



Catalyzing Equitable Development:

An Initiative to Institutionalize a Gender Perspective in PVO and NGO Work in the Field

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Final Report

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Catalyzing Equitable Development: An Initiative to Institutionalize A Gender Perspective In PVO And NGO Work In The Field

Executive Summary

The Catalyzing Equitable Development (CED) Program responded to two questions that are key to gender equality and effective development. First, can organizations effectively integrate gender in their programs and operations? And second, to the extent they can, does gender integration enhance development outcomes? The CED program demonstrated that the answer to both of these questions is a strong "yes."

InterAction's Commission on the Advancement of Women (CAW) implemented this program from January 2003-September 2006. The aim of the program was to institutionalize a gender perspective in the work of development and humanitarian assistance PVOs and NGOs as a necessary means to improve living conditions for poor communities in Africa and Asia.

The program focused on building the capacity of PVOs and NGOs through training and technical assistance in InterAction's *Gender Audit Organizational Self Assessment and Action Planning* methodology. These organizations are major contributors to global development, collectively implementing about 40% of US government funded development assistance as well as administering over \$7 billion annually in assistance from private sources and in-kind contributions. The program targeted the very way PVOs and NGOs do their work and enhanced the effectiveness of their field programs by reducing gender inequalities and promoting women's and girls' full participation throughout their operations.

However, the program did not stop at capacity building, but assessed the impact of capacity building at the field level. A unique feature of the program was a study on the impact of gender mainstreaming in four African countries, one of the few such impact studies that has been carried out globally by donors, governments, or the United Nations. In addition, the program documented innovative practices in gender integration from the Asia-Pacific region and drew out lessons learned to guide other planners and practitioners.

Major accomplishments of the program are:

- 287 individuals and approximately 173 organizations (or country offices) participated in eight Gender Audit Courses and seven Gender Audit Workshops in the US and overseas. The Courses were offered in the U.S., Ghana, Kenya, and the Philippines. The workshops were offered in New York, San Diego, San Francisco, and Washington, D.C.

- Publication of *Gender Mainstreaming in Action—Successful Innovations from Asia and the Pacific*, a compendium of 18 innovative case stories on gender integration in seven different sectors in ten countries with guidelines for applying the innovations in other settings.

- Production of the Gender Audit Tool Kit CD-Rom for organizations that did not attend a course or workshop and want to implement their own Gender Audits.

- Completion of a study of the impact of gender mainstreaming in Africa and publication of the report, *Revealing the Power of Gender Mainstreaming—Enhancing Development Effectiveness in Africa*. The study documents the powerful link between gender equality and poverty alleviation at the community level, based on the experience of five InterAction members in four African countries: Ghana-World Vision, Kenya-Catholic Relief Services and Lutheran World Relief, Niger-CARE, and Zambia-Heifer International.

- Publication of a six page summary and highlights of *Revealing the Power of Gender Mainstreaming* for outreach to policy makers and organizational leadership.

This final report gives an overview of the program’s strategy and components and then presents the activities and outcomes for each of the program’s three component areas: 1) Institutional Competency for Gender Equitable Policies, Practices, and Programs, 2) Executive Leadership for Equitable Development, and 3) Field Practitioner Interchange and Documentation. The report culminates in an Assessment of Organizational Impact and Impact in the Field.

The program’s impact has been particularly significant in three areas. First, the program showed that gender integration is an organizational competency that can be developed through training, and that the Gender Audit is an effective methodology for this capacity building.

Second, and perhaps the program’s greatest contribution, is its demonstration of the linkages between gender integration and enhanced development outcomes through field based research in Africa. Nearly 900 women, men, and youth from 16 rural communities were interviewed and talked about the impact and positive changes in their lives, families, and communities after programs integrated gender. The study, *Revealing the Power of Gender Mainstreaming*, showed that a multitude of economic and social benefits for households and communities emerged, including greater agricultural yield, improved sanitation, improved health and nutrition, and expanded primary school enrollment, especially for girls. Men moved from initial resistance to active support; women and men divided household and farm work more equitably; an attitude of harmony and cooperation spread through households and communities; traditional

practices such as female genital mutilation (FGM) declined in some communities; and women gained inheritance and property ownership rights in some areas.

Third, all the studies and materials developed in this program have been disseminated widely, through conferences and workshops and through InterAction's own publications service. Ninety percent of the documents and CD-Roms have been distributed as of the submission date of this report. Thus, the program continues to have a multiplier affect through the practitioners and policy makers who are utilizing its products.

Project Goal and Objectives

The overall GOAL of the Catalyzing Equitable Development program was to:

Institutionalize a gender perspective in the work of development and humanitarian assistance PVOs and NGOs as a necessary means to improve living conditions for poor communities in Africa and Asia.

This goal was supported through three intermediate OBJECTIVES:

- 1) To enable InterAction member agencies and partner NGOs to develop, adopt, and implement gender equitable approaches in their policies, programs, and structures;
- 2) To increase support for gender equality at the executive levels of InterAction member agencies and partner NGOs; and
- 3) To promote interchange amongst field practitioners and to capture and disseminate effective strategies for equitable development from the field perspective.

Program Strategy and Components

Gender equality is fundamental to development effectiveness. The World Bank Policy Research Report, *Engendering Development—Through Gender Equality in Rights, Resources, and Voice* (2001), demonstrates how gender equality contributes to both economic growth and poverty reduction. Investments in female education and health tend to increase family incomes, because educated, healthy women are more able to engage in productive activities, find formal sector employment, and earn higher incomes than their counterparts who are uneducated or suffer from poor nutrition and health. In addition, educated women give greater emphasis to the schooling and health of their children, thus improving the productivity of the next generation.

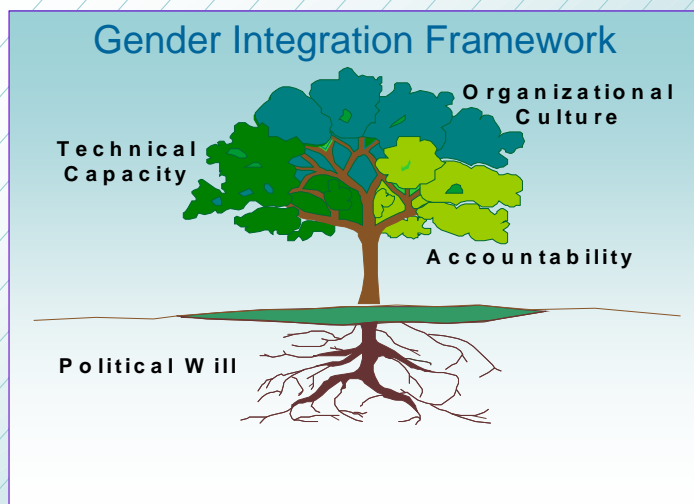
The Catalyzing Equitable Development program was designed to integrate or mainstream gender equality throughout the work of PVOs and NGOs rather than in only a particular program, an approach that potentially can affect all of an organization's activities at the field level. In 1997, the UN Economic and Social Council defined gender mainstreaming in this way:

Gender Mainstreaming: The UN Definition

"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design and implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women can benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality"(Agreed Conclusions, 1997/2).

In simpler language, "gender mainstreaming" is a way to transform how an organization does business, so that addressing gender inequalities and valuing both men's and women's full participation becomes integral to an organization's operations and effectiveness. This full and systematic incorporation of a gender perspective within an organization is called "gender integration." Thus, gender mainstreaming is the means to attain gender integration, which leads to gender equality and enhanced development effectiveness.

The unifying structure for the CED program was the CAW's "gender integration framework" (see diagram below). The framework includes the four dimensions that need to be taken into account to successfully mainstream gender equality within an organization's operations and programs: political will, technical capacity, accountability, and organizational culture. In order to address all four of these dimensions, the CED program included three mutually reinforcing components that correspond to the



program objectives: Institutional Competency for Gender Equitable Policies, Practices, and Programs; Executive Leadership for Equitable Development; and Field Practitioner Interchange and Documentation.

The primary emphasis of the program was on the

first component, expanding “Institutional Competency,” through offering a Gender Audit Facilitators Training Course and follow-up assistance to enable organizations to assess their strengths and weakness and design and implement organization-specific gender action plans. The second and third components were designed to complement and reinforce the first. The “Executive Leadership” component recognized the critical importance of bolstering support “at the top” amongst leaders in the PVO and NGO community to ensure that organizations move forward with their gender mainstreaming initiatives. “Field Practitioner Interchange and Documentation” enhanced organizations’ technical capacity by promoting peer learning amongst field staff and documenting the effective strategies they pioneer at the community level.

Institutional Competency for Gender Equitable Policies, Practices, and Programs

The CAW’s *Gender Audit*, an organizational self-assessment and gender action planning process, is the methodology which was utilized for improving PVO and NGO institutional competency in the CED program. The *Gender Audit* was developed between 1998-2002 by the CAW to enable organizations to systematically take stock of and address the status of gender equality in all aspects of their operations and work. The purpose of the *Gender Audit* is to identify areas of strength and achievement, innovative policies and practices, as well as continuing challenges as a foundation for gender action planning. The CAW’s methodology helps guide organizations in selecting the most appropriate combination of activities, tools and approaches for promoting gender mainstreaming in each particular organization. The comprehensive process brings together staff at all levels to reflect on organizational performance and to determine ways to broaden impact and affect change in the field. Through the assessment and planning process, organizations recognize their own potential and are able to make informed decisions for themselves about how best to address the challenges they face. Between 1998-2002, the CAW conducted Gender Audits with ten InterAction members or partner NGOs with USAID support.

In response to the increasing interest in the Audit from InterAction members and other organizations, the CAW developed a course to enable organizations to carry out the Audit on their own. The course is grounded in adult learning methodologies, utilizing multimedia presentations and hands on exercises based on real experiences in organizational gender mainstreaming. The five-day *Gender Audit Facilitator’s Training Course* (GAFTC) was piloted in June 2002 with representatives from six World Vision country offices (Chile, Ghana, Indonesia, the Philippines, Romania and Sri Lanka). The course was well received and highly acclaimed. Participants praised the course content, materials and presentation design citing its comprehensiveness, user friendly learning techniques and keen, organization–based subject matter.

Under the CED Program, the CAW refined the Gender Audit Facilitator's Training Course and made it more widely available to PVOs, NGOs, and other development organizations. Courses have been offered in the US, Africa, and Asia, and a CD-ROM Gender Audit Facilitator's Guide was produced so that organizations can apply the methodology without attending the Course. In 2005, a new one day Gender Audit Workshop was added to meet the needs of organizations that are not ready to commit a full week to attending the Course and/or are unsure whether they are ready to conduct a Gender Audit.

Gender Audit Courses and Workshops and Gender Audit Implementation

The CAW's Gender Audit Facilitator Trainers Course (GAFTC) enables organizations to learn to carry out an approach for taking gender into account in their operations and programming. The Audit process emphasizes executive level involvement and results in development of a Gender Action Plan. During the program, a total of eight courses have been convened with participants from PVOs, NGOs, AID Missions, and UN agencies. Three courses were implemented in the US, two in Africa (Ghana, October 2003 and Kenya, November 2005) and three in Asia (Philippines, October 2004, October 2005, and August 2006).

The October 2005 and August 2006 courses in the Philippines were implemented by the International Institute for Rural Reconstruction (IIRR). In October 2004, the CAW co-implemented a course in the Philippines with IIRR, in order to build IIRR's capacity to convene a course on its own. The 2005 and 2006 courses were conducted fully by IIRR staff, based on the training they received in 2004. The course included 22 participants from 16 NGOs. A flyer describing their 2006 course is in Appendix A.

The CAW introduced a new one-day overview of the Gender Audit, the Gender Audit Workshop in 2005. Workshops were presented in Washington, D.C. (3), New York, San Francisco and San Diego (2). A total of about 145 participants attended these courses.

From 2003 to 2006, a total of 287 participants and approximately 173 organizations (or country offices) have been trained in the eight courses and the seven workshops which were offered (see Appendix B for details). Appendix C presents data on the results of the Gender Audit training in World Vision, which made a commitment to conduct the Audit in their programs globally. Those trained directly by the CAW went on to train other staff within their international network. Forty-two World Vision offices have completed, are in the process of implementing or plan to conduct the Gender Audit.

Gender Audit on CD-ROM

As a means to make the Gender Audit methodology available to organizations that do not attend a training course, the CAW produced a multimedia CD-Rom Gender Audit Tool Kit in late 2004. The multi-media CD-Rom includes all the information and

materials needed for an organization to carry out the Gender Audit process on its own. The CD-Rom has been widely distributed, with only 320 out of 1,000 copies remaining. The CD-Rom is one of the core materials for both the Gender Audit Courses and Workshops.

Executive Leadership for Equitable Development

This component of the CED program promoted political will, the most basic dimension of gender mainstreaming, which needs to be supported by accountability. The active leadership of PVO and NGO CEOs and board members is vital if organizations are to embrace and sustain gender-equitable approaches. This component targeted InterAction member PVOs, especially those that participate in the Gender Audit Courses and Workshops, in order to create a positive climate for implementation of the Gender Audit within these agencies. This component was funded from a foundation grant, as a complement to the USAID resources.

Over the past few years, the CAW has worked to expand the involvement of CEOs and senior managers in promoting gender equality and effective development. Efforts to influence “men at the top,” in particular, have included seminars, opportunities for public recognition, CEO-to-CEO interchange, and exposure to leaders and best practices from the corporate sector.

An emphasis was linking gender equality with diversity and how to recruit and retain a more diverse workforce and boards of directors. With support from the Andrew W. Mellon Foundation, InterAction worked with its members to produce the *Diversity Recruitment Resource Guide*. The Guide includes a variety of external sources to increase outreach to diverse applicant pools as well as best practices on techniques used by InterAction members and partners for effective diversity recruitment. The Guide also contains tips on retaining employees and the process for building a pipeline to ensure a ready pool of talented and diverse candidates for the future are in place. Over 1000 Guides were printed. To date, approximately three-fourth have been distributed.

Field Practitioner Interchange and Documentation

Much of the documented work on gender mainstreaming has been done by social scientists and staff from multi-lateral development agencies. The real lessons to be learned at the field level, however, are rooted in the experiences of PVO and NGO field practitioners. The CED program provided opportunities for interchange and for documentation of “case stories” from pioneering field practitioners in Asia.

Asian Innovative Practices Documentation

Documentation of “best practices” is an important means of developing a supportive organizational culture as well as enhancing technical capacity. Such documentation is a resource for programmers who are looking for concrete examples of how to move ahead, and it demonstrates to skeptics that gender mainstreaming is possible in the cultures of developing countries. *Gender Mainstreaming in Action—Successful Strategies from Asia and the Pacific* was developed in 2004 to capture effective strategies developed and implemented by pioneering field practitioners in Asia. The book was developed and produced in partnership with the International Institute for Rural Reconstruction (IIRR), an InterAction member agency based in the Philippines. It was published in the Philippines in early 2005; InterAction and IIRR are sharing responsibility for distribution. To date, InterAction has only 60 copies remaining out of 1,500.

The book includes 18 case stories which highlight how development organizations have used innovative strategies to transform the lives of women and men, boys and girls with the dual goal of improvement of quality of life and the promotion of equitable social relations. The cases chosen were groundbreaking because they all took bold steps to apply gender equity principles in mainstream development sectors including national infrastructure, irrigation, forestry and natural resources, media and the arts, internet technology and connectivity, enterprise development, scientific research, and the policy processes of development institution themselves. While most of the cases in the volume focus on mainstream sectors, some offer insights on gender equity programming in sectors where a rights-based approach is growing in importance and prevalence. These include cases that provide a guide for reproductive health programming for boys and girls, and community arbitration strategies for reducing violence against women.

The pioneering efforts chronicled in *Gender Mainstreaming in Action* are a “how to” guide for designing strategies, programs, and interventions to redress gender inequality. Table 1 lists the 18 cases included in the book, eight of which are from InterAction member agencies.

Table 1: *Gender Mainstreaming in Action* Contributors and Cases

ORGANIZATION	COUNTRY	TITLE
Asian Development Bank	BANGLADESH	Gender and Infrastructures Development
Asian Development Bank	NEPAL	Building Gender Responsive Water User Associations
CARE	BANGLADESH	Dinajpur Safe Motherhood Initiative
CEDPA	INDIA	Better Life Options Project (BLP) – Adolescent girls in India Choose a Better Future
Center for Asia Pacific Women in Politics (CAPWIP)	PHILIPPINES	Enhancing Women’s Participation in Politics through Electronic Information Resource Network
FemLINKPacific	FIJI ISLANDS	Media Initiatives for Women
Heifer Project International	NEPAL	Hope, Honor, Happiness, and Women
Himalayan Action research Centre (HARC)	INDIA	Strategy Summary – Gender Best Practices
International Center for Research on Women	INDIA	Women Initiated Community Responses to Domestic Violence: From Private Suffering to Public Response
International Centre for Tropical Agriculture (CIAT)	NEPAL	Incorporating gender into a male dominated domain: a strategy for foresters
International Development Research Centre	NEPAL, INDIA, VIETNAM, MONGOLIA, CHINA	Integrating gender/social analysis in natural resource management research: a program combining field-based training, iterative learning and regional networking
Lutheran World Relief	PHILIPPINES	GAD Mainstreaming Experience: Changing Views, Changing Roles, Changing Lives
Pact	INDONESIA	Increasing Women’s Participation in Public Affairs: Project DISCUSS
Plan International	VIETNAM	Plan Vietnam’s Gender Equity Initiative
The Hunger Project	BANGLADESH	Women-centered, UP-based strategy for self-reliance
Wan Smolbag Theatre	VANUATU	Using Theatre to Make Change
Winrock International	NEPAL	Gender and Development (GAD) Concerns in Crop Diversification Project (CDP)
World Vision	VIETNAM	HIV/AIDS prevention

Assessment of Organizational Impact and Impact in the Field

The Catalyzing Equitable Development program targeted the policies, practices, and programs of PVOs and NGOs, based on the assumption that gender mainstreaming, i.e., improvements in integrating a gender perspective into an organization’s operations and programs, would catalyze improvements in development outcomes. This “chain” of impacts is depicted in the figure below.

PROGRAM GOAL

Institutionalize a gender perspective in the work of development and humanitarian assistance PVOs and NGOs as a necessary means to improve living conditions for poor communities in Africa and Asia.

PROGRAM OBJECTIVES

To enable InterAction member PVOs and partner NGOs to systematize gender equitable approaches in their policies, programs, and structures.

To increase support for gender equity at the executive and board levels of InterAction member agencies and partner NGOs.

To promote interchange amongst field practitioners and capture effective strategies for equitable

ORGANIZATIONAL IMPACT

Institutionalization of gender equitable approaches within PVO and NGO programs/operations

IMPACT IN THE FIELD

Gender equitable strategies, procedures, and programming that take women's and men's roles and relationships into account and result in greater success in achieving development goals and objectives

Assessing Organizational Impact

In the original proposal, the CED program projected that a total of 215 organizations would be trained in use of the *Gender Audit*. During the program, a total of 287 participants and approximately 173 organizations or country offices participated in the Gender Audit Course or Workshops. The gap between the targeted and actual numbers of organizations can be explained by the program's emphasis on organizations actually utilizing the Gender Audit. Participation in the Gender Audit courses required a signed commitment by a CEO to implement the Audit. Thus, the 173 organizations impacted by the program already understood the importance of gender integration and were prepared to move to action. An important insight from this experience is the need for more efforts to promote political will for gender integration to bring organizations to this point of readiness.

To track organizational impact, the CAW assessed a sample (24%) of the organizations trained, specifically from 42 World Vision International country and regional offices.

In June 2002, the five-day *Gender Audit Facilitator's Training Course* (GAFTC) was piloted with representatives from six World Vision country offices (Chile, Ghana, Indonesia, the Philippines, Romania and Sri Lanka). The CAW then conducted the Gender Audit with World Vision Ghana in 2002. World Vision staff implemented their own Gender Audits and has trained other country offices in the methodology. Thus, there has been a multiplier effect in application of the CAW's Gender Audit approach. Appendix C

includes charts on the status of Gender Audit implementation by World Vision as summarized in the following chart. The CAW is following up with World Vision to ensure that Gender Action Plans are developed and implemented and to determine organizational factors that affect implementation of action plans after they are developed.

World Vision Country Offices	Gender Audit Completed	Gender Audit Completed and Action Plan Being Implemented	Gender Audit Being Conducted	Gender Audit Being Planned	TOTAL
Asia Pacific	8	0	2	2	12
West Africa	3	1	1	1	6
Southern Africa	3	1	0	0	4
East Africa	7	0	0	1	8
Latin America and the Caribbean Regional Office	3	0	0	3	6
Middle East/Eastern Europe Office	1	0	0	1	2
Support Offices	2	0	0	1	3
Partnership Offices	1	0	0	0	1
TOTAL	28	2	3	9	42

Assessing Impact in the Field

The evaluation of field impact involved an in-depth study of a number of PVO programs in Africa to examine the linkages between organizational impact and field impact. The overall question which guided this research was: "When organizations mainstream a gender perspective in their operations and programs, how is the effectiveness of their development work impacted?"

The purpose of the field study was to explore the relationship between gender mainstreaming and development effectiveness, so that the dynamics and the potential contributions and limitations of gender mainstreaming can be more fully understood throughout the development community. The field research was carried out in four African countries with five InterAction members from May to July 2004. The countries and organizations included (in order of implementation): World Vision/Ghana; CARE/Niger; Heifer Project International/Zambia; Catholic Relief Services/Kenya; and Lutheran World Relief/Kenya.

The field study was conducted by development anthropologist, Dr. Meryl James-Sebro. Its methodology was developed by the CAW, with the consultant, and included a combination of interviews, checklists, document reviews, community focus groups, and

field observation visits. For the field visits, an innovative “impact assessment matrix” was utilized to track changes in the communities as well as in women’s empowerment. A component of the study also included a comparative analysis of a sample of projects implemented “before” an organization adopted gender mainstreaming. In some cases, this involved actual field visits and in others, a review of project documents. The study report was drafted in early 2005 and circulated to the five participating organizations who had met together in Ghana in November for a “collaborative analysis workshop” to discuss findings and recommendations. The study report was published in May 2005 and launched at InterAction’s annual Forum in June 2005.

Revealing the Power of Gender Mainstreaming: Enhancing Development Effectiveness of Non-Governmental Organizations in Africa tells the story of the profound links between gender equality and poverty alleviation at the community level. The study uncovered new insights on the dynamics of gender mainstreaming and on what actually happens at the community level when programs integrate a gender perspective. It documents very specifically the actions taken by five organizations to mainstream gender. Then the study went beyond the organizations to ask program participants about changes in their lives. Nearly 900 women, men, and youth from 16 rural communities were interviewed and talked about the impact and positive changes that gender mainstreaming brought to their lives, families, and communities.

A multitude of economic and social benefits for households and communities emerged, including greater agricultural yield, improved sanitation, improved health and nutrition, and expanded primary school enrollment, especially for girls. Men moved from initial resistance to active support; women and men divided household and farm work more equitably; an attitude of harmony and cooperation spread through households and communities; traditional practices such as early marriage for girls and female genital mutilation (FGM) declined in some communities; and women gained inheritance and property ownership rights.

This seminal study, which shows how gender mainstreaming can be “a driving force for development,” is an invaluable resource for other development organizations on the journey toward equitable development. The results of the study were disseminated widely in 2005 and 2006. Presentations were given at several conferences, as part of the one-day Gender Audit Workshops, and at “bag lunch” sessions hosted by several members. Copies of the book were sent to the participating organizations, women’s studies departments around the US, AID staff, UN officials, and other development professionals. Only 20 copies out of 1,000 are left.

In addition, a six page summary was produced and published in English and French for outreach to policy makers and organizational leadership.

Financial Statement

A copy of the final financial statement (SF 269a) for the program was sent to USAID April 26, 2007 after the completion of InterAction’s 2006 audit.

**Appendix A:
2006 Gender Audit Course Implemented by
International Institute for Rural Reconstruction**

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**Appendix B:
Eight Gender Audit Courses and Seven Gender Audit Workshops:
287 Participants and Approximately 173 Organizations Trained**

COURSES

Course #1: June 2003 - Washington, DC / 11 organizations; 23 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
ACDI/VOCA	2	UNICEF	1
Gender Development Institute (GDI)/Ghana	1	USAID - Africa Bureau	1
Helen Keller International	3	USAID - Bangladesh	1
International Institute for Rural Reconstruction (IIRR)	2	Winrock International	3
Pact	3	World Learning	2
Pan-American Health Organization (PAHO)	4		

Course #2: October 2003 - Accra, Ghana / 27 organizations; 35 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
ActionAid, Nigeria	2	IBIS, Ghana	3
African Centre for Human Development (ACHD)	2	Integrated Social Development Centre (ISODEC)	1
Africare - Ghana	1	Network for Women's Right (NETRIGHT)	1
Ark Foundation, Ghana	1	Norwegian Foreign Aid program (NORAD)	1
Association "Solidarite Femmes Parlamentaires Burundaises"	3	Pan African Organization for Sustainable Development (POSDEV)	1
CARE Gulf of Guinea	2	Social Enterprise Development (SEND) Foundation	1
Centre for the Development of People (CEDEP)	2	WaterAid, Ghana	1
Development Information Network (DEVNET)	1	Women's Right to Education Programme (WREP)	1
Enhancing Opportunities in Development (ENOWID) Foundation	1	World Vision International - Malawi	1
Gender Studies and Human Rights Documentation Centre	1	World Vision International - Mali	1
Ghana Association of Private Voluntary Organization in Development (GAPVOD)	1	World Vision International - Mozambique	1
Green Earth Organization (GEO)	1	World Vision International - Senegal	1
Heifer International - Ghana	1	World Vision International - Sierra Leone	1
Heifer International - Zimbabwe	1		

Course #3: January 2004 - San Francisco / 7 organizations; 11 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Heifer International - USA	1	Solar Cookers International	1
Heifer International - Mexico	1	World Vision International - Canada	2
Lutheran World Relief	1	World Vision International - USA	4
Mobility International	1		

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Course #4: June 2004 - Washington DC / 23 organizations; 33 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Heifer International - Ecuador	1	Plan International - Norway	1
Heifer International - Tanzania	1	Plan International - Panama	1
Heifer International - Thailand	1	Plan International - Paraguay	1
Heifer International - USA	9	Plan International - Senegal	1
Heifer International - Zimbabwe	1	Plan International - Thailand	1
Institute for Sustainable Communities	1	Plan International - UK (Global Headquarters)	2
Plan International - Bangladesh	1	Plan International - USA	2
Plan International - Egypt	1	UNIFEM	1
Plan International - Ghana	1	USAID/REDSO/ESA	1
Plan International - Germany	1	World Vision International - Australia	1
Plan International - Kenya	1	World Vision International - India	1
Plan International - Netherlands	1		

Course #5: October 2004 - Philippines / 6 organizations; 6 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Enabling State Programme	1	Heifer International - Philippines	1
Heifer International - China	1	Society for Participatory Research in Asia (PRIA)	1
Heifer International - Indonesia	1	UNIDO (United Nations Industrial Development Organization) - India	1

Course #6: October 2005 - Implemented by International Institute for Rural Reconstruction/Philippines / 5 organizations; 7 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Kenyan NGO	1	Myanmar NGO	1
Indonesian NGOs	3	Philippines NGO	1
Timor Leste NGO	1		

Course #7: November 2005 - Kenya / 8 organizations; 12 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Pact Kenya	2	Pact Zambia	1
Pact Madagascar	1	Pact ZADF	2
Pact Myanmar	1	Pact ZimAIDS	2
Pact Tanzania	1	USAID: Rwanda and Tanzania	2

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Course #8: August 2006 - Implemented by International Institute for Rural Reconstruction/Philippines / 11 organizations; 15 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Plan Bangladesh	1	Department of Agriculture, Research Institute of Veterinary Science, Indonesia	1
Research Training Management International, Bangladesh	1	Provincial Livestock Services in East Nusa Tenggara, Indonesia	1
Australian Catholic Relief	1	Indonesian Vegetable Research Institute	1
Sindh Seed Corporation, Pakistan	1	National Agricultural Research Institute, Papua New Guinea	1
International Institute of Rural Reconstruction, Philippines	1	Lingap para sa Kalusugan ng Sambayanan, Inc., Philippines	1
Southern Fruit Research Institute, Vietnam	1	Orissa Watershed Development Mission, India	4

WORKSHOPS

Workshop #1: May 2005 - New York / 13 organizations; 22 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Amnesty International	3	Oxfam America	3
Bahai International Community	2	PeaceWomen Project	1
General Board of Global Ministries of the United Methodist Church	1	Starfish Project	2
International Presentation Association	1	The Capacity Development Group	1
Margaret Sanger Center (Planned Parenthood)	1	United Nations	2
National Education Association	1	Women's Commission/International Rescue Committee (IRC)	3
Obafemi Awolowo University	1		

Workshop #2: June 2005 - San Francisco / 11 organizations; 13 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
Asia Foundation	1	Institute of International Education	1
Catholic Relief Services	1	International Development Exchange	1
Cisco Systems	1	SHARE Foundation	1
Consultant	1	STD/HIV Prevention Training Center	1
Cornell University	1	World Vision	1
Global Fund for Women	3		

Workshop #3: June 2005 - Washington DC / 16 organizations; 21 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
ACDI/VOCA	4	Institute of International Education	2
Amnesty International USA	1	Interchurch Medical Assistance, Inc.	1
Center for Development and Population Activities (CEDPA)	2	International Relief and Development, Inc.	1
Cooperative Housing Foundation International (CHF)	1	Refugees International	1
Citizens Network for Foreign Affairs (CNFA)	1	United Nations Association	1
Communication consultant	1	University of Maryland	1

George Mason University	1	USAID	1
Global Rights	1	Winrock International	1

Workshop #4: September 2005 - Washington DC / 17 organizations; 29 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
ACDI/VOCA	1	Management Sciences for Health	2
Center for Development and Population Activities (CEDPA)	2	Pact	1
Chemonics	1	PADCO	1
Counterpart International	2	Plan USA	1
Development & Training	1	Presbyterian Disaster Assistance	4
Heinrich Boll Foundation	1	Search for Common Ground	1
International Center for Research on Women	1	The International Planned Parenthood Federation	1
International Food Policy Research Institute	1	Winrock	1
Kabissa	1		

Workshop #5: June 2006 - Washington DC / 18 organizations; 25 participants

Organization	# of Participants Trained	Organization	# of Participants Trained
America's Development Foundation	1	IntraHealth International	1
The Asia Foundation	2	IREX	3
Center for Development and Population Activities (CEDPA)	1	Mercy Corps	1
Chemonics International	2	National Council of Negro Women, Inc.	2
Constella Futures	2	OIC International	4
Consultant	1	Partners of the Americas	1
Cultural Practice	1	USAID	2
Extending Service Delivery Project	1	Winrock International	1
FirstWorks International	1	Women Organizing for Change I Agriculture and Natural Resource Management	1

Workshop #6: October 2006 – San Diego / 15 participants

Participating organizations included NGOs, private sector, and federal agencies.

Workshop #7: October 2006 – San Diego / 20 participants

Participating organizations included NGOs, private sector, and federal agencies.

Appendix C: Status of Gender Audit Implementation by World Vision Country Offices

	Location	Activity Status
	Asia Pacific	A regional Gender Audit workshop was conducted in July 2003, and each national office developed a Gender Audit plan of action. Gender disaggregated information in TDI program reports are being used to input the Strategic Planning and the redesign of some ADPs.
1	Bangladesh	Working on National Gender Strategy.
2	Cambodia	Completed Gender Audit FY06.
3	China	Completed Gender Audit FY05. Collated the information and in the process of finalizing the report.
4	East Timor	Working on National Gender Strategy.
5	India	Completed Gender Audit FY05.
6	Indonesia	Completed Gender Audit FY03.
7	Laos	Completed Gender Audit FY05.
8	Nepal	Started the Gender Audit in FY06.
9	Philippines	Completed Gender Audit FY03.
10	Sri Lanka	Completed Gender Audit FY03.
11	Thailand	Collected the questionnaire and working on analyzing the results.
12	Vietnam	Completed Gender Audit FY06.
	West Africa	4 National offices acquired knowledge and skills to conduct Gender Audit.
1	Niger	Staff trained to conduct the Gender Audit questionnaire portion. Appointed a Gender Coordinator. Started the Gender Audit FY06.
2	Mali	Completed Gender Audit FY05. Budgeted for GA implementation.
3	Senegal	Completed Gender Audit FY06.
4	Sierra Leone	Completed Gender Audit FY06.
5	Ghana	Completed Gender Audit in FY02. Training of staff in planning gender sensitive program is on going. Conducted a study with InterAction to explore the relationship between gender mainstreaming and development effectiveness. Hosted a collaborative analysis workshop of the gender mainstreaming study in November 04.
6	Liberia	Appointed gender focal point.
	Southern Africa	Gender Audit completed at Southern Africa Sub-Regional office, report filed and focus groups and action plan completed.

1	Malawi	Completed Gender Audit FY05.
2	Zambia	Completed Gender Audit FY06.
3	Zimbabwe	Completed Gender Audit FY05.
	East Africa	During the SO-EARO meeting held in Nairobi in April 05, all national offices indicated a need for completing the Gender Audit by FY06.
1	Ethiopia	Completed Gender Audit FY03.
2	Burundi	Completed Gender Audit FY05.
3	Kenya	Completed Gender Audit FY06.
4	Somalia	Completed Gender Audit FY05.
5	Sudan, North	Working on National Gender Strategy.
6	Sudan, South	Completed Gender Audit FY06.
7	Tanzania	Completed Gender Audit FY03.
8	Uganda	Completed Gender Audit FY06.
	LACRO	Recently appointed LACRO Regional GAD Coordinator. Completed Gender Audit FY06.
1	Bolivia	Planning for the Gender Audit FY08.
2	Chile	Completed Gender Audit in FY03.
3	Ecuador	Planning for the Gender Audit FY08.
4	Honduras	Completed Gender Audit in FY07.
5	Peru	Planning for the Gender Audit FY08.
	MEERO	Lack of regional GAD contact person made follow up planning difficult.
1	Romania	Completed Gender Audit FY03.
2	Bosnia Herzegovina	Implemented a gender issues survey in December 2005.
	Support Offices	Canada and US completed GA FY05.
1	Canada	Completed Gender Audit FY05.
2	United States	Completed Gender Audit FY05. Focus groups completed FY05. Staff trained. Gender Task force revised.
3	Australia	Attempting to build support for Gender Audit- assessing political will.
	Partnership Office	Completed Gender Audit

Why mainstream gender? How do we mainstream gender in development work?

Despite decades of gender research and advocacy, most development interventions continue to be “gender blind” – meaning they are unable to see and address the reality that women and men experience poverty differently. Furthermore, women’s roles and distinct contributions to the development process are often overlooked in the policy discourse within governments, in organizations, even in development programs from women are supposed to benefit from.

Gender mainstreaming as a strategy puts premium on gender equality as a strategic objective of development. The United Nations Development Program (UNDP), in adopting it as a strategy for strengthening its impact on the situation of women, defines gender mainstreaming as systematically attending to gender issues in the organization’s policies, practices and programs so as to promote gender equality.

While there has been much effort on mainstreaming gender, most of the work focused largely on mainstreaming the gender perspective at the project or program level. There is still more to be done in terms of mainstreaming gender into development organizations so that the principle of gender equality is reflected even in the organizational mandate, policies, systems, resource allocation and accountability.

This course is a collaborative undertaking of the International Institute for Rural Reconstruction (IIRR) and the Women’s Action Network for Development (WAND). It is designed for senior and mid-level development managers, leaders and professionals who have the ability to influence decision makers within their organizations towards systematic gender mainstreaming within their organization, programs and projects.

The two-week course is designed to enable participants to:

- 1) Identify important elements for promoting gender responsiveness within their organizations
- 2) Gain basic knowledge and skills on participatory gender analysis tools for program/project development and management, knowledge and skills in GAD budgeting, and gender audit tools for organizations;
- 3) Facilitate a gender audit process, using the InterAction CAW Gender Audit¹ as the

primary tool. The gender audit focuses on the dimensions of political will, technical capacity, accountability and organizational culture as a gender integration framework,

- 4) Develop a framework for monitoring and evaluating gender mainstreaming, and
- 5) Generate lessons from the exchange of experiences on gender mainstreaming that can be applied in their organizations

The course will use participatory methods to stimulate learning and facilitate discussion and sharing processes. Case analysis, fieldwork and workshops will be the major learning methodologies. Practical, “hands-on” exercises will be used all throughout the course.

IIRR brings to this course its 80 years work in participatory and sustainable rural development and 40 years of experience in organizing international training courses for development professionals. It co-facilitates this international course with WAND or Women’s Action Network for Development. WAND is a national network of autonomous organizations that is committed to the transformation of the systemic causes of gender oppression. It is engaged in work that aims for the empowerment of grassroots women as well as in various fields of development work aimed at integrating and mainstreaming gender equality.

“International Course on Gender Mainstreaming: From Programmatic to Organizational Transformation”

August 14-25
International Institute for Rural Reconstruction (IIRR)
Y.C. James Yen Center
Silang, Cavite, Philippines

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Website: www.salidumay.org/wand

Be part of this exciting and valuable learning experience! We encourage early registration to ensure your reservations for this course.

¹ InterAction is the largest alliance of U.S. based international development organizations. InterAction’s Commission on the Advancement of Women (CAW), created in 1992, promotes gender equity in the policy and practice of InterAction’s members, national and international development and humanitarian assistance organizations.