideally, organizations would undertake gender mainstreaming because it is the right thing to do for their employees and for the larger social context in which they operate. A number of organizations have committed to gender mainstreaming based on human

rights principles (for example, CARE’s GED Strategy 2010-2015). However, “the right thing to do” may be insufficient to propel an organization to commit to the deep reflection, fundamental change, and significant resources required for gender mainstreaming. To make these changes, it is also important to demonstrate how gender mainstreaming can enhance organizational effectiveness and results.

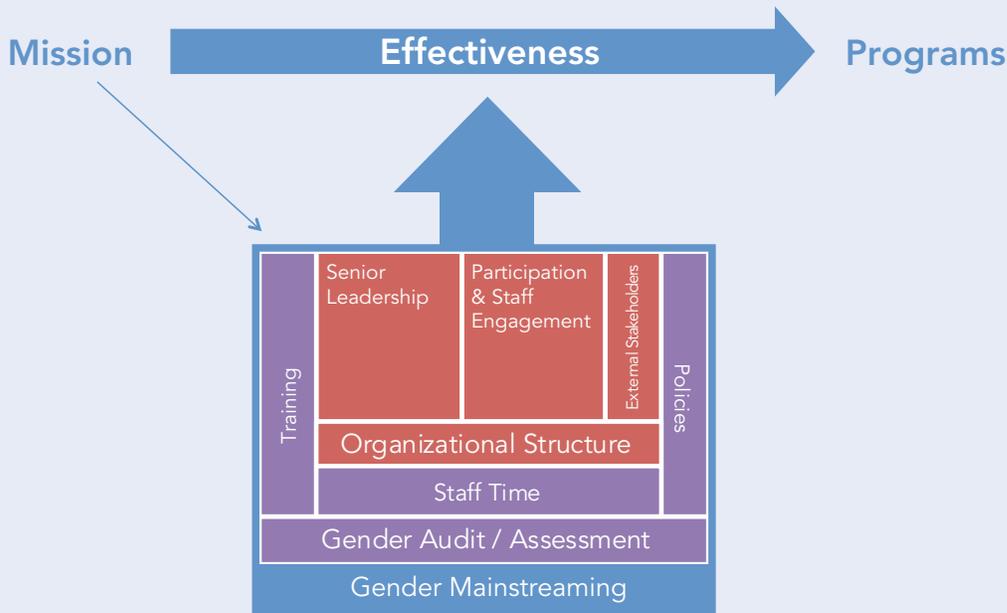
Articulating the impact of internal operations and culture on external programs makes it clear that gender mainstreaming shouldn’t be seen as a discretionary or stand-alone activity, separate from the organization’s “real” work, but is essential to the work of the organization. In this context, gender mainstreaming becomes a necessary process that is interwoven as fundamental to all organizational activities. Framing gender mainstreaming in this way makes it difficult to discount.

The conceptual framework below describes the key dimensions of gender mainstreaming, identified through an extensive desk review and consultation with international development organizations, and highlights how gender equality in internal operations and culture can influence external programs and results (see Figure 1).

“Mission” at the left refers to an organization’s stated fundamental purpose, while the “Effectiveness” arrow describes how well that purpose is translated into activities and programs. Gender mainstreaming flows from the mission, since it represents the internal expression of an organization’s commitment to gender equality, and

FIGURE 1

PRB’s Gender Inside and Out Framework



is located directly beneath “Effectiveness,” since it supports and enhances organizational effectiveness. Gender mainstreaming is an integral component of the successful translation of organizational values into action.

The boxes within the “Gender mainstreaming” arrow represent tools, features, and levers of change that are key to a successful process. The tools that facilitate gender mainstreaming (shown in purple) are positioned at the base and sides to indicate their role in structuring and supporting the process. The organizational dimensions (shown in red) that are required and/or affected by the gender mainstreaming process are grouped together as the inner core of the process.

Our goal in proposing this framework is to encourage organizations to conceive of gender mainstreaming as an integral component of their commitment to and pursuit of gender equality, and to understand what should be introduced or changed internally in order to achieve goals externally. This framework builds the conceptual case for gender mainstreaming; the next step is to strengthen, with concrete and objective data, the evidence base linking gender mainstreaming and improved internal gender equality to better organizational and programmatic effectiveness.

GENDER ASSESSMENT OR AUDIT: SETTING THE BASELINE AND IDENTIFYING AREAS FOR CHANGE

Many gender experts are familiar with gender analyses (also called audits or assessments) as tools for integrating gender into programs. These tools are also important for effectively introducing gender mainstreaming to organizations. The World Health Organization (WHO) notes that, “Gender analysis...is the first step of a mainstreaming strategy.”²² A good example is InterAction’s Gender Audit Handbook, a tool for conducting a comprehensive gender assessment and organizational transformation that addresses gender within “internal organizational systems and activities” as well as in programming.²³

When conducted in an open and participatory manner, gender assessments can increase understanding and support among staff for the broader process of gender mainstreaming. The assessment provides opportunities for all staff to share their opinions, hear from their colleagues, and reflect on the ways in which gender norms and expectations impact their day-to-day professional life.²⁴

The results of a gender assessment will help establish a baseline measure of gender awareness and equality in the organization, and how it can move forward. These results can be presented to senior management to further explain the relevance and influence of gender within organizational operations in order to strengthen the evidence for mainstreaming gender.

Finally, conducting a gender assessment can help identify and more clearly define the elements of the organization—both formal and informal—that need to change to improve and institutionalize gender awareness and equality. As organizations seek to implement those

changes, referring to the results of the assessment will make staff more receptive to and supportive of change.

POLICIES

Official policies are an important tool for mainstreaming gender that formalize and institutionalize an organization’s commitment to internal gender equality.²⁵ Written policies support understanding among staff of an organization’s position and approach, ensure consistent communication and implementation, and encourage accountability. The World Bank notes that carefully constructed policies can address “more subtle constraints” related to things like work hours and child-care responsibilities.²⁶ However, it is important to treat policies as one step in a process of gender mainstreaming. Placing too much emphasis on policies may lead organizations to run the risk of achieving change only on paper or falling into the “check box” trap of checking off requirements without undertaking serious reflection.²⁷

More organizations are developing gender policies that address gender equality in organizational operations and culture as well as in programs. In our review, we found a range of examples, with varying degrees of specificity regarding gender mainstreaming requirements (see Appendix C).

In addition to broad gender policies, organizations can address specific aspects of gender equality with more targeted policies. A number of organizations permit flexible work hours, support nursing mothers, allow for paid parental leave, and ensure representation and promotion of female staff. More progressively, some organizations have gone beyond a basic nondiscrimination clause and have developed policies to incorporate gender awareness and equality into recruitment and hiring. Another example is CARE’s “Developing an Equitable and Empowering Workplace” guideline that encourages the practice of allowing staff to bring children under the age of two on work trips, with costs covered by CARE when possible.²⁸

A theme in both the literature and the expert consultation was the challenge of drafting a relevant organizational policy that is implementable across diverse country offices. In some cases, central policies are based on previously existing country office policies. CARE’s International Gender Policy came from policies and guidelines of CARE members and country offices.²⁹ In other instances, the gender policy originated in the central office and was rolled out across country offices. To be effective, a policy must have minimum standards for gender mainstreaming but must also be adaptable to contexts with different gender equality baselines and varying cultural expectations and norms. Finally, a wide range of awareness and technical expertise related to gender is likely to exist across offices. To successfully implement a gender policy across all offices, the roll-out must include meaningful technical support for in-country staff.

An important factor to consider when developing an organizational gender policy is existing national and local legislation on these issues. For example, employees in the District of Columbia are entitled to four months of (unpaid) parental leave under the Family and Medical Leave

Act.³⁰ Mandated parental leave is much shorter in many other states, but much longer—and often at least partially paid—in other countries. An organization with employees in Washington, D.C., India, and the United Kingdom must consider the local laws of each location when developing its universal parental leave policy.

It is useful to note that policies should evolve and new policies be introduced as gender awareness increases and new needs are identified. Especially as an organization evolves to create a more open and safe environment, staff members may suggest new policies or revisions to existing policies. Participants at the consultation noted that many of their policies—addressing both gender generally and more specific gender-related issues—emerged when an environment developed where staff felt these issues were important to the organization and were comfortable bringing them up.

TRAINING

Training (including training of trainers) is a commonly employed tool for raising awareness of, increasing support for, and building staff capacity in gender issues (see Box 5). Training can be a key opportunity to help staff understand the relevance of gender equality for the organization (internally and externally); to foster support for gender equality throughout an organization; to create gender champions in different divisions (including nontechnical divisions); and to foster change at a personal level.³¹ Moreover, by building the capacity of all staff to consider and address gender issues, training can help institutionalize gender awareness, lessen the burden on gender experts, and promote sustainability.

As with policies, it is important that training be seen as a starting point rather than the completion of a gender mainstreaming process. As one participant in the consultation noted, staff who have completed gender training may feel they have “done gender” and don’t need to engage in further reflection or change. Similarly, training should not be limited to a one-time event, but can be an effective tool at various points in a gender mainstreaming process and used to support sustained commitment and progress on gender equality.³² Gender 101 can introduce staff to the concept and importance of gender, but it won’t make them experts.

Training requires funding and staff time, two resources that can be scarce, especially as unrestricted or general funds become scarcer. One option is to incorporate training for staff into new projects to ensure that staff have the expertise to adequately assess and monitor gender equality in the programs, and will leverage project funds to facilitate the internal change process. Such leveraging may be easier for projects that are explicitly related to gender, or with donors who already seek a high degree of gender integration.

STAFF TIME

A considerable amount of work and a range of skills are required to initiate and institutionalize gender mainstreaming and too often the staffing resources are insufficient. Allocating sufficient staff time

for gender mainstreaming activities throughout the organization is essential to spread out the work of gender mainstreaming, build support and ownership, ensure the necessary range of knowledge and skills, and enhance sustainability.³³

A consistent theme across the literature, in the IGWG survey and at the consultation, was that the burden of gender mainstreaming (and even smaller scale efforts to improve gender equality internally) often falls on just a few individuals (or even one individual) within the organization. Moreover, those individuals are often working on gender mainstreaming in addition to their programmatic or technical work. This burden may cause those staff to feel isolated and overwhelmed, and gives the impression that gender mainstreaming is a low priority, separate from the “real” work of the organization.

Though gender experts have much to contribute to gender mainstreaming, they are unlikely to have the full range of experience or skills necessary to bring about change in all aspects of an organization’s internal operations and culture. One participant at the consultation noted that in his organization, the gender team has been spearheading the development of organizational gender standards, but that they are program-focused and lack the human resources/organizational operations expertise necessary to draft a comprehensive document. CARE has addressed this problem by designating a gender lead for human resources as well as for programs.³⁴ The two leads work closely together and the presence of a designated human resources gender lead has been a valuable resource that has made a significant difference in CARE’s gender mainstreaming process.

Finally, involving staff within each department, division, or country office can help generate wider support and greater buy-in to gender mainstreaming and create a “network of champions” through which colleagues can offer each other motivation, encouragement, and assistance.³⁵ This network, in turn, promotes sustainability (see section on *Participation*, page 13).

In some instances, it may make sense for an organization to look beyond its own staff and hire an outside expert who can provide technical expertise and support capacity building within the organization.³⁶ Even for organizations that have technical staff with gender expertise, an outside expert can be a useful resource:

- Outside experts can bring a wide range of experience and may be better able to think outside the box of a particular organization.
- Since they are hired specifically for the gender mainstreaming process, they are likely to have more time to focus on those efforts.
- Finally, they may be seen as a neutral party and therefore better able to raise sensitive issues and facilitate difficult discussions.³⁷

BOX 6

Case Study: Integrating Gender Into Diverse Country Offices

Helen Keller International (HKI) is headquartered in New York and coordinates staff working across 22 countries in Africa and the Asia-Pacific region, as well as the United States. HKI implements programs based on evidence and research in vision, health, and nutrition. In keeping with the spirit and legacy of its founder, Helen Keller, women's empowerment is a key focus of the organization's work; HKI recently created a global gender policy and is in the early stages of constructing an internal organizational gender strategy.

HKI's gender focal points are forming an organization-wide gender working group to open a conversation on the status of internal gender equality and integration within programming. This conversation will cover organization and staffing-related issues such as hiring and promotion practices, work-life balance, discrimination, as well as programmatic aspects. While the working group is in its early stages, the process draws on years of gender-programming experience. Considering the variety of cultural factors that influence program design across countries and continents, the working group aims to establish general guidelines for gender integration in all HKI country offices.

Each office can expand upon these guidelines and implement them according to local norms and procedures. Gender integration in an office in Bangladesh, for example, may differ significantly from gender integration in an office in Indonesia. Most field offices are predominately staffed by national residents, so it is especially important to recognize cultural and societal practices that contribute to gender-related issues. Gender differences in access to travel, communications, and professional opportunities are often influenced by cultural norms and therefore, each country should have their own gender integration process. This approach will allow each field office to adapt these broad guidelines to fit their specific circumstances and to have ownership over the process. By recognizing the differences between each office, the gender working group aspires to have greater overall success with gender integration across the organization.

Source: Ramona Ridolfi, "[I]NGOs Gender Working Group—Bangladesh," presentation to Knowledge Sharing Meeting, July 10-11, 2014.

The Gender Mainstreaming Process: Power, Participation, and People

ORGANIZATIONAL STRUCTURE

Organizational structure influences the way that change occurs in an organization. Structure refers to the formal structure of the organization (the degree of hierarchy and relative centralization or decentralization) and also to the informal patterns of power and decisionmaking. Organizational change of any kind is a political process, especially gender mainstreaming, which challenges and seeks to transform the formal and informal structures of an organization in significant ways.³⁸

The process of mainstreaming gender introduces change throughout an organization and alters the fundamental culture, including power dynamics, with implications for staff at all levels.³⁹ While the process should ultimately produce net benefits for those within the organization as a result of increased gender awareness and equality, growing pains are likely as power dynamics change and people are asked to alter their accustomed way of working, especially those in position of power.⁴⁰ Awareness will highlight openings as well as potential pockets of resistance to gender mainstreaming. Being responsive to the concerns leadership and employees may have about changes associated with gender mainstreaming will facilitate buy-in and ease the process of transformation.

The original impetus for gender mainstreaming has important implications for how the process unfolds. When senior leaders call for gender mainstreaming, it may be easier to push change to all levels of an organization.⁴¹ If the initiative comes from more junior staff, it is important to identify channels and accepted pathways for reaching senior staff—both at headquarters and within each office—to get their buy-in. Especially when senior leadership is not immediately on board, gaining their support requires understanding and working with the decisionmaking processes and levers of influence within the organization (see section on *Senior Leadership*).

Demand for and modeling of organizational gender equality can also come from country offices, which may have more freedom to experiment with new policies or practices. Central offices may be more open to gender mainstreaming as a way to address gender equality across the organization when success has been modeled at the country level. For example, several CARE country offices had gender policies in place before CARE International introduced the federation-wide policy, and development of that policy relied heavily on the experiences of the country offices. At Helen Keller International, the Bangladesh office is leading the way on gender equality, helping to model what's possible for other country offices and the organization as a whole (see Box 6).

Although country offices may offer the initial example, the degree of centralization has important implications for how gender mainstreaming is implemented across the entire organization. In highly-centralized organizations, directives for change may need to come from central headquarters and requirements may be more uniform across offices. For those organizations, it will be important to ensure that policies and procedures are relevant and feasible for

all offices and settings. At less-centralized organizations, individual offices may have more freedom to adapt policies and procedures or experiment with new approaches; in those cases, oversight and ensuring adherence to basic gender equality principles will be important.

SENIOR LEADERSHIP

A successful and comprehensive initiative to mainstream gender requires support and buy-in from senior leadership and management. Senior management has the power to commit organizational resources (including staff time), to raise the profile of gender within the organization, and mandate and encourage action to improve gender equality. As InterAction notes in their Gender Audit handbook, “It is an organization’s senior leaders who promote and urge participation by all staff in the process and...ensure that there is organizational support for each step of the audit process including on-going follow up...Utilizing senior management to communicate the goal, intent and process of the gender audit will help to allay staff fears, resistance, and skepticism.”⁴²

In some cases, senior managers may have an existing interest in and commitment to gender equality. Occasionally, the push for mainstreaming gender may come from senior leadership.⁴³ In many organizations, however, senior management will require some degree of persuasion or convincing that gender equality in organizational practices matters. To gain meaningful buy-in, it is important that senior leaders clearly understand the rationale, process, and goals of gender mainstreaming. InterAction recommends preparing a formal presentation and emphasizing the benefits.⁴⁴ Though a formal presentation may or may not be necessary, depending on the size, structure, and protocol of an organization, it is certainly useful to prepare a clear and thorough explanation before approaching senior leadership. This preparation will ensure that senior management can clearly communicate those points to their colleagues and other staff, which can be effective for increasing participation across the organization.

Some participants at the expert consultation described getting the Board of Directors and/or senior leadership to participate in the same training as other staff as an effective strategy to sensitize them to the importance of gender and gender equality. It may only be possible to get a Board member or senior management group to commit a few hours, rather than the full day (or days) usually required for training, but even an abbreviated version can be effective.

As the process moves forward, reporting regularly to senior management will enhance their understanding and support and can clear the path toward organization-wide change.⁴⁵ Incorporating gender equality into regular reports to the Board and senior management can help institutionalize gender equality as a priority. At CARE, a Global Steering Committee for the Executive Management Team provides input on gender work to the Executive Committee on a quarterly basis.⁴⁶

The gender composition of senior leadership can be both an important influence on and positive outcome of gender mainstreaming. Though having women in senior roles doesn’t guarantee support for gender equality and mainstreaming, it can have a significant impact on organizational operations and culture, both

directly and indirectly related to gender equality. The “demonstration effect” (seeing women move into and succeed in positions, especially positions of power, previously held by men) is powerful for changing perceptions and attitudes, and can help pave the way for greater gender equality. As the World Bank notes, “gender diversity in senior leadership” is associated with benefits to the company’s bottom line.⁴⁷

“Transformation is, fundamentally, a political and personal process.”

—Aruna Rao and David Kelleher

PARTICIPATION AND STAFF ENGAGEMENT

Gender mainstreaming is not automatic; it relies on and has impacts on the people working in an organization. Successful gender mainstreaming hinges on staff participation across divisions and at all levels. Participation builds a broad base of support, increases adoption of new practices, provides a wide range of skills and knowledge related to organizational operations that can facilitate change, ensures that the process and proposed changes are informed by the people who will be affected, and fosters sustainability.⁴⁸ Broad participation will bring benefits to the organization, including expanding the number of staff with gender expertise and improving the organization’s gender capacity overall.

Gender mainstreaming often requires shifts in attitude and perspective as well as changes in the way work is done. This task is not easy: Behavior change—even change that is welcomed or will ultimately have positive results—can be difficult. People are more likely to be receptive to change if they understand the purpose and benefits and if they have been included in the process.⁴⁹ Asking staff to change their accustomed ways of working and interacting is likely to be met with resistance if those changes are not understood or supported.⁵⁰ Additionally, if changes are introduced without the input of those affected, the organization risks that the changes will not be implemented or will not produce the intended results.

Regular, open communication and transparency are key strategies for achieving broad participation and support. Communicating the purpose, goals, and relevance of the gender mainstreaming process will help staff understand the value of the process and the importance of their role in it, which should increase participation. Open communication also builds trust, an essential component of a meaningful gender mainstreaming process.⁵¹ Highlighting the importance of communication, InterAction lists the development of communication strategy as among the first steps of their gender audit and notes that communication should be built into every step of the process.⁵²

Senior leadership can play a key role in encouraging participation: When messages supporting gender mainstreaming and encouraging involvement come from senior leadership, it indicates that participation is not only valued but expected.⁵³ And, while voluntary engagement is the ideal, participation can be mandated to ensure that the work of gender mainstreaming is prioritized.⁵⁴ Persuading management to make gender mainstreaming a billable activity and to formally allocate staff time not only ensures participation, but also raises gender mainstreaming to the status of “real” work (see the sections on *Staff Time*, page 11, and *Senior Leadership*, page 13).

EXTERNAL STAKEHOLDERS

Organizations are part of a larger system, so while gender mainstreaming is directed toward internal operations and culture, it has implications for the organization’s partners and beneficiaries as well. The decisions and actions of an organization influence and are influenced by groups that it works with and for. These external relationships can be sources of positive pressure for or obstacles to internal change and can in turn be affected by organizational changes.⁵⁵

Donors

The actual and potential role of donors to motivate organizational change, specifically related to gender mainstreaming, is a complicated topic. More donors are prioritizing gender equality within the programs they support, but this trend does not immediately translate into support and funding for gender mainstreaming in the recipient organizations. A significant question is whether donors will be willing to move beyond project-specific funding and support an organization’s broad gender mainstreaming efforts. Additionally, it is not clear whether donors, on their own initiative, can compel organizational change for greater gender equality in the organizations they support.

Awareness among donors about the importance of gender in development is increasing and more donors expect or even require programs to integrate gender.⁵⁶ This increased emphasis on gender equality can be a driver for organizations to elevate gender as a core issue. For example, Plan noted that one motivation for Plan Canada to prioritize gender is that it receives support from the Department of Foreign Affairs, Trade and Development Canada, which requires gender to be prominent in proposals.⁵⁷ The government of the United Kingdom recently passed the International Development Act, which requires all programs funded by the Department for International Development to include a gender component.⁵⁸ By enacting such legislation, rather than relying on implementing organizations to include a gender analysis, policymakers and funders have the ability to proactively ensure that gender requirements are met. This requirement communicates to organizations that gender equality is a priority for funders, which in turn encourages organizations to expand internal capacity related to gender equality.

However, requiring gender integration in programs is not the same as requiring gender mainstreaming in organizational operations and culture. Even when they are interested in supporting organizational change for gender equality, donors—especially government donors—may be limited in their ability to explicitly require such change. USAID

can require gender integration in the projects they fund (under their gender policy) but they cannot mandate gender mainstreaming at an organizational level. They can, however, lead by example: USAID recently enacted a new policy with the goal of integrating gender throughout the agency, putting their expressed commitment to gender into visible practice and setting an example for partner organizations to review their own internal procedures and policies.⁵⁹

Overall, donors’ gender requirements (for programs or within organizations) can serve as an opening to recognize and talk about the dissonance between an organization’s programmatic work and internal gender structures.

Partners

As with donors, it can be challenging to communicate the concept and purpose of gender mainstreaming to partners, but partners can also be a driver of change. InterAction requires its members to have a policy, “fully integrated into [organizational] plans and operations” affirming “commitment to gender equity in organizational structures and in staff and board composition.”⁶⁰ Concern about being aligned with this standard was a key motivator for World Vision’s compliance staff to push for attention to gender equality within the organization.⁶¹

When existing or prospective partners do not have an explicit commitment to gender equality in their operations and culture, organizations that have made that commitment must grapple with the question of what they expect or require from partners with regard to gender equality. Is it enough for partner organizations to integrate gender into their programs or must they also pursue gender mainstreaming? Plan’s gender policy standards addresses this issue explicitly:

“Plan will assess its engagement in partnerships, coalitions, and alliances on the basis of shared commitments to gender equality, and will use its voice in networks and alliances to influence change in groups that do not yet share this commitment. . . . Plan’s investment in capacity building among partners will include training in performing gender analyses and in mainstreaming gender equality.”⁶²

Organizations may opt not to work with specific groups based on concerns about gender awareness and commitment to equality, but partnerships can offer an opportunity to encourage and support gender mainstreaming within other organizations and groups.⁶³ As outlined in Plan’s Gender Equality Standards, organizations that have already embarked on gender mainstreaming can offer technical support or guidance to existing and prospective partners who have not yet addressed gender equality internally but are interested in doing so.

Local Constituencies and Beneficiaries

When an organization functions without gender awareness or attention to gender equality, it is at greater risk of bringing that approach to its programs, with adverse impacts on beneficiaries. Many organizations have examples of unintended negative consequences from programs that did not take gender into account.

Mainstreaming gender across the organization increases the likelihood that gender-based outcomes will be anticipated and

planned for in programs. If an organization demonstrates its commitment to gender equality for its own staff, those staff members are more likely to bring that same commitment to their own work and beneficiaries will feel the effects.

Although it is not uncommon for local constituencies or even local staff to push back on gender equality initiatives as a “Western” idea, organizations should not assume that such initiatives will inevitably be met with resistance. Social movements and local grassroots organizations focused on gender issues already exist in many of the countries where our organizations work. When looking at how to comprehensively advance gender equality, it is important for U.S. and international organizations to consider how they can support those movements without getting in their way.

Moreover, local constituencies and beneficiaries can make effective contributions to gender mainstreaming.⁶⁴ They are likely to have more knowledge about what will work in their particular country or cultural setting to advance gender equality goals, and strategies introduced by local partners, staff, or beneficiaries may be useful for central office efforts.⁶⁵

Making Change Last

ACCOUNTABILITY

Formalizing accountability mechanisms for gender mainstreaming supports implementation, helps assess progress toward greater gender equality, and sends the message that gender mainstreaming is a priority for senior leadership. Accountability can be accomplished through required measurement and regular reporting and incorporating those results into evaluations at the individual and departmental level.

Assessing and evaluating individuals and groups on gender equality can increase the importance and attention given to gender mainstreaming. Accountability can be framed in positive terms, with groups rewarded for doing well (and not just penalized for doing poorly), and recognizing and celebrating successes in various ways.⁶⁶

To be effective, accountability mechanisms should be incorporated at multiple levels, from individual (for example, incorporating gender equality into job descriptions) to divisions (for example, increased diversity of representation). Responsibility for implementation, measurement, and reporting should be clearly designated to specific individuals, clear channels should be created to ensure that the results are communicated to senior leadership, and official procedures should be outlined for evaluating and acting on those reports. Finally, transparency—of expectations, evaluations, reporting—encourages accountability.

Reporting

It is important to develop a formal system and a schedule for divisions to report on their gender mainstreaming activities and progress.⁶⁷ This reporting can be in parallel with or be integrated into existing regular reporting cycles. Creating a channel to communicate results to senior leadership (and ideally the Board) promotes gender mainstreaming as a central component of organizational operations and culture.

The principles of participation and openness, so important to gender mainstreaming, should also guide the reporting process. CARE and Plan both have reporting requirements structured to encourage participation, openness, and transparency. Reporting at Plan is through self-assessments by each office, rather than audits by an external team, to promote engagement of all staff and ensure an open evaluation process, so the reports aren’t a surprise.⁶⁸

Similarly, at CARE data collection and reporting are through self-assessments, and data analysis is managed by a task team made up of volunteers from across the organization. This shared responsibility helps to socialize the policy and the results of the analysis, and contributes to CARE’s GED principles of representation, trust, learning, and accountability.⁶⁹

CARE also shares the reporting results on an external website for transparency. This commitment to external as well as internal transparency is an example of how an organization can drive change through example and sets the bar higher for the field as a whole. Additionally, by publicly reporting on their efforts to “walk the walk,” CARE can garner recognition as a leader on gender equality within the international development community and, potentially, draw attention from funders committed to gender equality.

Measurement

Consistent and actionable reporting requires clear, measurable indicators. Developing indicators that go beyond “bean-counting” to measure structural or cultural change remains a challenge. The temptation to show quick results and the preference for quantitative measures over qualitative can lead organizations to focus on shallow changes.⁷⁰ However, some organizations have introduced gender-sensitive or gender equality indicators in reporting on internal operations, including indicators that seek to assess meaningful change (see Appendix D).

Organizations can draw on their programmatic experience to inform their internal efforts. As more organizations incorporate gender-aware or gender-sensitive indicators into required program reporting, a growing body of evidence and examples are available that organizations can apply to the development of indicators for internal progress on gender sensitivity and gender equality.

Measurement is relevant for illustrating the impact of gender equality in internal operations and culture on external programmatic results. However, while some organizations have begun to think about this, little has been done to develop indicators for evaluating the link between gender mainstreaming and programmatic results. This work should be a goal for moving the field forward.

SUSTAINABILITY

Gender mainstreaming is a long-term process that requires sustained attention and commitment.⁷¹ Recognizing that an organization’s commitment and attention to gender equality will ebb and flow is critical to establish durable strategies that will preserve advances even when gender is given less attention within the organization. These organizations will be in a stronger position to make further progress on gender equality in the future.

BOX 7

Increasing Attention to Sexual Orientation and Gender Issues Within Organizations

Futures Group and EngenderHealth are two organizations that began looking simultaneously at gender and sexual diversity issues within their organizations' operations and culture. Though gender and lesbian, gay, bisexual, transgender, and queer (LGBTQ) issues have been a programmatic focus for both for some time, reflection on the internal practices and environment around these issues began more recently. EngenderHealth is developing organization-wide Gender Standards and Practices with the goal of mainstreaming gender and ensuring that all programming is, at a minimum, gender-sensitive. Respect for sexual orientation and gender diversity is included in the Standards and Practices as well as the Gender 101 training that will be required of all staff, and language addressing gender and SOGI is being developed for contracts, job descriptions, and interview questions. Futures has made gender and sexual diversity a focus of internal reflection, including a survey to assess staff understanding of sexual orientation and gender identity, and knowledge of related corporate policies. Training for new staff has been introduced, with the goal of expanding across the organization.

CARE has previously explored sexuality issues within the context of programming practices, particularly in health and HIV programming. They recently received a three-year grant to improve their institutional capacity to address sexuality orientation and gender issues (SOGI) (including issues of gender identity). CARE noted that these topics can be sensitive and personal and that it was helpful to focus initially on staff understanding and values. Some of the lessons from that initiative have been incorporated into broader organizational efforts such as the General Educational Development (GED) curriculum and into programmatic practices. Additionally, CARE noted that values and understanding of sexuality are diverse across ethnic, religious, caste, class, and geographic lines; it pays not to assume that one's own understanding and values (or sensitivities and discomforts) are shared by participants and beneficiaries.

Accountability mechanisms are the key to sustained implementation of policies and procedures. By clearly designating who is responsible for ensuring adherence to organizational standards and practices related to gender equality, organizations can make those practices part of the regular way of working. Reporting and review systems reinforce the perception of gender equality as an organizational priority and ensure not only that the policies are being implemented but also that they are having the intended effect.

Another strategy for making gender mainstreaming part of the normal daily work of an organization is to build awareness and support for gender equality across the organization.⁷² A broad-based network of staff who support and have some capacity to address gender issues spreads the work of gender mainstreaming around and avoids the burn-out that can result from relying on a handful of individuals (see *Participation and Staff Engagement*, page 13).

Intersections Between Gender and Other Areas of Inequality

Just as an individual's gender is intimately connected to and intertwined with other aspects of their identity, gender is woven into the nature of an organization, along with other areas of identity and inequality such as race, class, sexual orientation, and caste. As Ely notes, "Organizations are not simply gendered; they are also raced and classed."⁷³ Because gender mainstreaming addresses fundamental and sensitive questions about personal and organizational identity, beliefs, and practices, the process of gender mainstreaming will inevitably highlight other aspects of identity, diversity, and inequality. It can be beneficial to approach gender in a holistic way that situates it within the broader context of diversity, power, and privilege. Recognizing the complexity of personal identity and the multiple bases of inequity will foster richer and more honest reflection and dialogue. Addressing gender inequality will not inevitably improve equality in other areas, but discussing gender inequality in relation to other forms of discrimination can highlight opportunities to address multiple forms of inequality simultaneously.

This concept was more prominent in the academic literature reviewed than in the consultation, and it is clear that most international development organizations still have a lot of work to do to address inequality not just based on gender but also—and perhaps more so—related to race, class, and other areas. Although gender mainstreaming cannot entirely address and improve all these issues, it can provide an opportunity to acknowledge and openly discuss them.

In at least one area of inequality—sexual orientation and gender identity—the overlap with gender equality is so extensive that it may, in fact, make sense to address them at the same time.

LINK TO SEXUAL ORIENTATION AND GENDER IDENTITY

Although gender equality initiatives may challenge traditional gender roles, they are often premised on a male/female binary and on heterosexuality, disregarding the existence of sexual and gender minorities. Sexual orientation and gender identity (SOGI) may be even more sensitive and polarizing than gender equality and may be seen as private issues that are not necessary or appropriate to address in the professional sphere. However, sexual and gender minorities face many of the same vulnerabilities, disadvantages, and human rights abuses that women have historically faced. Women and transgender individuals face similar consequences for failing to conform to traditional norms and beliefs about what it means to be a man or a woman and those norms also dictate accepted sexual orientation.

As human rights and equality take a more central role in development efforts, sexual orientation and gender identity issues (also referred to as gender and sexual diversity) are receiving more attention. Attention to the intersection of these issues with struggles for gender equality and women's empowerment, which have been more publicly visible for longer, has grown. This moment has great potential to expand our definition of gender equality beyond equal rights for men and women to equal rights for all persons, regardless of gender identity or sexual orientation.

At the expert consultation, a few participants described efforts to explicitly address sexuality, sexual orientation, and gender identity in their organizational policies, procedures, and culture (see Box 7, page 16). At some organizations these efforts were developed as part of ongoing gender mainstreaming work, while other organizations began looking at gender equality and SOGI at the same time. Organizations that are now mainstreaming gender in their operations and culture may be better situated to incorporate SOGI in that process from the start. Organizations that have been engaged in gender mainstreaming for some time can enhance those efforts by expanding and adapting them to include SOGI.

Transforming gender norms is a shared foundation of gender equality and SOGI initiatives. Organizations that fail to acknowledge and include SOGI issues in gender equality efforts are not fully confronting the harmful norms and discriminatory practices in their cultures. By focusing too much on assumptions of what it means to be a man or woman—including assumptions that women are the only ones disadvantaged by gender norms or gender inequity—they are missing an opportunity to expand equality more broadly and may be perpetuating inequality and discrimination in other areas.

Conclusion

The benefits of and changes related to gender mainstreaming have a direct impact on both staff and beneficiaries. If done well, gender mainstreaming should improve the work practices and the work environment and experiences of staff members across all levels and divisions. Greater gender sensitivity and expertise among staff will translate into more effective promotion of gender equality for those they serve.

Gender mainstreaming may not yet be the norm, but more organizations are looking at gender equality internally, expanding the base of knowledge and experience for others to draw on. Moving forward, strengthening the evidence base and clarifying the link between gender mainstreaming and gender integration, and between institutional and programmatic work, is necessary in order to bolster the case for gender mainstreaming. Organizations must begin to live the principles they espouse in their work by promoting gender equality for staff as well as beneficiaries and recognizing the impact of gender equality on organizational effectiveness.

At the expert consultation, one participant posed the question, “What is good enough?” When can an organization claim success, either in specific indicators or overall achievement of gender mainstreaming and gender equality?

It may seem daunting to embark on a process that is, by its very nature, iterative and ongoing. However, success is not measured solely by the achievement of the final goal, but by the many smaller achievements along the way. Successes should be celebrated, even as shortcomings are recognized, because it is the successes that will keep organizations motivated and enthusiastic about achieving even more. Documenting and sharing experiences openly—successes and failures alike—will allow us to learn from each other and set a higher standard for gender equality within international development organizations.

Good Practices and Successes

Start by building a strong rationale for why gender mainstreaming is the right thing and the smart thing to do.

Frame gender mainstreaming in relation to the organization's existing mission.

Showing that gender equality is a natural component of the organization's mission will promote the perception of gender equality as a core organizational value and assumed way of working.

Link gender equality and gender mainstreaming to organizational effectiveness.

Articulate the positive impact of gender mainstreaming on organizational effectiveness and programmatic results. Help staff understand the ways in which gender mainstreaming can support and facilitate their work and help senior leadership see gender mainstreaming as a business investment.

Promote broad participation and inclusivity by drawing in staff from throughout the organization, not just gender experts.

Drawing in a diverse group of staff from across the organization builds capacity, generates support, supports sustainability, and helps avoid burn-out. For example, CARE, Jhpiego, and other organizations have found that forming Communities of Practice (subgroups of staff from throughout the organization on key topics) helps create and support the groundswell and institutionalizes leadership on gender. At CARE, these Communities of Practice are open to anyone, including partners, not just gender technical experts.

Establish a common language.

Defining terms in accessible language and avoiding jargon can promote understanding, ensure that everyone is on the same page, encourage communication, and facilitate change.

Promote regular, open communication as a cornerstone of successful gender mainstreaming.

InterAction lists development of a communication strategy among the first steps of their gender audit, critical for ensuring that staff understands the purpose and goals of gender mainstreaming and the importance of their role in the process. Moreover, communication builds trust, an essential component of a meaningful gender mainstreaming process.

Speak the language of those you're speaking to.

Connecting gender to specific activities and speaking the language of different departments is critical for getting staff (especially nonexperts on gender issues or nontechnical staff) on board. For example, Plan developed a training for a marketing department that used examples of gender integration in marketing campaigns.

Gain the support of senior leadership and keep them involved.

Promote support from senior leadership by ensuring they understand the rationale, process, benefits, and goals of gender mainstreaming.

Keep gender equality on their agenda, promote accountability, and help institutionalize gender mainstreaming by creating channels for regular reporting and review.

Treat local staff and constituencies as a potential asset rather than an obstacle.

Don't assume that local staff and partners will be resistant to gender equality promotion or that they hold negative attitudes about gender and gender roles. Though some contexts are likely to be more challenging, the potential for working with local social change movements and gender equality champions is great.

Make gender mainstreaming a responsibility.

Incorporate responsibility for gender mainstreaming into job descriptions and roles across the organization to ensure implementation and promote institutionalization. Clearly designate who is responsible for implementing specific policies and practices and who is responsible for overseeing that implementation.

Establish clear reporting requirements.

Create well-defined requirements, channels, and schedules for reporting on implementation and progress on gender mainstreaming and clearly designate responsibility.

Focus on highlighting the positive rather than the negative.

Don't be the "gender police," but instead generate enthusiasm by spotlighting what works well and rewarding successes.

Employ training effectively.

When done effectively (with an emphasis on interactivity, personal reflection, and growth) and paired with other efforts, training can be a successful way to get people to examine issues of gender within their professional and even personal lives and to garner more interest and support for gender equality initiatives. Ensure that training doesn't stop with "Gender 101," but is instead treated as an ongoing opportunity for learning and growth.

Make organizational gender equality a self-fulfilling prophecy.

Organizations that clearly and visibly commit to gender equality as an organization-wide principle are likely to attract new staff with an existing interest and expertise in gender. This commitment enhances the organization's gender capacity as well as the sustainability of gender as an organizational priority.

External experts can be valuable.

As an outsider, an external expert may be better-positioned to see the underlying culture of an organization and to act as a neutral facilitator for sensitive topics. Additionally, external experts can legitimate and guide gender mainstreaming efforts and can help fill gaps at organizations that are still building their own internal gender expertise and structures.

Challenges and Lessons Learned

More concrete evidence is needed for the benefits of mainstreaming gender.

Making gender mainstreaming an organizational priority and securing the necessary support and resources requires making a strong case for the purpose and benefits to the organization. Although evidence for the importance of integrating gender into programs is growing, a similar base of data for the impact and value of gender mainstreaming does not exist. Gathering this evidence will be a challenge, but must be a priority.

Measuring cultural change is a challenge.

It is much easier to quantify changes on paper or at a surface level (for example, number of policies that address gender equality) than to measure deeper cultural change (for example, changes in attitudes about family-friendly work practices). However, it is critical to attempt to measure progress at that deeper level, to ensure that changes for greater gender equality are having positive impacts on the lives and experience of staff.

The risk of falling into “bean counting” or the “check-box trap” should be avoided.

Especially since meaningful cultural change can be difficult to measure, it is easy to fall back on shallower measures and superficial change (for example, counting the number of men and women on staff, but not examining their roles, participation, or power).

Funding and resources for gender mainstreaming are often insufficient.

The question of how to meaningfully fund gender work at the organizational level is a major challenge, especially for organizations that don't already have internal expertise to draw from. “Meaningful resources” includes sufficient allocation of staff time.

Gender mainstreaming is not seen as “real” work.

The internal work of gender mainstreaming may be seen as a lower priority than the organization's “real” work of externally-directed programs and activities.

Change is often met with resistance.

As one participant said, don't underestimate the difficulty of behavior change. This warning is true for any significant change, but may be more challenging for issues of gender, since those issues relate to fundamental personal beliefs and entrenched organizational power structures.

Gender mainstreaming is viewed as a proprietary issue.

Organizational gender equality relates to the nature of the organization itself and all of its internal structures and operations, making this subject potentially sensitive (especially for organizations that pride themselves on their gender programs). This activity

clarified that organizations aren't widely publicizing their gender mainstreaming work or related activities (intentionally or not). The reluctance of organizations to share information around this topic is a challenge to widespread progress.

The demand and burden on gender experts can be overwhelming.

Gender mainstreaming can place a significant burden on gender experts, who are often the only staff members working on those activities. Additionally, the work of gender mainstreaming is often tacked on to already-full workloads. This burden results in overstretched and often isolated staff (what one person dubbed the “lone gender ranger” phenomenon).⁷⁴

Keeping gender equality an organizational priority is difficult.

In addition to getting gender on the agenda in the first place, sustaining attention and focus is a challenge. As a cross-cutting issue, gender should be included in all programs and activities, but isn't the sole focus of any single program or activity, which dilutes the attention it receives.

Organizations may encounter cultural resistance.

Many international organizations have likely addressed the assertion that gender is a “Western” notion within their programs; the same challenge may arise in efforts to integrate gender at an organizational level. A related belief is that the United States and other Western countries have “done” gender and achieved gender equality. The failure to recognize gender inequities within U.S. culture hinders an organization's ability to openly reflect and change.

Organizational leadership or staff may feel that “we do gender already.”

Related to the belief that gender equality is no longer an issue in the United States is the potential for organizations or staff that work on gender programs or women's issues to feel that they “do gender already” and don't need to go through additional training or reflection.

Staff turnover can deplete support and capacity for gender mainstreaming.

The departure of gender experts or gender champions—especially those in senior leadership—can leave a significant gap in an organization's commitment to and capacity for gender mainstreaming. Time and effort is required to generate support for and build capacity around gender mainstreaming among all new and existing staff.

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Appendix A. Definitions of Gender Terms and Gender Continuum

Sex

Sex is the classification of people as male or female. At birth, infants are assigned a sex based on a combination of bodily characteristics including: chromosomes, hormones, internal reproductive organs, and genitalia.

Gender

A culturally-defined set of economic, social, and political roles, responsibilities, rights, entitlements and obligations associated with being female and male, as well as the power relations between and among women and men, boys and girls. The definition and expectations of what it means to be a woman or girl and a man or boy, and sanctions for not adhering to those expectations, vary across cultures and over time, and often intersect with other

factors such as race, class, age and sexual orientation. Transgender individuals, whether they identify as men or women, are subject to the same set of expectations and sanctions.

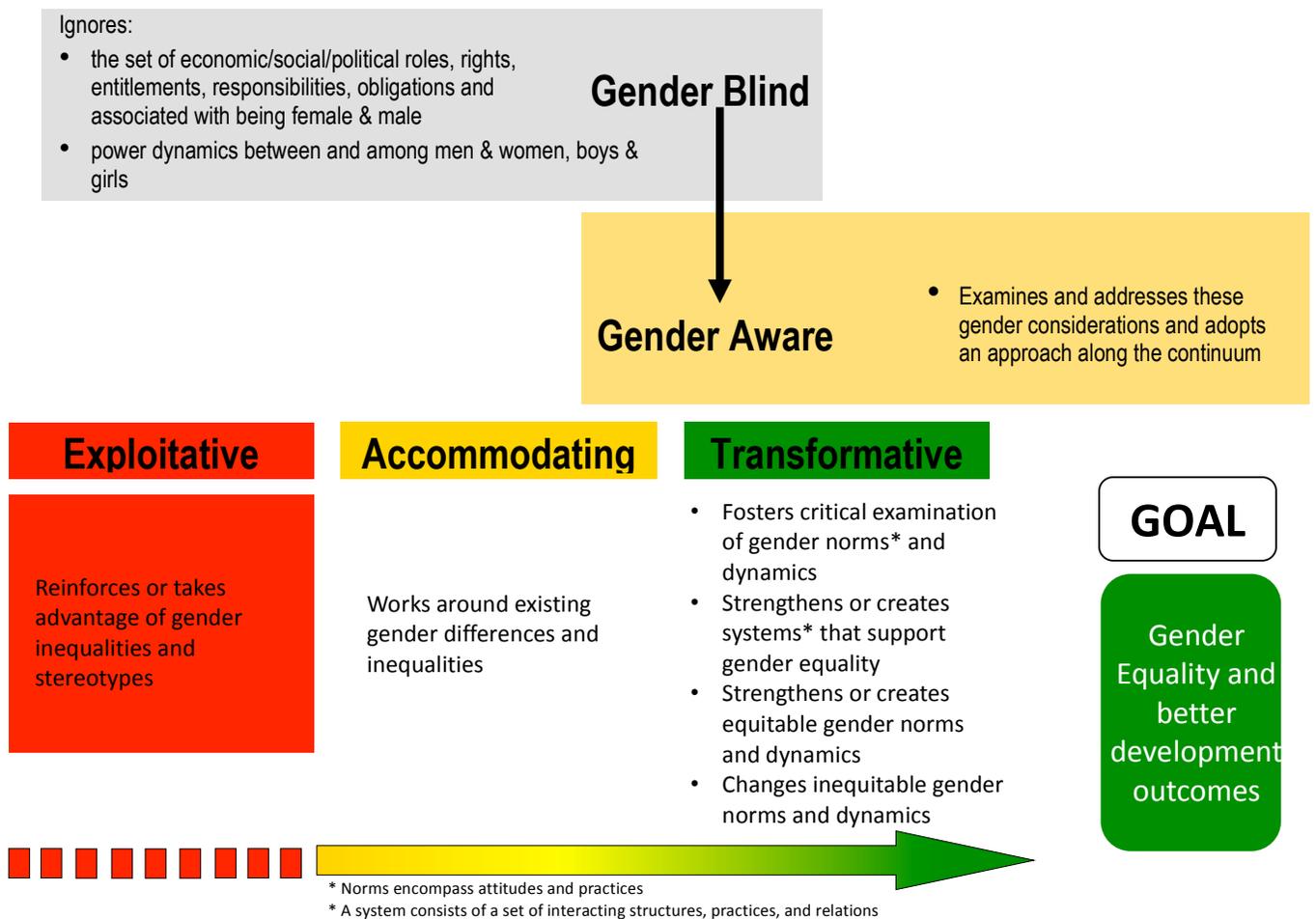
Gender Equity

The process of being fair to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field.

Gender Equality

The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources.

GENDER EQUALITY CONTINUUM



Source: Interagency Working Group, "Gender Integration Continuum," accessed at www.igwg.org/igwg_media/.../FG_GendrIntegrContinuum.doc, on Feb. 10, 2015.

Genuine equality means more than parity in numbers or laws on the books; it means expanded freedoms and improved overall quality of life for all people.

Gender-based Violence

In the broadest terms, “gender-based violence” (GBV) is violence that is directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally-defined expectations of what it means to be a woman and man, girl and boy. It includes physical, sexual, and psychological abuse; threats; coercion; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private. GBV is rooted in economic, social, and political inequalities between men and women. GBV can occur throughout the lifecycle, from infancy through childhood and adolescence, the reproductive years and into old age, and can affect women and girls, and men and boys, including transgender individuals. Specific types of GBV include (but are not limited to) female infanticide; early and forced marriage, “honor” killings, and female genital cutting/mutilation; child sexual abuse and exploitation; trafficking in persons; sexual coercion, harassment and abuse; neglect; domestic violence; economic deprivation; and elder abuse.

Empowerment

Expansion of people’s capacity to make and act upon decisions affecting all aspects of their lives—including decisions related to health—by proactively addressing socioeconomic, and other power inequalities in a context where this ability was previously denied. Programmatic interventions often focus specifically on empowering women, because of the inequalities in their socioeconomic status.

Men’s Engagement

Men’s engagement is a programmatic approach that involves men and boys: a) as clients and beneficiaries, b) as partners and c) as agents of change, in actively promoting gender equality, women’s empowerment and the transformation of inequitable definitions of masculinity. In the health context, this comprises engaging men and boys in addressing their own, and supporting their partners’ reproductive, sexual and other health needs. Men’s engagement also includes broader efforts to promote equality with respect to caregiving, fatherhood, and division of labor, and ending gender-based violence.

Gender Mainstreaming

Process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration as outlined below.

Gender Integration

Strategies applied in programmatic design, implementation, monitoring and evaluation to take gender considerations (as defined above, in “gender”) into account and to compensate for gender-based inequalities.

Transgender

Transgender is an umbrella term referring to individuals who do not identify with the sex category assigned to them at birth or whose identity or behavior falls outside of stereotypical gender norms. The term “transgender” encompasses a diverse array of gender identities and expressions, including identities that fit within a female/male classification and those that do not. Transgender is not the same as intersex, which refers to biological variation in sex characteristics, including chromosomes, gonads and/or genitals that do not allow an individual to be distinctly identified as female/male at birth.

Gender Identity

Gender identity refers to one’s internal sense of being male, female, neither or both.

Sexual Orientation

Sexual orientation refers to one’s sexual or romantic attractions, and includes sexual identity, sexual behaviors and sexual desires.

Homophobia

The fear of, aversion to, or discrimination against homosexuals or homosexual behavior or cultures. Homophobia also refers to internalized heterosexism by homosexuals as well as the fear of men or women who transgress the socio-cultural definitions of what it is to be a “true man or woman” or embody “true masculinity or femininity.”

Heterosexism

The presumption that everyone is heterosexual and/or the belief that heterosexual people are naturally superior to lesbian, gay, transgender and bisexual people.

Source: Interagency Gender Working Group, “Handout-Gender-related Terms and Definitions,” accessed at www.igwg.org/training/DevelopingSharedVocabulary/DefiningGenderRelatedTerms.aspx, on Feb. 10, 2015.

Appendix B. Frameworks

THE NINE-BOX TOOL

The original Nine-Box Tool was an organizational diagnostic tool for management and organizational development. It was adapted by Novib (now part of Oxfam) to specifically address gender equality “to begin the process of diagnosing how gender equality was or was not being addressed in the organisations.”¹ Novib and its partners used this tool to identify which areas of their organizations needed to be addressed as part of the change process, identify their particular strengths and weaknesses vis-à-vis gender sensitivity, and plan a path to change.

Lee-Gosselin and colleagues were concerned that organizations using the Nine-Box Tool often get stuck in the technical dimensions and fail to realize change in the deeper cultural dimensions (not shown). They proposed an adaptation of the Nine-Box Tool that incorporates processes of gender mainstreaming. Specifically, they distinguish between technocratic processes and participatory, democratic, and transformational processes. They suggest that both types of processes are valuable and necessary, but that participatory processes produce better and longer-lasting results.²

**FIGURE 1.3 – THE GENDER SELF-DIAGNOSTIC TOOL:
NINE-BOX TOOL**

	Mission/Mandate	Organisational Structure	Human Resources
<i>Technical Point of View</i>	<p>Box 1 <i>Policies and Action</i></p> <ul style="list-style-type: none"> <input type="radio"/> analysis <input type="radio"/> policy <input type="radio"/> activity plan <input type="radio"/> budget <input type="radio"/> monitoring and evaluation <input type="radio"/> impact 	<p>Box 4 <i>Tasks and Responsibilities</i></p> <ul style="list-style-type: none"> <input type="radio"/> tasks and responsibilities <input type="radio"/> coordination/ consultation <input type="radio"/> information system <input type="radio"/> gender infrastructure 	<p>Box 7 <i>Expertise</i></p> <ul style="list-style-type: none"> <input type="radio"/> quantity <input type="radio"/> quality/recruitment <input type="radio"/> wages <input type="radio"/> job description <input type="radio"/> appraisal <input type="radio"/> training
<i>Political Point of View</i>	<p>Box 2 <i>Policy Influence</i></p> <ul style="list-style-type: none"> <input type="radio"/> role of management <input type="radio"/> people influencing the organisation from within <input type="radio"/> people influencing the organisation from the outside 	<p>Box 5 <i>Decision-making</i></p> <ul style="list-style-type: none"> <input type="radio"/> adequate information <input type="radio"/> participation in discussion and decision-making <input type="radio"/> conflict management 	<p>Box 8 <i>Room for Manoeuvre</i></p> <ul style="list-style-type: none"> <input type="radio"/> space for organising <input type="radio"/> physical infrastructure <input type="radio"/> reward/incentive systems <input type="radio"/> diversity of styles <input type="radio"/> career opportunities
<i>Cultural Point of View</i>	<p>Box 3 <i>Organisational Culture</i></p> <ul style="list-style-type: none"> <input type="radio"/> image <input type="radio"/> ownership <input type="radio"/> woman friendliness <input type="radio"/> reputation 	<p>Box 6 <i>Cooperation and Learning</i></p> <ul style="list-style-type: none"> <input type="radio"/> teamwork <input type="radio"/> support <input type="radio"/> networking outside of organisation <input type="radio"/> reflection/innovation 	<p>Box 9 <i>Attitude</i></p> <ul style="list-style-type: none"> <input type="radio"/> enthusiasm <input type="radio"/> commitment <input type="radio"/> willingness to change <input type="radio"/> stereotyping

Source: Novib “A Framework for Organisational Gender Diagnosis” (1996a) in Maitrayee Mukhopadhyay, Gerard Stehouwer, and Franz Wong, *Politics of the Possible: Gender Mainstreaming and Organizational Change, Experience From the Field* (Amsterdam: KIT-Royal Tropical Institute, 2006).

GENDER AT WORK'S FRAMEWORK

Gender at Work (G@W) posits that if an organization wants to impact gender equality and transform entrenched social norms through its programs, the organization itself must become more gender equitable. G@W developed a four-part framework to describe how an organization must change to mainstream gender and, in turn, become an agent of change for gender equality in its work. The upper half of the figure relates to individual change (on the part of management and staff) and the bottom half to systemic change; the right side describes changes to formal rules and policy, and the left side describes changes to informal norms and practices. The quadrants are related, with change in one influencing the others. G@W emphasizes the importance of the bottom left quadrant, which they name “internal culture and deep structure,” and the challenging process of changing this quadrant.³

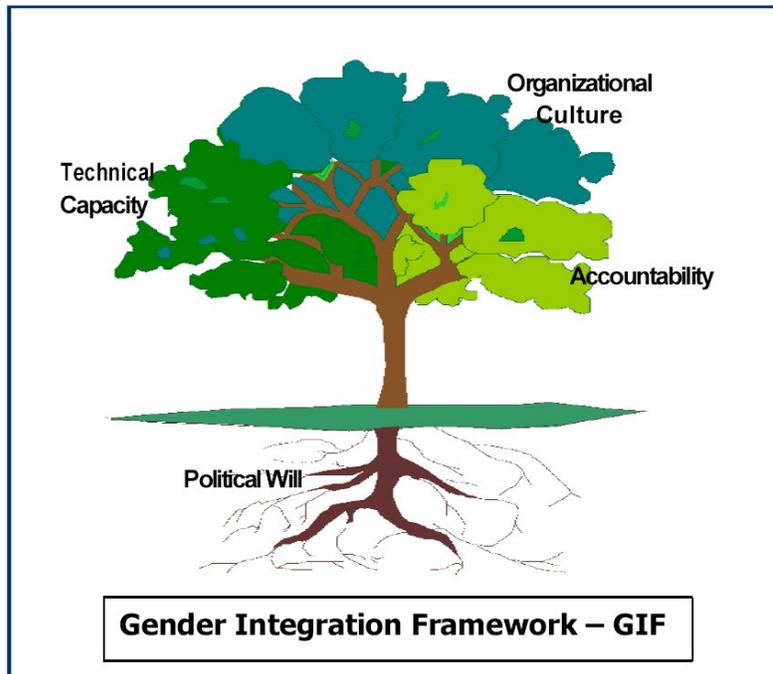


Source: Aruna Rao, "Organizational Change for Gender Equality," presentation to "Engendering Organizations: Integrating Gender From Within," expert consultation, March 31, 2014.

INTERACTION'S GENDER INTEGRATION FRAMEWORK

InterAction uses the Gender Integration Framework (GIF, developed by the Commission on the Advancement of Women) to describe the four dimensions of an organization—political will, technical capacity, accountability, and organizational culture—that must be prepared in order to “[transform] gender-blind organizations into gender-responsive ones.” The GIF is presented as a tree, with political will as the roots—essential for organizational change to be possible—and the other three dimensions as branches.

The GIF guides the gender audit (the starting point) and serves as a continual reference point for gender mainstreaming and gender integration in organizations. It is intended to help those responsible for gender mainstreaming and integration to assess the status of gender equality in their organization and inform the process of change.⁴



Source: Jeannie Harvey, *The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation* (Washington, DC: InterAction, 2010).

CARE'S GENDER, EQUITY, AND DIVERSITY FRAMEWORK FOR ACTION

Since the early 2000s, CARE has relied on a Framework for Action to guide its gender equity and diversity work. The framework was developed with input from staff throughout CARE (including headquarters and country offices) and lays out four leverage areas: Representation, Trust, and Learning, plus Accountability as an overarching imperative.⁵

CARE views these areas as “building blocks of the types of teams and healthy relationships upon which high-quality organizational performance depends.”

CARE further defines each area as:

“Representation. The ability of an organization to attract and retain qualified and committed staff representing different backgrounds, gender, ethnicity, age groups and experiences; and staff who offer different perspectives, and opinions in order to collectively foster relationships that contribute towards the organization’s effectiveness. Representation is based on the recognition that discrimination is wrong. The focus here is on equal opportunity, fair treatment, recruitment, and compliance with contextually relevant Equal Employment Opportunity requirements. Advancing representation implies not only a focus on demographic patterns, but works toward ensuring that all staff have an opportunity to contribute to a variety of ideas for effective decision-making and innovation.

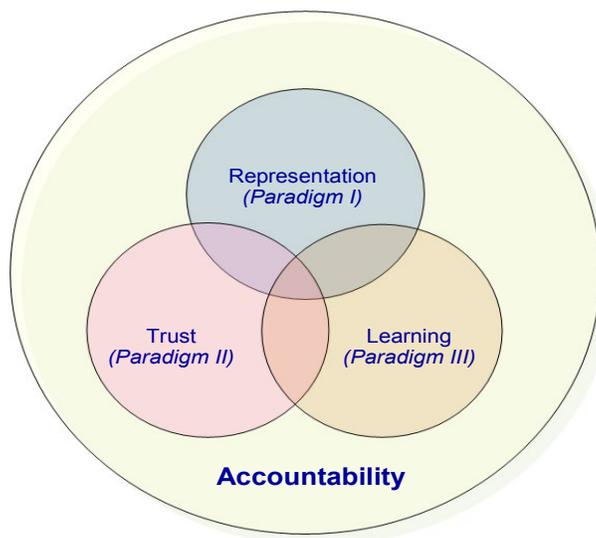
Trust. The quality of relationships within CARE. In order for gender equity and diversity to contribute to effective decision-making and innovation, relationships built upon trust must exist, and systems and structures that support trust building must be available.

Learning. The ability and willingness of CARE staff to learn from each other, to respect, value, and fully capitalize on diverse people, perspectives, and new knowledge and innovation.

Accountability. The organization’s ability to accomplish and sustain its commitments. In order for progress to be made in advancing representation, trust, and learning, we need strong and vital systems to hold staff at all levels accountable for progress. Leadership support and accountability at all levels is integral to this process.”

This framework guides each step (data collection, analysis, and action plan development) of the Gender Equity and Diversity Gap Analysis, CARE’s version of a gender assessment or audit.

Framework for Action



Source: CARE, “Gender Equity Diversity Strategy, 2010-2015,” accessed at <http://gender.care2share.wikispaces.net/file/view/GED%20Strategy%20final.doc/395719550/GED%20Strategy%20final.doc>, on May 26, 2014.

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- 1 Maitrayee Mukhopadhyay, Gerard Steehouwer, and Franz Wong, *Politics of the Possible: Gender Mainstreaming and Organizational Change, Experience From the Field* (Amsterdam: KIT-Royal Tropical Institute, 2006).
- 2 H el ene Lee-Gosselin, Sophie Briere, and Hawo Ann, “Resistances to Gender Mainstreaming in Organizations: Toward a New Approach,” *Gender in Management: An International Journal* 28, no. 8 (2013): 468-85.
- 3 Aruna Rao, “Organizational Change for Gender Equality,” presentation to “Engendering Organizations: Integrating Gender From Within,” expert consultation, March 31, 2014; Aruna Rao, “How to Advance Gender Equality—and Make Successes Last,” accessed at www.devex.com/news/how-to-advance-gender-equality-and-make-successes-last-83133, on March 25, 2014; and Gender at Work, “What is Gender at Work’s Approach to Gender Equality and Institutional Change?” accessed at www.genderatwork.org/Portals/0/Uploads/Documents/Gender-Equality-and-Institutional-Change.pdf, on Oct. 30, 2014.
- 4 Jeannie Harvey, *The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation* (Washington, DC: InterAction, 2010).
- 5 Doris Bartel, “Organizational Commitment and Practices of Gender Equality at CARE,” presentation to expert consultation, “Engendering Organizations: Integrating Gender From Within,” Population Reference Bureau, March 31, 2014; and CARE, “Gender Equity Diversity Strategy, 2010-2015,” accessed at <http://gender.care2share.wikispaces.net/file/view/GED%20Strategy%20final.doc/395719550/GED%20Strategy%20final.doc>, on May 26, 2014.

Appendix C. Highlights From Selected Examples of Organizational Gender Equality Policies

CARE: INTERNATIONAL GENDER POLICY

- **Goal:** “Through this policy CARE seeks to promote equal realization of dignity and human rights for girls, women, boys and men and the elimination of poverty and injustice. Specifically, this policy is intended to improve the explicit incorporation of gender in programmatic and organizational practices.”
- **Rationale:** CARE is a signatory to various international commitments regarding gender equality and recognizes the importance of gender equality in order to make a significant impact on poverty and social justice.
- **Commitments:** The policy commits to ensuring that both programmatic and organizational policies, planning, and programs support gender equality. These commitments include coordinating with partners to promote gender equality; monitoring and evaluating gender equality results; and incorporating gender and power analysis into human resources policies and practices, especially in recruitment, staff training, and budgeting.
- **Examples of targeted policies:**
 - Gender Equality & Diversity (GED) Training required for all CARE staff.
 - Flexible work schedules for parents.
 - Infant at work/space in the office for breastfeeding.
- **Accountability:** CARE will ensure implementation of this policy by conducting a review after four years. All offices are required to design an implementation plan to suit their situation and each must report annually on gender balance in staffing and general progress on their implementation plan. The CARE Gender Network submits an annual summary report with information from all offices to the board.

PLAN INTERNATIONAL: PLAN’S POLICY ON GENDER EQUALITY

- **Goal:** “Because of the relationship between the rights of children and those of women, Plan has adopted an approach that promotes both child rights and gender equality in programs, policies, partnerships and operations. Plan will actively promote gender equality in every sphere of our programs, partnerships and organizational culture.”
- **Rationale:** “Plan believes that gender equality is central to achieving our vision for change. Many violations of children’s rights have their roots in gender-based inequality, exclusion and injustice. Achieving gender equality is therefore a core objective of Plan’s work as an organization dedicated to child rights.”
- **Commitments:** Through this policy, Plan commits to confront and challenge gender discrimination, stereotyping, and unequal power relations; to advocate for gender equality as a human right; to build programs and partnerships and implement long-term strategies to address gender-based discrimination; to engage men and boys in promoting gender justice; to ensure equitable participation of girls and boys in decision-making processes; and to create an internal organizational culture and environment of gender equality.
- **Examples of targeted policies:**
 - Whistle Blower Policy to help staff report incidents, especially sexual or gender-based abuse.
- **Accountability:** Every Plan office must include information on gender equality progress in quarterly reports; the Global Gender Reference Group will develop methodologies and indicators to monitor the policy; Plan will conduct a policy review every five years. The policy lists standards in five areas to help assess implementation and progress: internal structures, systems, and policies; programs; partnerships; advocacy and campaigns; and public engagement and communications.

Appendix D. Sample Organizational Gender Equality Indicators

InterAction: Private Voluntary Organizations Standards, Gender Equity Amendments

INDICATOR
Written policy that affirms commitment to gender equality
Program staff trained in gender analysis
Gender analysis and planning included in all phases of program process
Human resource development, including organizational effectiveness and promotion of nondiscriminatory relationships
Gender awareness included in job performance criteria
Increased number of women in senior decisionmaking positions
Family-friendly policies to promote a healthy work-life balance for men and women
Policies and practices that support equal pay for equal work
Mandate from the CEO to promote and monitor integration of gender equality

UN SWAP (System-Wide Action Plan) for Gender Equality and Women's Empowerment: Performance Indicators

INDICATOR	EXAMPLE OF SUCCESS
Accountability: policy and plan, performance management	Assessment of gender equality integrated into core values for all staff, and system of recognition for excellent work promoting gender equality
Results: strategic planning, monitoring, and reporting	Strategic planning documents include specific outcomes on gender equality, and data is sex-disaggregated
Oversight: evaluation, gender responsive auditing, program review	Program reviews fully integrate gender analysis
Human and financial resources: financial resources tracking and allocation, gender architecture, organizational culture	Financial benchmark for resource allocation for gender equality and women's empowerment is met and/or exceeded
Capacity: assessment and development	Mandatory training for all levels of staff at headquarters and in regional and country offices
Coherence, knowledge, and information management: knowledge generation and communication, coherence	Knowledge on gender equality is documented and publicly shared

Sources: InterAction, "PVS Standards: Accountability, Transparency, Effectiveness," accessed at www.interaction.org/sites/default/files/PVO%Standards_Dec%202014.pdf, on March 6, 2014; and UN Women, "UN System-Wide Action Plan for Implementation of the CEB United Nations System-Wide Policy on Gender Equality and the Empowerment of Women," accessed at www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf, on March 6, 2014.

Appendix E. Expert Consultation Participant List

Population Reference Bureau, Monday, March 31, 2014, 9:00 am–1:00 pm

ORGANIZATION	NAME	ORGANIZATION	NAME
CARE	Doris Bartel	Plan International	Justin Fugle
Engender Health	Fabio Verani	Population Reference Bureau	Kate Gilles
FHI360	Andrea Bertone	Population Reference Bureau	Marissa Yeakey
Futures Group	Jennifer Pendleton	Population Reference Bureau	Angela Farmer
Futures Group	Nancy Yinger	Save the Children	Patrick Crump
Gender at Work (G@W)	Aruna Rao	USAID	Michal Avni
Helen Keller International	Ramona Ridolfi	USAID	Diana Prieto
InterAction	Julie Montgomery	USAID	Vikki Stein
IREX	Ye Sheng	USAID	Niyati Shah
Iris Group	Mary Kincaid	USAID	Monica Bautista
Jhpiego	Myra Betron	USAID	Diana Santillan
		World Vision	Yeva Avakyan

Appendix F. IGWG Survey

IGWG MEMBERS' EXPERIENCES WITH INTEGRATING GENDER INTO ORGANIZATIONS

1. Has your organization initiated efforts to improve gender equality and awareness within its internal structures and systems?

Yes No

If Yes: What are some examples of these efforts?

2. Would you be willing to share information on this process with us?

Yes No

If Yes: Please provide the name and contact information of the person we should follow up with.

3. Do you know of other organizations we should reach out to or resources we should review related to integrating gender within organizations?

Yes No

If Yes: Please provide us with the name of the organization and a contact person.

4. If you would like to receive updates related to the findings of this survey, please enter your email address here.

Appendix G. Reading and Resource List

TOOLS AND ORGANIZATIONAL POLICIES

Jeannie Harvey, *The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation* (Washington, DC: InterAction, 2010), accessed at www.interaction.org/sites/default/files/Gender%20Audit%20Handbook%202010%20Copy.pdf.

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Plan International, *Plan’s Policy on Gender Equality: Building an Equal World for All Children* (Woking, United Kingdom: Plan, 2011), accessed at <http://plan-international.org/girls/pdfs/plan-gender-policy.pdf>.

Verona Groverman et al., *Mainstreaming a Gender Justice Approach: A Manual to Support NGOs in Self-Assessing Their Gender Mainstreaming Competence* (The Hague: Oxfam Novib, 2010), accessed at <http://policy-practice.oxfam.org.uk/publications/mainstreaming-a-gender-justice-approach-a-manual-to-support-ngos-in-self-assess-188709>.

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International Planned Parenthood Federation, *Policy Handbook*, accessed at www.ippf.org/sites/default/files/policy_handbook_nov_2013_final_edited_jan_14.pdf.

READINGS

Aruna Rao and Michelle Friedman, “Transforming Institutions: History and Challenges, An International Perspective,” in *Institutionalizing Gender Equality: Commitment, Policy and Practice, A Global Source Book*, ed. Sarah Cummings et al. (Oxford: Oxfam Publishing, 2001), accessed at www.genderatwork.org/Portals/0/Uploads/Documents/Resources/Transforming-Institutions.pdf.

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Meryl James-Sebro, *Revealing the Power of Gender Mainstreaming: Enhancing Development Effectiveness of Non-Governmental Organizations in Africa* (Washington, DC: InterAction, 2005).

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