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# Best Practices

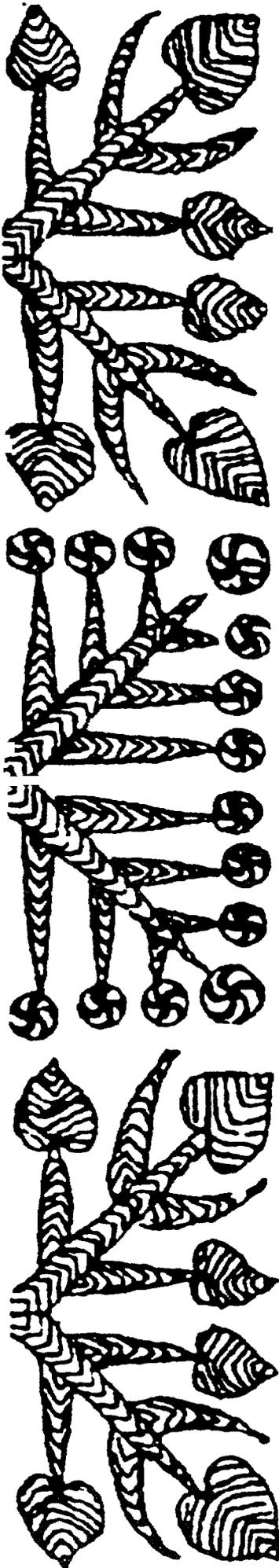
For Gender Integration  
In Organizations and Programs  
From the InterAction Community

Findings from a Survey of Member Agencies

Written by  
Kari Hamerschlag and Annemarie Reerink

 **InterAction**<sup>®</sup>  
American Council for Voluntary International Action

Commission on the Advancement of Women  
1717 Massachusetts Avenue NW #801  
Washington, DC 20036



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## **InterAction**

InterAction is a coalition of over 160 US-based non-profit organizations working to promote human dignity and development in 165 countries around the world. InterAction's members work in international development, disaster relief, refugee assistance, public policy and global education. InterAction coordinates members' response to humanitarian crises and promotes and informs members' advocacy efforts to reform U.S. foreign aid, World Bank and U.N. programs to make them more effective, equitable and supportive of community initiative. InterAction encourages and assists its members to forge partnerships with communities and groups in the developing world, fostering participatory, integrated solutions to development problems.

### **InterAction's Commission on the Advancement of Women**

The Commission on the Advancement of Women (CAW), established in 1992, promotes gender equity and equality in the policy and practice of InterAction member agencies and of national and international development and humanitarian assistance organizations.

The CAW coordinated InterAction member participation in the Fourth World Women's Conference and is now playing an important role in promoting implementation of the Platform for Action by governments and multilateral institutions. The CAW also worked with local NGOs on strategies for expanding their capacity for advocacy. Within the InterAction community, the CAW provides technical assistance and resources to members to strengthen gender initiatives in their programs, policies, and organizational structures.

Suzanne Kindervatter, Director of the Commission, oversaw implementation of the survey and preparation of the report. Rakhee Goyal, Program Intern, provided editorial assistance.

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InterAction  
1717 Massachusetts Ave NW, Suite 801  
Washington DC 20036  
Tel: 202-667-8227  
Fax: 202-667-8236  
Email: [skindervatter@interaction.org](mailto:skindervatter@interaction.org)  
Web site: <http://www.interaction.org/>

Page layout: Kari Hamerschlag and Rakhee Goyal  
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## Preface

The Fourth World Conference on Women in Beijing, attended by over 200 staff and board from InterAction members and partner NGOs, reaffirmed the central importance of achieving equality between women and men in order to realize a more peaceful, equitable, and sustainable world. Our experience as PVOs striving to foster healthy communities in the developing world has taught us that when we address the needs and interests of both men and women, our programs will be stronger and more effective. Likewise, our own organizations will be stronger and more effective when we promote women's leadership and equality in our management structures.

The Beijing Conference, as well as the 1995 Human Development Report on "gender equality," afforded the InterAction community with the opportunity to look more closely at our efforts to promote women's advancement. Since its founding in 1986, InterAction members have worked together to expand an understanding of women's and men's roles in programs as well as in management. This publication is an effort to take stock and strengthen our initiatives in this area.

The "best practices" report draws on the experience of 30 member agencies. Many are making special efforts to integrate gender equity in their organizations. We are all learning; we are all grappling with the challenge of moving from ideals to action. The experience of our peers provides a wealth of insights for our own organizational change efforts.

At Partners of the Americas, we have adopted new policies and practices which support women in senior management. We have introduced family friendly policies and benefits that have worked well for male and female employees alike. These changes have been the "right thing to do" and have also made good business sense. Our organization is strengthened and enriched by the diversity of perspectives women and men bring to bear and by the synergy of both working creatively together.

We encourage you to use this publication as a tool for dialogue and planning with your staff and board. Also, InterAction's Commission on the Advancement of Women stands ready to provide additional information and support.

A coalition exists to serve its members' interests and, importantly, to advance knowledge and practice in a particular field. For overseas humanitarian assistance, InterAction members have a leadership role to play in demonstrating how institutions can promote gender equity. Let's make the most of this opportunity.



Bill Reese  
Chair of the Board  
InterAction  
March 1996

# Executive Summary

## Overview

InterAction has a long history of promoting the advancement of women in member organizations and in its programs. In 1986, just after the third UN Women's Conference in Nairobi, the Subcommittee on Women in Development was formed to provide a forum for members on women and development issues. The Subcommittee organized two ground-breaking workshops in Grafton, Vermont (1988, 1990), to discuss ways to better incorporate women into leadership roles and to improve development approaches. The Subcommittee also carried out several gender surveys to gather data about the number of women in senior management positions in InterAction agencies. In 1993, InterAction's Executive Committee elevated the Subcommittee to the Commission on the Advancement of Women (CAW), as a means to give greater attention to gender issues. In early 1994, CAW sponsored a third Grafton meeting in Virginia for senior managers, CEOs and members of Boards. The meeting focused on best case practices and concrete strategies on recruitment and retention of women in senior management positions and on Boards.

Following the third Grafton meeting and linking to preparations for the UN Fourth World Conference on Women, the CAW launched its "Gender Equity Initiative" to assist InterAction members in strengthening gender sensitive practices in their programs and organizational structures. As part of this initiative, CAW worked with InterAction's Standards Committee to develop gender equity guidelines to be approved by the Board for inclusion in InterAction's "PVO Standards". These Standards with which all InterAction members agree to comply, provide guidance in areas of governance, organizational integrity, finances, communications to the US public, management practice and human resources, program, and public policy. In cases where members are not in compliance, InterAction provides resources to assist members in developing policies and practices that are consistent with the standards. To assist in the development of these gender equity guidelines, the CAW conducted a phone survey of a sample of 30 member agencies (out of 160) regarding their efforts to integrate gender concerns into programming and internal management policies in early 1995. The information gathered in this survey enabled CAW to learn about best practices of members on a wide range of gender issues for dissemination among the broader membership.

Since the survey was designed to learn about best practices among InterAction agencies, agencies included in the survey were those that had previously shown an interest in gender issues, either through their participation in Grafton meetings or through their women oriented programming. Therefore the results of this survey should not be considered representative of the InterAction community as a whole. Because CAW was particularly interested in gender integration in field programs, policy oriented NGOs were not included in the study.

InterAction hopes that survey results and issues raised in the survey will inspire agencies to identify ways in which their programs and policies can better integrate gender concerns. While the survey results indicate that InterAction member agencies have not fully institutionalized the integration of gender concerns into their programming and policies, it also revealed there are many organizations that have recently embarked on an organization wide process to make gender equity a priority. These agencies indicated a great deal of interest in learning from the experiences of other member agencies in this challenging process. We all have much to learn from and share with one another and CAW looks forward to facilitating this critical learning process among all of our agencies.

InterAction's CAW would like to thank the following agencies for their participation in the survey:

Academy for Educational Development  
ACCION International  
Adventist Development & Relief Agency  
African-American Institute  
Africare  
American Friends Service Committee  
American Jewish World Service  
Appropriate Technology International  
CARE  
Catholic Relief Services  
Christian Children's Fund  
Delphi International  
Freedom from Hunger  
Heifer Project International  
Laubach Literacy International  
Lutheran World Relief  
OIC International  
Oxfam America  
Partners of the Americas  
Pathfinder International  
Save the Children  
SHARE Foundation  
TechnoServe  
Trickle Up Program  
Unitarian Universalist Service Committee  
Winrock International  
World Learning  
World Neighbors  
World Vision Relief & Development  
World Wildlife Fund

# Summary of Survey Results on Gender Integration in Programming and Management Policies among 30 InterAction Member Agencies

## Key Issues for Gender Integration

## InterAction Member Agency Practices

**Gender Policy Statement and Consultation with NGO Partners**

- About 30% had policies or were in the process of developing them; only 15% of the agencies reported working closely with NGO partners in development of the policy.

**Gender Integration in Program Planning**

- *Collection of Disaggregated Statistics*
- *Gender Analysis*
- *Consultation with Local Women NGOs*

- 30% collected gender disaggregated statistics consistently, while 25% did so occasionally.
- Only about 10% incorporated gender analysis by mandate; another 50% did so occasionally, mostly in the case of women-specific programming.
- 16% consulted regularly; and 30% did so when local groups were readily available.

**Centralized department, gender unit or focal point to promote integration**

- 40% reported having a staff person or unit focused on gender or women's issues.

**Gender Integration Training**

- 30% offered gender training, but with few tools and methodologies offered for follow up.

**Evaluation of Gender Impact**

- 40% evaluated gender impact or women's involvement in projects.

**Gender Equity in Recruitment, Hiring and Retention**

- *Representation of Women in Senior and Field Management Positions*
- *Gender Awareness in Job Interviews and Selection Process*
- *Barriers to Women's Advancement*
- *Recruitment and Equal Opportunity Policy*

- 34% reported that women constitute more than 50% of senior management; 30% reported that women constitute more than 50% of all field directors.
- 20% reported that demonstrated gender awareness was an important criterion in personnel selection.
- 30% identified barriers to women's advancement including church based traditions, hiring biases, pay equity issues and cultural impediments.
- All had equal opportunity policies; 23% made special efforts to recruit women.

**Family Friendly Work Policies**

- *Parental Leave Policy*
- *Child and Dependent Care*
- *Flexible Work Arrangements*

- All reported having a three month leave policy, most without pay. Few offered paternity leave.
- 50% had provisions for child or dependent care, including flexible spending accounts.
- 92% provided opportunities for flexible work arrangements including flextime, flexiplace, telecommuting, job sharing, and part-time work.

## **A Checklist for Gender Integration in Programming and Management**

The following checklist includes critical elements for integrating gender in organizations and programs. The list grew out of the 1995 survey of InterAction member agencies' "best practices" and is designed as a tool for planning and monitoring progress.

### **Gender Policies and Programming**

- Gender policy statement***
  - basic assessment of the problem
  - description of values, principles and mission that will guide the organization's policy
  - intent for applying policy throughout different sections of the organization
- Staff and NGO partner organization participation in development of gender policy***
- Demonstrated commitment from CEO and senior management to gender policy***

### **Gender Integration in Programming**

- Program planning and project design***
  - collection of gender disaggregated data: time allocation and labor (productive, reproductive and community)
  - gender analysis or gender needs assessment
    - assess the participation of men and women in programs
    - assess impact of project interventions on men and women
    - assess different roles, responsibilities, and needs of men and women, including access to and control over resources and decision-making at household and community levels
  - consultation with local women's organizations
- Implementation***
  - stated procedures for incorporating gender concerns into projects
  - gender balance of local personnel, enhanced participation of women, gender training, established mechanisms for addressing male opposition to women's activities
- Monitoring and evaluation***
  - measuring impact and benefits for women and men; women's welfare and participation; women in leadership positions; women's control over resources and decision making; changes in attitudes of men and women at household and community levels; enlistment of male participation, support and consent.
  - monitoring and evaluating teams should have gender balance
- Centralized department, gender unit or focal point***
  - provides gender training and programmatic support, promotes gender perspective in programs and organization
- Assigned staff responsibility within different departments, linked to the centralized gender unit or focal point***

### **Gender Integration Training**

- Training for gender awareness, sensitization, planning and analysis***
- Follow up training with specific tools and methodologies for institutionalizing the integration of gender concerns throughout the organization***

### **Gender and Recruitment**

- Equal opportunity policy***
- Gender awareness included in job descriptions and as job recruitment and performance criteria***
- Balanced representation of women and men in senior management positions at headquarters and in the field***
- Proactive hiring strategies to recruit women into senior management positions***
  - advertising through channels likely to reach more women
  - encouragement and provision of training for women to move from mid- to senior level positions

### **Family Friendly Work Policies**

- Flexible working arrangements***
  - flextime and flexiplace
  - part-time and job sharing working arrangements
  - encouragement of men and women employees to take advantage of flexible work arrangements, including senior managers
- Maternal and paternal leave policies***
- Childcare and dependent care leave and support***

## I. Gender Policies and Programming

Developing a policy statement on gender and development is an important step in promoting gender equity in programs and within an organization's structure.

### A. Components of a Gender Policy Statement

A gender policy statement affirms an organization's commitment to gender equality in programs and organization policy and usually includes: 1) basic assessment of the problem; 2) description of values, principles and mission that will guide the organization's policy; 3) intent for applying policy throughout different sections of the organization; 4) clear goals, strategies and guidelines for implementation. It may be a separate policy document or integrated into the existing policy document.<sup>1</sup>

**Findings:** 20% (6) of the organizations surveyed indicated having a gender policy statement or a statement pertaining to women and development. Four of the organizations have developed a separate statement, while the remaining two state a commitment to gender equity in the mission statement or general guidelines. An additional five organizations are in the process of developing gender policy statements. These statements show a wide variation in terms of focus and depth. Statements range from recognizing the importance of integrating gender concerns or empowerment of women as vital for building social justice and democracy, to the goal of ensuring efficiency and effectiveness of programming. Two other organizations, which focus almost exclusively on women-specific programming, indicated having informal gender policies that are not explicitly written in their mission statement. The remaining fifteen agencies have either never discussed gender policies or have not been able to reach consensus on the formulation of any statement. However, several of these agencies indicated interest in advice and support.

#### Successful Approaches in Developing Gender Policy

**Adventist Development and Relief Agency (ADRA)** includes in its belief statement the principle that "the complete utilization of women's capabilities is a vital component of the development process, and of a successful society." In addition, "equal rights to health, education, self-realization and fulfillment of socio-economic potential" are explicitly mentioned as justification for a gender focus. As part of its operating principles, ADRA states that it "incorporates women into all levels of its operations and promotes an equitable role for women in the development process."

**Childreach/PLAN International's** gender statement calls on the organization to "encourage and actively support the advancement of women as decision makers, planners, participants, contributors and beneficiaries in the socio-economic, political and cultural process of development in all aspects of its programs."

<sup>1</sup> *Guidelines for Good Practice in Gender and Development*, London: National Alliance of Women's Organizations, 1993, page 13.

**Heifer Project International (HPI)** states in its program guidelines adopted in 1993 that “gender issues and concerns about women should not be a separate concern or program area, but an integral part of all our work.”

**TechnoServe’s** gender policy specifies that all stages of the programming process—from program selection to implementation and evaluation—must include consideration of the role of and impact on women. It also calls for promoting greater awareness on the part of staff to consider these issues and stresses the need to attract more women into management and program positions.

### **B. Participation of Staff and Local Partner Organizations in the Development of a Gender Policy**

In order to ensure that policy is turned into practice, the development of policy statements needs to involve widespread participation of staff and partner organizations or field offices that are affected by the policy. By consulting with NGOs and partner organizations in the field, the policy will be more sensitive to the culture and experience of women and men in the Global South, enhancing both credibility and ownership of the policy by those it affects most.

**Findings:** All organizations which are in the process of drafting or which currently have a formal gender statement report extensive participation of senior staff from headquarters and the field in the development of their gender policy. In most organizations, gender working groups or women’s commissions made up of both field and home office staff have been created to formulate guidelines and begin a strategic planning effort to address gender issues. However, only six out of eleven organizations with gender statements or in the process of drafting one, report participation from local partner organizations in the development of a gender policy. Consultation with local partners in the process has occurred mostly on an ad-hoc basis, with regional representatives acting as contacts for local organizations.

#### **Successful Approaches for Staff and Local Partner Participation**

**Childreach/PLAN International** has set up an international working group to develop a strategy and plan of action for operationalizing the current policy statement.

**ADRA** has set up a committee made up of senior staff, field staff, board members, and private consultants to review its policies and undertake planning for gender integration.

**Oxfam America** has recently initiated a process to develop a formalized agency policy on gender and development. As part of this process, Oxfam America's Gender Working Group was established temporarily to facilitate the formulation of a gender policy. This group solicited recommendations and suggestions regarding gender policies through an elaborate survey involving all its partner and colleague organizations in the Global South that are concerned with gender issues.

**SHARE**, a small development organization that supports self-help projects in El Salvador, recently initiated a process to develop an official gender policy. The impetus for this undertaking came from women in their partner organizations in El Salvador, who expressed the need for SHARE to develop a funding and program policy around gender issues in order to foster women's leadership and encourage greater control by women over economic projects. In response, SHARE's Board of Directors created a women's advisory committee to develop the policy. The committee is made up almost entirely of women from SHARE's partner organizations in El Salvador and includes one SHARE Board member and one staff member.

## II. Gender Integration in Programming

Integrating gender considerations fully into programming requires that gender roles and relations are taken into account in all stages of programming from project design and implementation to monitoring and evaluation. The ultimate goal of gender integration into programming is to ensure that programs give equal opportunities for women's and men's participation, leadership, access to benefits and control over decision making. Specific tools such as gender analysis or needs assessment, participatory planning, and evaluation with men and women at different stages of programming are critical in order to design and implement programs which reduce gender-based discrimination.

Although it is generally accepted that there is the need for integrating gender concerns into programming, there is still an emphasis on women-specific projects among some agencies as the primary means to empower women. While women-specific projects are appropriate under certain conditions and can bring significant benefits to women, women-specific projects are often ineffective in achieving a long-term change in the balance of power between genders, since they often lead to further marginalization of women by reinforcing unequal gender based roles and responsibilities. By integrating women and gender concerns into all aspects of ongoing programs, agencies can more effectively sensitize men to the needs and interests of women and promote women's equality. However, it is important to note that support for

women-only NGOs and institutions, as opposed to women-only projects, is a powerful strategy to promote women's empowerment since these agencies are often engaged in advocacy, coalition building, and leadership training.

### **A. Program Planning and Project Design**

To assess integration of concerns for gender in program planning and project design, the survey looked at collection of gender disaggregated data, the use of a gender analysis or gender needs assessment, and consultation with local women's organizations in project planning and design phase. In general, the survey revealed that few member agencies have institutionalized integration of gender concerns into the planning phase of programming.

**1. Collection of gender disaggregated data:** Collecting gender disaggregated data about issues such as allocation of time, labor (productive, reproductive, family and community) and access to and control over resources is critical in order to design programs that promote equal participation and benefits for men and women.

**Findings:** 30% (9) of the organizations report consistent gathering and use of data disaggregated by sex, while an additional 25% (8) do so occasionally, particularly in cases where projects focus exclusively on women. Many agencies report collecting data for evaluation purposes rather than for use in program design.

**2. Gender analysis and needs assessment:** Gender analysis is used to assess the different roles, responsibilities, needs and interests of men and women and considers how these may be affected differently by project interventions. Gender analysis also examines the relations between men and women pertaining to access and control over resources and decision making and their relative positions at the household and community levels. A thorough gender analysis and needs assessment can reveal constraints and limitations women and men face and enables project planners to design and implement projects that address and overcome inequities revealed in the analysis.

**Findings:** Only about 10% (3) of the survey sample incorporate gender analysis or needs assessment into their project planning and proposal writing phase by mandate. An additional 50% (13) of the surveyed agencies conduct gender needs assessment of projects on an occasional or informal basis. As with the collection of data disaggregated by sex, gender needs assessment is undertaken most often for women-specific projects.

### **Successful Approaches to Gender Integration in Project Design**

**Heifer Project International (HPI)** uses a gender analysis grid as a tool for implementing gender needs assessments in its programming. The gender analysis grid identifies the gender breakdown in terms of work roles/responsibilities, participation, and benefits. This system of assessment also attempts to show how a project may or may not contribute to a change in control over resources. Furthermore, in response to recent recommendations made by the organization's gender program officers, an effort will be made to monitor how women's confidence level and their status in relation to men are affected.

**3. Consultation with local women NGOs in the project planning phase:** Consultation with local women's organizations and involving women participants in program planning is perhaps the best way to ensure a gender perspective in program design.

**Findings:** 16% (5) of those surveyed report consulting with local women's NGOs in the project planning stages. An additional ten agencies report doing so when such groups are available and another 20% (7) consult with women's organizations when planning women-specific projects.

### **B. Implementation**

The survey looked at whether organizations were tending towards gender integration in their programming or were continuing to focus on women-only projects as a means towards women's empowerment. Programs in the implementation phase are most likely to be gender sensitive when there has been adequate gender planning, when project workers have a gender perspective, and when gender issues are discussed among project participants.

**Findings:** 24% (7) of member agencies surveyed report that women-specific projects constitute 50% or more of their total programmatic activities. Three agencies report that women-specific projects constitute between 20-40% of their overall project portfolio. The majority of those surveyed (11) report fewer than 20% of their programmatic activities as being women-specific. Of the four agencies that report having no projects specifically for women, three indicate that participation and benefits in their general activities are distributed roughly equally between men and women. This hopeful development testifies to the efforts of these agencies to strike a balance between specific attention to women's needs and interests and gender-integrated development planning in which women and men work together. Still, 33% of the organizations have no information available for this question, indicating a need for better gender disaggregated data collection and monitoring of gender impact.

Noteworthy in this respect is the response from one organization which has set up a separate women's empowerment campaign. The program officer involved in this initiative states that "women should be the focus [of development programming]. Women's participation plays a crucial role in development of objectives and for social change at the community level. But one needs men as well for community development. Women are key, often they are leaders, but it does not benefit to exclude men." Nevertheless, the campaign started by this agency constitutes a completely separate effort. While women's empowerment is explicitly mentioned as the objective, this goal is difficult to find in the rest of the organization. A gender policy statement does not exist, nor is gender mentioned in the mission statement. Furthermore, data disaggregated by sex is collected and used only for this specific campaign, and in general, little support for gender equality is found in the organization's non-women specific programs. Thus, a large gap seems to exist between efforts to increase women's participation in this program and attempts to integrate gender concerns into general programming.

### C. Monitoring and Evaluation

Another key element of successful gender integration is measuring the project's gender impact, including its effect on relationships between men and women. While assessing gender impact can be difficult, there are a range of questions that can be asked. Some questions relate to changes in women and men's welfare and levels of participation, while others evaluate increases in women's awareness, leadership, and control relative to men. Gender impact also examines changes in women and men's roles in the family and community. These are all critical elements in measuring women's empowerment.

**Findings:** Agencies use a combination of qualitative and quantitative techniques in carrying out gender impact studies. Few agencies reported looking at issues of control over resources, gender relations at the community or household level, increased confidence levels or changes in decision making power. 40% of those surveyed evaluate some aspects of gender impact or women's involvement in projects. Not surprisingly, these are mostly the same organizations as those which have a gender policy statement. In cases where data was available, estimates of women's participation in integrated projects range from 25-60%, with an average of 40%. Survey results also show the existence of significant geographical differences in the extent to which women participate in development projects. For example, Latin America projects showed significantly less integration of women than African projects.

72% of the organizations which assess gender impact are mandated to do so by their donors rather than by internal guidelines. Striking is the example of one organization in which a gender policy statement, in the words of one senior staff member, is "not acceptable to upper management." In this case, the inclusion of gender impact exists not by internal policy, but because of donor requirements, which led the interviewee to speculate that "USAID may be more effective than it thinks because NGOs do not always do it of their

own will.” However, while this organization’s evaluations may include a count of women’s participation in projects and the number of women on staff and board, a senior staff member reports that this data collection is not necessarily used to inform program planning or policy. Other agencies also reported the positive impact which donor requirements can have in promoting gender equity and awareness.

### **Successful Approaches to Gender Impact Evaluation**

**Heifer Project International** collects statistics disaggregated by sex for all its activities and measures changes in patterns of ownership of resources and leadership among men and women..

**Freedom from Hunger** uses a monitoring system to assess the project’s impact which examines self-confidence building among women participants, their acquired management skills, and changes in women’s positions within the household over a three year period.

## **III. Gender Focal Point or Committee**

The responsibility for integrating gender concerns into organizational programming and policy must be clearly assigned in order to institutionalize the process throughout an organization. There is debate about which kind of structure is most effective: a centralized department or gender unit, or diffused focal points within different departments. Most of the literature and institutional experience indicate that it is important and necessary to have both. A gender officer or gender unit, preferably under the authority of the CEO, takes on responsibility for monitoring gender practices, providing gender training and giving programmatic support for the organization as a whole. A focal point for gender concerns is often an already existing staff person located at the management level in each department who receives special training to ensure integration of gender concerns into all aspects of the department’s programming. In the same way that organizations can institute women-specific programs without necessarily changing the essence of the majority of their programs, so organizations can add a gender or women’s unit without institutionalizing the responsibilities for gender integration throughout the organization. Therefore, by including both a separate gender officer or unit as well as a specialized gender person in each department, organizations will be more successful in mainstreaming gender equity concerns.

**Findings:** Almost 40% (11) of the surveyed organizations report having a staff position or unit focusing on women or gender: six organizations have a full-time special unit that focuses specifically on issues of

gender and development, and five have positions which have a gender component, specified clearly in job descriptions. The levels of decision making power and funding for these units and positions are reported to be high, with support from senior management usually being extensive. Several organizations indicate having informal or temporary committees or staff that are considering gender issues, but without the formal responsibility to do so.

### **Successful Approaches to Mainstreaming Gender**

**ADRA** has initiated a women in development task force made up of staff members, field employees, and private participants to ensure that the various departments focus sufficiently on women. The task force is formulating guidelines on gender needs assessment and gender impact evaluation.

**Save the Children** maintains a Women and Child Impact Program which has contributed to increased gender integration within different aspects of the organization's programming. One objective of the program is to articulate and clarify the organization's program principles in relation to gender integration and to train staff members in the application of these principles.

**Childreach/PLAN International** established a Women in Development workgroup in 1989 to develop an organizational strategy and policy guidelines for the advancement of women. Overall organizational restructuring slowed down progress on the final adoption of a plan. In 1994, a workgroup was reconvened with a meeting of staff from four regions to create a new plan called Gender Awareness for PLAN (GAP). The new GAP workgroup sees itself both as a separate unit with its own activities and as an advocate for ensuring that gender equity is built into all of PLAN's programs.

**World Vision** has recently added the coordination of gender and development activities to job descriptions of regional program directors in Africa, Latin America and Asia. The Gender and Development (GAD) Coordinators prepare workshops on raising awareness of gender issues and make general assessments of what should be done to promote gender integration throughout the organization. In addition, many field offices also have staff who are responsible for integrating gender into country programs.

**Oxfam America** has consciously chosen not to have a gender unit because of the potential for marginalizing the issue. The organization believes that each program officer must take responsibility for ensuring that gender concerns are applied across the board to all their programs. Oxfam plans to make gender training a priority for its next annual meeting of global programs staff.

## IV. Gender Integration Training

In order to implement gender sensitive programming, agencies must provide staff with the necessary gender training and tools required to operationalize gender equity in their programs. Training is most effective when it is followed up with stated procedures for implementation as well as a demonstrated commitment from management in different departments of the organization.<sup>2</sup>

**Findings:** Roughly one third (9) of the members surveyed offer some form of gender training for the home-office or for field staff. A few of these agencies indicate that training consists of informal workshops with speakers and introductory sessions to generate discussion and encourage involvement in gender issues. In other agencies, gender awareness is included as part of general training sessions. In most cases, attendance is not mandatory, and the frequency of such training and workshops ranges from once a year to once every four to six months. In many cases, the gender training that has been offered does not appear to provide staff with sufficient tools and methodologies needed for fully integrating gender into programming and evaluation, nor has training focused on strategies for institutionalizing the integration of gender concerns throughout an organization.

## V. Support For Gender Integration From Senior Management

The literature as well as member agency experiences affirm that in order for principles of gender equity to be fully integrated into an organization's programs and policies, there must be support and leadership from senior management, particularly the CEO.

**Findings:** Support for gender integration efforts is widespread among the surveyed agencies: a large majority of surveyed organizations (26) report positively on support from their CEO, while more than one half (17) indicate support from their Board of Directors. Not surprisingly, many organizations surveyed note that their high percentages of female employees is evidence of absence of barriers to women serving in senior management and of support for gender equity from both the Board and the upper-level management.

<sup>2</sup> Mandy Macdonald (ed.), *Gender Planning in Development Agencies: Meeting the Challenge*, UK: Oxfam, 1994, page 156.

## VI. Gender Equity In Internal Management Policies

### A. Representation of Women in Senior and Field Management Positions

Organizations which are working towards the promotion of gender equity in their programming are much more likely to reach their goals by increasing women's access to status, power and decision making within their own organizations. While it is possible for men to demonstrate and incorporate gender sensitivity in their decision making processes, it is far more likely that women will raise issues that are of particular concern to women. Particularly at the field level, women in leadership positions will be more likely to address gender issues by talking to grassroots women, working with women's organizations and promoting policy work with a gender perspective. Women in field management positions are also more likely to discuss gender issues with partner organizations and to participate in gender networks with other development professionals. Both in the field and at headquarters, an organization's gender work can be greatly strengthened by actively recruiting and hiring women with a gender perspective into senior management positions.

#### **Findings:**

**Women in Senior Management in Headquarters.** 10% (3) of the agencies, two of which have gender policy statements, have fewer than 10% women in senior level positions. In three other agencies with gender policy statements, women represent between 10% and 30% of senior management. Half of the agencies surveyed report that women constitute between 30% and 50% of their senior management at headquarters; and 33% of the agencies surveyed (10) report having more than 50% women in senior management, 14% (4) have women in more than 70% of senior management positions.

**Women Managers as Field Managers.** In 70% (12) of the organizations with field staff, women constitute fewer than 50% of all field directors and/or area representatives. Of these, six organizations have fewer than 30% women in management positions.

## **Barriers to Advancement**

Rather than identify successes, many of the organizations surveyed (30%) talked about significant structural barriers which make it difficult for women to become and remain successful managers. Not surprisingly, agencies with the highest percentage of women in senior management reported minimal barriers for women advancing to these positions. The organizations surveyed identified the following factors as limiting women's advancement into senior management positions:

**Lack of commitment from top management** to hiring women for senior positions is a barrier. A senior program officer from one large member agency reported that "gender integration will not happen until there are women in management." There is a need for an increased number of women in positions which involve decision making over allocation of resources.

**Biases in the hiring process** were mentioned by one agency. For example, stringent qualification requirements served to exclude women: one of the organization's requirements was that candidates should have ten years of field management experience. This criterion overlooked the fact that, ten years ago, there were few women in field management positions, and consequently resulted in excluding women from the pool of candidates. It reinforced the notion among senior management officials that certain jobs were less appropriate for women.

**Lack of pay equity and equal opportunity for advancement** were identified by a few organizations as barriers. Women in similar positions to men received lower salaries and faced limited opportunities for advancement compared to their male counterparts. Another organization reported that women were not in senior management positions because of "lack of a good pool of candidates," which may be a result of lack of adequate outreach to women.

**Church based traditions:** In two cases, affiliation with churches was mentioned as a source of resistance to advancing women and addressing gender equality issues. Emphasis on raising awareness within the church hierarchy is seen as an important step towards positive action.

**Different management styles** of men and women are not taken into account or valued equally. "Women are more process-oriented and operate differently from men" remarked one interviewee and are therefore not rewarded with advancement to senior management.

**Cultural Issues:** Several organizations identified cultural issues as an impediment to women's opportunities in field management positions.

## B. Gender and Recruitment

There are many strategies agencies can employ for recruiting, retaining and advancing women in senior management positions. These are addressed in the remaining sections concerning staff recruitment strategies and family friendly policies.

### 1. Equal Opportunity Policy

All agencies are required by federal law to have an equal opportunity policy. These policies, which are often supported by active affirmative action programs, help to remove barriers and discriminatory practices against racial and ethnic minorities and women. In this part of the survey, we looked at how equal opportunity policies specifically promote women's equal opportunity within an organization. Ensuring equal opportunities in practice involves a range of management practices, including gender sensitivity in recruitment, employment conditions (family-friendly work policies), and opportunities for promotion and career development.

**Findings:** All agencies surveyed report having equal opportunity policies. 33% of the agencies surveyed (11) provide staff training on how to promote equal opportunity recruitment and selection. Such training, however, seems to be limited in many cases to issues of diversity without specific attention to gender concerns. The most common recruitment measure to assure a large pool of women candidates (used by 23% of those surveyed) is to list job openings in places which are likely to reach women, such as women's newsletters and women's organizations. Almost half of the remaining 23 organizations report that they do not use these channels since women already constitute a majority in their ranks. Five organizations report encouraging women within their organization to apply for senior level posts.

Many organizations have policies which specifically outline the need for proactive hiring strategies to recruit women and minorities into senior level positions. However, they did not report taking active measures to enforce their policies.

#### **Successful Approaches for Proactive Hiring and Advancement of Women**

**Save the Children** worked with a personnel recruitment agency specializing in diversity to identify a wider pool of talented executive women for their senior management positions.

**Oxfam America** identifies and recruits women into senior management positions by advertising with women's groups and colleges. It also has policies of providing encouragement for training sessions and skills assessment for women within the organization to advance to senior positions.

**American Friends Service Committee's** Nationwide Women's Program identifies and targets women for senior management positions. Women in mid-level positions within AFSC are encouraged to apply for senior level positions.

**Academy for Educational Development** recruits through community programs and newsletters that are likely to reach more women.

## **2. Gender Awareness in Hiring and Job Performance Evaluation**

In order to promote integration of gender concerns into programming and policy, hiring and job evaluation practices must take into account employees' commitment to and understanding of gender equity issues. By including gender issues in interviews, job descriptions and performance reviews, organizations will attract and retain employees who are more likely to pursue gender sensitive practices.

### **Findings:**

**Job descriptions.** American Friends Service Committee is the only organization which reported including sensitivity to gender issues in its job descriptions for managers. One other agency indicates that it is planning to include gender sensitivity in job descriptions in the future. Several agencies report that while attention to gender is not explicitly written into job descriptions, employees are expected to demonstrate awareness of gender issues.

**Job Interviews and Selection Process.** 20% (6) agencies report that demonstrated gender awareness is an important criterion in the selection process. These same agencies include questions about gender sensitivity in the interview process. For example, World Neighbors may ask a question in the interview process such as "How can an organization like World Neighbors best address the problem of gender bias and women's participation?" World Neighbors also states that gender awareness is an explicitly written criterion in the selection process. Several other agencies, including Oxfam, indicate that gender issues are not always raised explicitly in the interview process. However, several of these agencies indicate that candidates who do not raise gender issues on their own in responses to certain questions will be evaluated negatively on that point in the job hiring process. Of all the agencies surveyed, AFSC notes giving the most weight in the interview and selection process to responses that indicate gender awareness. AFSC's job interview recruitment and selection processes for all professional and managerial level positions include the participation of a member of AFSC's women's program.

**Personnel Evaluation And Promotion Processes.** 25% (5) of the organizations surveyed include gender awareness as a criterion in their personnel evaluation and promotion schemes.

## C. Family-Friendly Employment Policies

Family-friendly work policies enable workers--both men and women--to balance their work and family responsibilities more easily. These policies include flextime, flexiplace, parental leave policies, and part-time and job sharing working arrangements. Since women are often the primary caregivers in families, providing family-friendly work options often has a greater impact on women, enabling them to take on more senior level positions in an organization without negatively affecting their ability to care for their families. Encouraging men to take advantage of these policies and work arrangements promotes more equitable sharing of family responsibilities and enables men to overcome social stigmas regarding gender roles in the family. In order for family-friendly policies to really make a difference at the senior levels, organizational culture and senior leaders (CEOs) must clearly support employees' choice to take advantage of these policies and practices.

### 1. Maternity and Paternity Leave Policy

**Findings:** As stipulated under the Family Medical Leave Act, all the agencies surveyed have a policy under which women can take three months of job-protected leave in the case of pregnancy. Usually, a combination of paid and unpaid leave is offered, with paid leave typically including accrued sick leave and/or vacation leave. InterAction member organizations surveyed permit an average of four months leave. A limited number of organizations, however, have only unpaid leave available. Beyond paid leave, some agencies also provide to primary caregivers a leave of absence with partial or no pay. Generally, the most flexible arrangements are offered by those organizations which either have a gender policy document or are working informally to integrate gender issues into their overall structure. Only 27% of the surveyed organizations (8) offer paid paternity leave ranging from three days to two weeks. Many others allow the secondary caregiver to take accrued personal and sick leave or other leave, but in a few cases, a paternity leave policy does not yet exist.

#### Successful Approaches to Parental Leave

**Oxfam America** permits primary caregivers (men or women) to take three months paid leave and an unpaid fourth month, during which accumulated paid leave or short-term disability insurance can be used in appropriate cases.

**Unitarian Universalist Service Committee** offers eight weeks of paid leave in addition to four weeks of unpaid leave, during which time sick pay and vacation pay may also be used. In addition, UUSC offers two weeks paid and six weeks unpaid paternity leave.

**Heifer Project International** offers three months of unpaid leave and any additional accrued vacation and sick leave to the primary caregiver.

**World Neighbors** offers to the primary caregiver (man or woman) four weeks of paid leave in addition to 8 weeks of accrued vacation/sick leave and unpaid leave. Moreover, the secondary caregiver is given two weeks of paid leave in addition to 10 weeks accrued vacation and sick leave.

## 2. Child and Dependent Care

**Findings:** More than half the organizations in the survey (60%) do not have any provisions or benefits for child or dependent care. 30% of the surveyed organizations offer flexible spending accounts, which enable employees to use automatically deducted untaxed income from their paychecks for childcare. In three of the surveyed member organizations, flexible spending accounts are supplemented by benefits such as child allowances, pay for work during irregular hours, and subsidized on-site child care. All organizations offer their employees the possibility to use sick leave, discretionary/ personal leave, or vacation leave for dependent care, while additional unpaid leave is granted by several agencies. Several of the larger agencies are looking into the possibility of providing on-site childcare.

### Successful Approaches to Childcare

**SHARE** provides \$250 per month allowance for the first child, and \$200 for each additional child up to \$650 per month for childcare.

**Oxfam America** allows up to \$5,000 to be deducted (pre-taxed) from pay checks for dependent and child care and offers \$6 per hour in childcare coverage for employees working outside regular hours.

**American Friends Service Committee** offers on-site subsidized childcare.

## 3. Flexible Working Arrangements

**Findings:** With the exception of two, all the organizations surveyed provide employees with opportunities for flexible working arrangements. At least on paper, flexible work hours are commonplace, usually depending only on the nature of the job and permission from supervisors. Still, estimates of those who take advantage of these arrangements vary from virtually everybody at one agency to almost no one at another. The most common form of flexible work arrangements is flextime, allowing employees to choose the times of their daily work schedules. In addition, some offer flexibility in the length of the work week. Telecommuting (working at home), job-sharing, and part-time work are reported by a small

minority of the surveyed members. It appears that the larger organizations are able to offer the most flexibility to their employees. In five organizations, employees take advantage of the option of telecommuting or working at home. Three organizations indicate opportunities for job sharing and an additional five indicate part-time work opportunities.

**a. Employee Encouragement.** 60% (18) of the agencies reportedly encourage employees to use flexible working arrangements. They are made aware of these policies through employee handbooks or departmental meetings. However, a few (10%) agencies do not actively promote the options mentioned above, although they do not deny any requests. In six cases (20%), there is no encouragement at all.

**b. Flexibility for Senior Managers.** In the case of senior management positions, part-time work or job-sharing are available in 27% (8) of the agencies surveyed. However, in nine additional agencies (30%) the question of flexible working arrangements for senior staff members has never arisen. On the other hand, twelve agencies (40%) report that these options are not viable at the senior level in their organizational structure. It is interesting to note that of these twelve organizations, ten have substantially fewer than 50% women in senior management and only two have greater than 50% women in senior management.

### Successful Approaches to Flexible Work Arrangements

**American Friends Service Committee** offers the option of a 4 day work week within the standard 35 hour work schedule. Employees can take advantage of this option with prior approval from the supervisor. Options also include other flexible scheduling.

**CARE USA** reports a wide range of flexible work arrangements including telecommuting, flexible work weeks (e.g. 4-day work weeks) and job sharing.

**Winrock International** is in the process of expanding and formalizing its flexible work policies to include part-time work with benefits, and opportunities to work at home.

**Partners of the Americas** offers a number of flexible work arrangements including flextime, telecommuting, and part-time work.

**Accion International** offers part-time work opportunities. Five female staff take advantage of this, includ-

## Some Practical Resources on Gender Integration

 indicates an essential "tool" for your organization!

Anderson, Mary (1993) *Focusing on Women: UNIFEM's Experience in Mainstreaming*. New York: UNIFEM (28 pp). (Available from Women Ink., 777 United Nations Plaza, New York, NY 10017. Phone: (212) 687-8633; Fax: (212) 661-2704; \$ 7.95)

Explores history and evolution of the concept of "mainstreaming" and the growing range of strategies used to integrate women's concerns into all levels of the development planning process.

Anderson, Mary (1986) *The Gender Manual Series: Gender Issues in Basic Education and Vocational Training*. Washington, DC: USAID (31 pp). (Available at no charge from Publications Coordinator, Office of Women in Development, USAID, Washington, DC 20523. Phone: (703) 876-4633; Fax: (703) 875-4633)

This paper is a manual for integrating gender into basic education and vocational training projects. The paper discusses basic education projects in the five areas where USAID has typically offered support in order to identify implications for gender and strategies for action. Contents include Basic Education Projects, Vocational Training Projects, Project Evaluation, Data Collection.

Anderson, Mary B., Ann M. Brazeau and Catherine Overholt (1992) *A Framework for People-Oriented Planning in Refugee Situations Taking Account of Women, Men and Children: A Practical Planning Tool for Refugee Workers* (13pp). UNHCR, Geneva. (Available at no charge from UNHCR, 1775 K Street NW, Suite 300, Washington DC 20006. Phone: (202) 296-5191; Fax (202)296-5660)

A practical planning tool to assist refugee workers improving participation and access of refugee women in all program activities.

 Beck, Tony and Morton Stelcner (1995) *Guide to Gender Sensitive Indicators*. Canada: CIDA (79 pp). (Available in English and French at no charge from CIDA, 200 Promenade du Portage, HULL, Quebec, Canada. Phone: (819) 997-5456; Fax: (819) 953-5469)

Presents women in development and gender equity indicators that have been prepared for CIDA. These indicators point out how far and in what ways development programs and projects have met their gender objectives and achieved results related to gender equity.

 Beck, Tony and Morton Stelcner (1995) *The Why and How of Gender-Sensitive Indicators: A Project Level Handbook*. Canada: CIDA (22 pp). (Available in English and French at no charge from CIDA, see previous reference) Presents easy to use, effective tools, for measuring gender-related changes in projects over time.

El-Bushra, Judy and Eugenia Piza-Lopez (1994) *Development in Conflict: The Gender Dimension*. Oxford: Oxfam Press (88 pp). (Available from Humanitarian Press International, Inc., 165 First Avenue, Atlantic Highlands, NJ 07716. Phone: (908) 872-1441; Fax: (908) 872-0717; \$15.95)

Intended for development workers who need clearer insights into the problems of integrating a gender perspective in situations of conflict, this discussion paper developed out of a workshop organized by Oxfam in 1993.

Feldstein, Hilary and Janice Jiggins (eds.) (1994) *Tools for the Field: Methodologies Handbook for Gender Analysis in Agriculture*. New York: UNIFEM (288 pp). (Available from Women, Ink.; see "Anderson" reference; \$24.95)

Presents a step-by-step process for incorporating gender analysis in program design, implementation, evaluation, and replication. Sections include: Initial diagnosis; Research planning and on-farm experimentation; Formalizing gender into agricultural institutions and training programs. Case studies are from Africa, Asia and Latin America.

 *Gender Concepts in Development Planning: Basic Approach*. (1995) Dominican Republic: INSTRAW. (Available from INSTRAW, EPS-A314, P.O. Box 52-4121, Miami, FL 33152; \$25.00)

Explains the evolution of the concept of gender and emphasizes the social construction of gender, the gender division of productive and reproductive work and the limitations it places on women's autonomy, economic activities and access to political power. Assists development planners and policy makers in applying these concerns in policies and programs.

 *Gender Equality: Moving Towards Sustainable, People-Centered Development*. (1991) Paris: OECD (4 pp). (Available at no charge from InterAction's Commission on the Advancement of Women; see inside cover page) Summary of the general principles and imperatives for gender equality as a vital goal for development and development assistance efforts, enumerated by the Development Assistance Committee of OECD.

*Gender Training Courses and Institutions in Europe, Asia and Africa* (1993) Bridge report. Brighton: Institute of Development Studies (14 pp.). (Available from IDS Publications: University of Sussex, Brighton BN1 9RE UK. Phone: 44-1273-678269; Fax: 44-1273-621202; E-mail: qdfd4@sussex.ac.uk; \$15.00)

Goetz, Anne Marie (ed.) (1995) *Getting Institutions Right for Women in Development*. Brighton: IDS Bulletin, v26 n 3, July (134 pp). (Available from IDS Publications; see previous reference)

Considers the problems in institutionalizing gender-sensitive development policy. Explores new gendered perspectives on the structure and functioning of development organizations as well as strategies to improve these organizations' accountability to women.

*Guidelines on the Protection of Refugee Women*. (1991) Geneva: UNHCR. (66 pp). (Available from UNHCR, 1 United Nations Plaza, Room 2610, New York, NY 10017. Phone: (212) 963-2909; Fax: (212) 963-0074; Free) Brief guidelines for assessing the protection situation of refugee women. Details the physical security and legal protection problems faced by refugee women, and suggests specific interventions that may be appropriate. Outlines measures to ameliorate protection problems.

Jacobson, Jodi (1992) *Gender Bias: Roadblock to Sustainable Development*. Washington, DC: WorldWatch Institute (51pp). (Available from Worldwatch Institute, 1776 Massachusetts Avenue, NW, Washington DC 20036; phone: 202-452-1999; fax: 202-296-7365; \$5.00)

Longwe, Sara H. (1992) *UNICEF Gender Training Module: Programming for Women's Empowerment*. New York: UNICEF. (Available from UNICEF, 3 UN Plaza, NY, NY 10017, Phone: (212)326-7344; Fax: (212) 326-7768) The training module described in this packet offers a wide range of ideas and tools for understanding gender issues, gender balanced project and programme planning, and an analytical framework to guide programming for women's empowerment.

 MacDonal, Mandy (ed.) (1994) *Gender Planning in Development Agencies: Meeting the Challenge*. Oxford: Oxfam Press (232 pp). (Available from Humanitarian Press International, Inc.; see "El-Bushra" reference; \$15.95) The report of a 1993 workshop, this book contains articles about experiences of gender planning in various European development agencies. Emphasis is on institutionalization of gender, integration into development planning, and partnership in development. Also included are thematic papers and case studies documenting the experiences and strategies of several agencies.

Mattis, Mary C. (1990) *Dismantling the Glass Ceiling, Pane by Pane*. New York: Catalyst. (4 pp) (Available from Catalyst, 250 Park Ave. South, New York, NY 10003. Phone: (212)777-8900; Fax: (212)477-4252; \$4.00) Identifies "pieces" of the glass ceiling-barriers to women's advancement and offers recommendations for removing them.

Mehra, Rekha (1993) *Gender in Community Development and Resource Management: An Overview*. Washington, DC: ICRW and WWF (30 pp). (Available from ICRW, 1717 Massachusetts Avenue, NW, Suite 302, Washington, DC 20036. Phone: (202)797-0007; Fax: (202)797-0020; E-mail: icrw@igc.apc.org; \$5.50)

 Moffat, L. and Y. Geadah, R. Stuart (1991) *Two Halves Make A Whole: Balancing Gender Relations in Development*. Ottawa: CCIC (178 pp). (Available from Women, Ink.; see "Anderson reference; \$24.95) Overview of gender and development and gender analysis tools; a training manual; and two sets of case studies. Eight gender analysis tools are presented for analyzing gender relations within a community and for scrutinizing the implications of gender disaggregated data.

Moser, Caroline (1993) *Gender, Planning and Development: Theory, Practice and Training*. London: Routledge and NY: Women, Ink (285 pp). (Available from Women, Ink.; see "Anderson reference; \$17.95) This book focuses on the inter-relationship between gender and development, the formulation of gender policy and the implementation of gender planning practices. It also considers constraints on gender planning practice and highlights structures and procedures to integrate gender into the project planning cycle. Practical training exercises are included.

Mosse, Julia Cleves (1993) *Half the World, Half a Chance: An Introduction to Gender and Development*. Oxford: Oxfam Press (229 pp). (Available from Women, Ink.; see "Anderson reference; \$17.95) Examines basic questions on gender and development, and demonstrates why and how women are disadvantaged, not only by social structures, but also by many current development initiatives.

 National Alliance of Women's Organisations (1993) *Guidelines for Good Practice in Gender and Development*. London: NAWO (66 pp). (Available from NAWO, 279-281 Whitechapel Road, London E1 1BY. Phone: 44-18-189-11419; These guidelines aim to promote good gender practices in development agencies, solidarity and educational organizations. Contents include guiding principles for policies staff, volunteers, and management; programs and projects; publicity and communication.

 Parker, Rani (1993) *Another Point of View: A Manual on Gender Analysis Training for Grassroots Workers*. NY: UNIFEM (106 pp). (Available from Women, Ink.; see "Anderson" reference; \$ 15.95)  
A step-by-step guide for conducting a gender analysis workshop at the grassroots level. Techniques are based on the principle that all gender-related studies can be carried out without outside technical expertise.

Rao, Aruna, Catherine Overholt and Mary Anderson (1991) *Gender Analysis in Development Planning*. CT: Kumarian Press (Book: 102 pp and Teaching notes: 25 pp). (Available from Kumarian Press, 630 Oakwood Ave., Suite 119, West Hartford, CT 06110. Phone: (800) 289-2664; Book: \$15.95; Notes: \$7.95)  
Useful on an individual basis, as well as in workshops, this book describes a framework for gender analysis, followed by case studies designed specifically for gender training. The Teaching Notes provide guidelines for using the cases and questions for discussion.

Rao, Aruna, Hilary Sims Feldstein, Kathleen Cloud and Kathleen Staudt (1991) *Gender Training and Development Planning: Learning from Experience*. Conference Report, May 1991, Bergen, Norway. New York: The Population Institute (82 pp). (Available from The Population Council, One Dag Hammarskjold Plaza, New York, NY 10017. Phone: (212) 339-0641; Fax: (212) 755-6052; Free)  
This publication includes experiences with gender training; institutionalization; evaluating gender training; lessons learned; unresolved issues: areas of continuing debate; and conference recommendations.

Razavi, Shahrashoub and Carol Miller (1995) *From WID to GAD: Conceptual Shifts in the Women and Development Discourse*. Occasional Paper in a series for the Fourth World Conference on Women, no.2. Geneva: UNRISD and UNDP. (Available from United Nations, Sales Office and Bookshop, CH-1211 Geneva 10, Switzerland. Tel: 41-22-740-0921; Fax: 41-22-740-0931)  
Traces the main trends in the way women's issues have been conceptualized in the development context: the emergence of women in development (WID), and the analytical and intellectual underpinnings of shift from WID to gender and development (GAD).

 Schwartz, Felice N. (1992) *Breaking with Tradition: Women and Work, The New Facts of Life*. New York: Catalyst (400 pp). (Available from Catalyst; see "Mattis" reference; \$12.95)  
Explores the major issues facing women and families in the 1990s. Discusses ways for both employer and employees to manage maternity, methods for institutionalizing flexible work arrangements and filling the pipelines with women capable of leadership.

 *A Solid Investment: Making Full Use of the Nation's Human Capital--Recommendations of the Federal Glass Ceiling Commission*. (1995) Washington, D.C. (61 pp.) (Available from the U.S. Government Printing Office, Superintendent of Documents, Mail Stop: SSOP, Washington, DC 20402-9328; Phone: (202) 512-1800; \$17.00)  
Examines the barriers to advancement of minorities and women within corporate hierarchies, and makes recommendations on ways to dismantle barriers and shatter the glass ceiling.

United Nations Development Program, (1995) *Programming Through the Lens of Gender*. (Available at no charge from UNDP, One United Nations Plaza, New York, NY 10017; Phone: (212) 906-5082; Fax: (212)-906-5365.  
An easy to read compilation of booklets on gender and development covering basic concepts, programming guidelines for UNDP staff UNDP services to the field and gender resources.

 Williams, Suzanne, Janet Seed and Adelina Mwau (1994) *The Oxfam Gender Training Manual*. Oxford: Oxfam UK/ Ireland (630 pp). (Available from Humanitarian Press International, Inc.; see "El-Bushra" reference; \$45.00)  
This manual is one of the most comprehensive resources available on gender and development. The training activities are clearly written and easy to follow and organized in twelve topical areas, including skills such as gender analysis methods, theory such as perspectives on gender and development, and sectoral issues such as gender and the environment. In addition to the training activities, the manual includes over 100 handouts which encompass a wealth of information, useful tools, and case studies. Though the manual is designed for trainers, it is highly readable and an excellent resource for educating oneself about all aspects of gender and development

*Women in Management* (1990) New York: Catalyst (4 pp).(Available from Catalyst; see "Mattis" reference; \$4.00)  
Addresses perceptions of the barriers to women's upward mobility, motivations for developing women managers and strategies for their advancement.

 *Workplace Flexibility* (1990) New York: Catalyst (4 pp). (Available from Catalyst; see "Mattis" reference; \$4.00)  
Informative examination of flexible work arrangements. Includes results of Catalyst's study, *Flexible Work Arrangements: Establishing*