

Engendering Development and Humanitarian Assistance Organizations: An Action and Learning Initiative

**Commission on the
Advancement of
Women/*InterAction***

**AID Cooperative Agreement
LAG-A-00-97-00014-00
August 1997-December 2002
Office of Women in Development**

FINAL REPORT
May 7, 2003

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Executive Summary

Following the 1995 Fourth World Conference on Women, PVOs turned to InterAction to assist them in integrating gender into their work. In response, InterAction's Commission on the Advancement of Women (CAW) sought and received funding from EGAT/WID (formerly G/WID) to carry out an "action and learning" initiative on gender integration in programming. The original Cooperative Agreement (No. LAG-A-00-97-00014-00) was for three years (August 1997-July 2000); a two year cost extension was granted through July 2002, and a subsequent no-cost extension made the project end date December 2002.

The initiative has focused on technical assistance, training, and dissemination of best practices and lessons learned to improve the capacity of InterAction member PVOs to deliver gender sensitive programming. Specifically, the program has aimed to enable InterAction members to implement the "Gender Equity Amendments to the InterAction PVO Standards," ratified by InterAction members in May 1996, which mandate adoption of gender-sensitive programming approaches. The program was directed and implemented by InterAction's Commission on the Advancement of Women (CAW).

It is important to note that InterAction's initiative not only strengthened the PVOs' programming strategies, but also leveraged additional resources to supplement US AID's contribution. In the technical assistance provided by the CAW, PVOs on the average contributed \$2.45 dollars for each dollar from the Cooperative Agreement and 4.5 hours of their staff time for each hour of CAW time.

This report provides an overview of the program activities, assesses the outcomes, and presents an analysis of program findings that are applicable to the overall field of gender integration or gender mainstreaming. As an "action and learning" initiative, the program's emphasis was on implementing a range of gender integration strategies and assessing their effectiveness in terms of how successfully the strategies led to improvements in member organizations' integration of gender in programming. An assessment of field impact was beyond the scope of the program.

I. Program Goal and Objectives

The **goal** of the program was to promote improvement in women's status and to enhance the impact of member agency field programs by incorporating a gender equity perspective and an understanding of women's roles, capabilities, and constraints into all phases of their programming.

The program had three specific **objectives**:

- To provide technical assistance and training to improve InterAction members' capacity to deliver gender-sensitive programming in specific sectors;
- To strengthen the involvement and support of senior staff, particularly CEOs, in promoting gender integration and gender equity; and

- To document and disseminate “lessons learned” from the InterAction community on gender and organizational change and to promote “cross-fertilization” and learning with other organizations and networks.

II. Program Activities

The program included six areas of activity, each of which is discussed in the following sections:

- Sector-Specific Technical Assistance and Support
- Technical Gender Training Workshops
- Information Clearinghouse and Peer Learning
- CEO Commitment and Involvement
- Documentation and Dissemination
- Collaboration with Other Networks and Organizations

The CAW was guided in implementing the program by a Strategic Advisory Group that met twice a year. The SAG included six InterAction member agency CEOs or senior staff, three outside experts, and the AID program officer. The group made important contributions to fine-tuning the program strategy and activities.

A. Sector-Specific Technical Assistance and Support

Over the course of the program, the CAW provided on-site technical assistance to 24 InterAction member agencies at their headquarters, at their country offices, and/or with local partner NGOs. Overseas, assistance was provided in eight countries: the Dominican Republic; Ethiopia; Ghana; Kenya; the Philippines; Sri Lanka; Tanzania; and Thailand. The chart, “Technical Assistance Activities/August 1997-December 2002” (pp. 3-5), lists the member agencies and summarizes the assistance provided to them.

1. Technical Assistance Overview

The CAW developed and followed a series of steps for identifying and implementing the technical assistance activities: 1) During the last quarter of each calendar year, a “call” for technical assistance requests was sent out to all member agencies through various channels; 2) Member agencies submitted requests in writing, using a form provided; 3) The CAW Director and Gender Specialist made an on-site visit or held a conference call with each agency to discuss the request and develop a general scope of work.; 4) The CAW and member agency developed a written memo of understanding (using a format developed by the CAW), which included the scope of work, specified the responsibilities of the CAW and the member, and their commitments of cost-sharing for staff time and any travel and consultant fees; 5) The CEO of the member agency and InterAction’s CEO signed the MOU; 6) Technical assistance services were provided per the scope of work, by the CAW staff or

appropriate consultants; and 7) The agency submitted an evaluation report and technical assistance assessment (CAW form) no later than two months after the final date in the scope of work.

During the first two and half years of the program, the bulk of the technical assistance tended to focus on specific projects or programs, and many workshops were provided in gender analysis and the integration of gender into these programs. In the latter years, the approach shifted to a more organizational systems approach. The shift occurred for two reasons. First, assessments of the earlier technical assistance indicated limited organization-wide impact on programming; second, the CAW developed its *Gender Audit*,

Technical Assistance Activities

August 1997- December 2002

Organization & Period of Technical Assistance	Sectoral Focus	Activities
Advocacy Institute March-April 1999	<ul style="list-style-type: none"> • Advocacy; Political Participation 	<ul style="list-style-type: none"> • Reviewed “Advocacy Fellows” training course materials and developed recommendations, which were adopted, for integrating a “gender perspective” throughout (Mar/Ap '99)
American Red Cross May 2001-May 2002	<ul style="list-style-type: none"> • Emergency Response; Health Care; Food Programming; Organization Development 	<ul style="list-style-type: none"> • Held series of meeting to discuss and plan for technical assistance to Tanzania and Namibia programs (2001) • Due to ARC complex contractual requirements, were unable to finalize MOU (Feb. 02) • Trained Tanzania office representative at Gender Audit Course (May '02) • Developed an arrangement with Pact/Tanzania to provide technical assistance for implementing the Gender Audit (May '02)
CARE 1998-April 2000	<ul style="list-style-type: none"> • Agriculture & Natural Resources; HIV/AIDS; Emergency Assistance; Health; Economic Development; Water/Sanitation 	<ul style="list-style-type: none"> • Two workshops held for Senior staff, Sept. – Nov. '98; 10 trained • “Gender Audit” conducted Oct.- Dec. '98; 700+ responses analyzed, findings to be presented to Sr. Mgmt. Jan. '99; Analysis/planning workshops held Feb. '99 for “gender task force,; Sr. VPs, sector and regional directors, and HR; 25 trained • Follow-up support provided for implementation of field-focused gender action plan.
Catholic Relief Services June 1998-1999	<ul style="list-style-type: none"> • Agriculture; Civil Society; Community Health; Education; Relief; Poverty Lending 	<ul style="list-style-type: none"> • “Gender Link” Initiative launched with the field in Dec. '98 & begun in India & Kenya in 1999. • Gender analysis and gender integration in programming workshop held in Nairobi for Kenya field office staff in Sept. '99.
Cedpa 2000	<ul style="list-style-type: none"> • Reproductive Health; Women’s Leadership; Youth Development 	<ul style="list-style-type: none"> • Carried out Gender Audit Organizational Self-Assessment and Action Planning Process
Heifer Project International 1998-February 2001	<ul style="list-style-type: none"> • Livestock and Community Development 	<ul style="list-style-type: none"> • HQ workshop held March '98 for 20 staff to develop a draft gender equity statement, objectives, and process for input by five regions • Asia gender workshop held June '98 in Phuket, Thailand for 24 staff/NGO partners • Central America analysis workshop for 30 staff/NGO partners held in Sept. '98 • Consultation in July '98 with HPI Gender Coordinator on input from regions, plan for international meeting to ratify gender goals and action plans • Field Workshops conducted in Dominican Republic (Feb. '99) & HQ/Field staff in Arkansas (March '99); 60 trained • Gender Audit Organizational Self-Assessment and Action Planning Process carried out (2000-Feb. 2001)

Technical Assistance Activities

August 1997- December 2002

Organization & Period of Technical Assistance	Sectoral Focus	Activities
Helen Keller International 1999-2001	<ul style="list-style-type: none"> Public Health Ophthalmology & Nutrition; Education & Rehabilitation of Blind Persons 	<ul style="list-style-type: none"> Needs assessment meeting held Jan. '99; Staff developed a "Diversity Initiative" with initial focus on gender; Staff training on gender analysis (Nov. '99); Planned to carry out Gender Audit, but was not able to proceed due to destruction of headquarters office on 9/11 and subsequent leadership changes (2001)
International Institute for Rural Reconstruction/International August 1998-February 1999 May 2001-March 2002	<ul style="list-style-type: none"> Environment; Natural Resources; Agriculture; Rural Development 	<ul style="list-style-type: none"> On-site consultation and training in Aug. '98 in the Philippines; Report & recommendations for strategic planning presented to new CEO Feb. '99 Gender Audit Organizational Self-Assessment and Action Planning Process carried out (May '01-March '02)
International Institute for Rural Reconstruction / Ethiopia and East Africa (August 2000-March 2001)	<ul style="list-style-type: none"> Rural Development 	<ul style="list-style-type: none"> Two workshops conducted in Ethiopia: "Engendering Development Programs" and "Gender, Leadership, and Decision-making" (Aug. '00) Gender Audit Organizational Self-Assessment and Action Planning Process carried out (March 2001) Gender Audit materials and process modified for IIRR to use with indigenous organizations
Lutheran World Relief 1998	<ul style="list-style-type: none"> Water/Sanitation 	<ul style="list-style-type: none"> Counterpart assessment completed Gender analysis workshop in E. Africa, for two NGO partners, held Sept. '98 for water/sanitation projects; 15 staff trained
Mercy Corps Int'l. April 2001-June 2002	<ul style="list-style-type: none"> Emergency Response; Economic Development; Health; Material Aid; Food Resources 	<ul style="list-style-type: none"> Introductory gender workshop held for headquarters staff and needs assessment conducted with units (April 2001) Reviewed program guide and developed recommendations for integrating a gender perspective (June 2002)
OIC International 1998-2000	<ul style="list-style-type: none"> Vocational Training & Employment 	<ul style="list-style-type: none"> Needs assessment meeting held with key HQ staff May '98 Workshops on gender analysis and planning held Oct. '98 & Jan. '99 for all HQ staff; 16 trained Workshop on gender integration in programming held for OIC field staff in Ghana, with staff from CRS and ADRA (June 2000)
Opportunity International 1998-1999; 2001	<ul style="list-style-type: none"> Micro-credit 	<ul style="list-style-type: none"> Workshops for HQ staff & Board on implementation of gender policy held Jan. & March '98; 30 staff & 14 Board members trained Gender integration training for: Africa staff, board members, partners in Africa held June '99; International board training held June '99 in Chicago Advised in development of gender policy (2001)
Oxfam America 1999	<ul style="list-style-type: none"> Development Finance; Community-based Resource Mgmt.; Civil Society & Political Participation 	<ul style="list-style-type: none"> Needs assessment meeting Jan. '99; Gender workshops held for Field Program Officers on gender in grant reviews, evaluation & selecting partner NGOs (March '99) and for Regional Field Directors on gender in regional plans (May '99; 32 trained (20/12)

Technical Assistance Activities

August 1997- December 2002

Organization & Period of Technical Assistance	Sectoral Focus	Activities
Pact March 2001-April 2002	<ul style="list-style-type: none"> Organizational Capacity Assessment; Financial Management Services; Information and Knowledge Networking 	<ul style="list-style-type: none"> Review of gender policy conducted; recommendations developed and approved for more fully integrating policy in organizational practices and in programs (March '01-April '02)
Pearl Buck Foundation April-June 1998	<ul style="list-style-type: none"> Single Mothers in Urban Settings & their Children 	<ul style="list-style-type: none"> Gender Analysis workshop held for HQ/Board members as part of strategic planning exercise June '98; 30 trained
Project Concern International May 2001-June 2002	<ul style="list-style-type: none"> Women's and Children's Health; Food Security; Disaster Prevention and Mitigation; Water and Sanitation 	<ul style="list-style-type: none"> Gender Audit Organizational Self-Assessment and Action Planning Process carried out (May '01-June '02)
Winrock International September 1998-June 1999	<ul style="list-style-type: none"> Agriculture 	<ul style="list-style-type: none"> Gender Audit questionnaire administered Fall '98 (100 responses analyzed); Findings presented to Sr. Mgmt Feb. '99; Gender strategy developed with staff/trainers assigned
World Concern January- April 1999	<ul style="list-style-type: none"> Food/Food Security & Agriculture; Micro-enterprise 	<ul style="list-style-type: none"> Needs assessment conference call Jan. '99; Gender awareness workshop held March '99 for HQ & field staff
World Learning June 2001-June 2002	<ul style="list-style-type: none"> Basic Education; Training; Institutional Capacity Building; Democracy and Governance 	<ul style="list-style-type: none"> Meeting for HQ staff on gender and development programming convened (June '01) Workshop on gender integration in the program cycle conducted (June '02)
World Vision International 2002	<ul style="list-style-type: none"> Agriculture; Child Sponsorship; Disaster Relief; Food Assistance 	<ul style="list-style-type: none"> Staff trained in Gender Audit Course (May '02) Staff from other World Vision country offices—Indonesia, Philippines, Chile, and Romania—trained in Course to carry out Audits (May '02) Gender Audit Organizational Self-Assessment and Action Planning Process carried out at HQ (Nov-Dec '02)
World Vision Ghana May-October 2002	<ul style="list-style-type: none"> Agriculture; Child Sponsorship; Disaster Relief; Food Assistance 	<ul style="list-style-type: none"> Staff trained in Gender Audit Course (May 2002) Gender Audit Organizational Self-Assessment and Action Planning Process carried out in Ghana(Sept. '02)
World Vision Sri Lanka May-November 2002	<ul style="list-style-type: none"> Agriculture; Child Sponsorship; Disaster Relief; Food Assistance 	<ul style="list-style-type: none"> Staff trained in Gender Audit Course (May 2002) Gender Audit Organizational Self-Assessment and Action Planning Process carried out in Sri Lanka (Oct. '02)
World Wildlife Fund February-April 1999	<ul style="list-style-type: none"> Environment; Natural Resource Management 	<ul style="list-style-type: none"> Needs assessment meeting Feb. '99; Workshop held for VP, regional & sector managers April '99; 20 trained

which proved quite effective in its first applications and led to a demand from other agencies. The CAW subsequently conducted eleven Audits with InterAction member agencies and partners, which are identified in the chart, *Technical Assistance Activities August 1997-December 2002*.

The *Gender Audit* was developed 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 *Gender Audit* encompasses both programming and organizational structure. The *Gender Audit* process includes three steps: a Questionnaire with 82 questions, which is completed by all staff or a sample of staff; Focus Groups to reflect on and analyze the results; and Action Planning by a Gender Task Force to develop an organization-specific gender action plan (GAP).

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.

During this period, the CAW also made contact with other organizations using similar gender audit approaches, particularly Oxfam International, the Gender and Development Training Institute in the Netherlands, and the ILO. In June 2002, the CAW convened a panel at InterAction's annual forum titled "Institutional Gender Audits as a Resource for Change." The panel included representatives of the ILO, Gender and Development Training Institute, and InterAction members who had undergone gender audits. Panelists presented and compared their respective approaches and discussed why these approaches are effective and appear to be spreading to more and more organizations. The effectiveness of the *Gender Audit* is discussed further in Parts III and IV of this report.

2. Member Agency Cost-Sharing

The original proposal included a cost-sharing feature, not as an AID requirement but as a program strategy for ensuring organizational commitment and ownership. From 1997-1999, the CAW tracked two forms of cost-sharing: 1) staff time, and 2) consultant fees and travel/per diem for consultants and CAW staff.

Overall the degree of cost-sharing greatly exceeded original expectations. The project has been very labor intensive, in terms of both member agency and CAW staff time. For staff time, the ratio of hours contributed by member agency staff to CAW staff was

almost 5:1, with member agencies contributing about 6,700 hours and the CAW contributing about 1,400 hours.

The ratio of expenditures for consultants and travel by member agencies and by the CAW from the program budget was 3:1. The overall cash outlay for consultants and travel has been somewhat less than projected, due to a number of factors. First, member agencies have requested that the CAW staff provide technical assistance rather than consultants. Second, most consultants have been from local in-country specialists who have lower daily rates. And third, the bulk of the technical assistance in the first half of the program was with headquarters rather than field offices.

B. Technical Gender Training Workshops

A total of 33 workshops were convened during the program aimed at skills building for individuals (in contrast to the technical assistance activities which focused on organizational capacity building). The workshops included a total of 1,620 participants, of which 815 were representatives of InterAction member agencies and 804 were from other organizations including AID, the World Bank, UN agencies, and academia. Over 40% of InterAction's 160 member agencies participated in one or more of the workshops. The charts on pages 8-9 list the workshops by year and note the number of InterAction and non-InterAction members who attended.

Over the course of the program, the focus of the workshops broadened beyond the original "skills building" approach. One innovation was the creation of a "change agents series," in response to requests from a number of "gender focal points" in InterAction member agencies, who were seeking the opportunity to share and learn from others in comparable positions. Three "change agents" workshops were held from 2001-2002, which examined the roles and competencies of effective change agents, organizational change strategies, and how to handle challenges such as organizational resistance, lack of support from the top, etc. The workshops enabled the "change agents" to bring a broader understanding and range of competencies to their gender integration work, as well as to establish a network for on-going technical support.

Another innovation was the focus on a theme, which was then explored and elaborated through a series of meetings and workshops. This process was followed for three thematic areas: gender integration in refugee and disaster assistance; male perspectives on gender and development; and African best practices for promoting gender integration.

C. Information Clearinghouse and Peer Learning

The CAW has served as a "switchboard" on a daily basis, linking members to each other and to other organizations, as well as to useful materials and other resources. To promote more interchange amongst the members themselves, the CAW experimented with an online dialogue in 1998. *GenderInterAct* was a listserve-hyperlink network for

discussion of gender issues. Members were encouraged to pose their own questions or requests for information. The CAW further catalyzed interchange through features such as "the on-line guest expert of the month." The on-line guests were speakers from the 1998-1999 workshops, and *GenderInterAct* provided a means for member agency representatives to follow-up and pursue areas of interest in more depth. However, *GenderInterAct* was discontinued at the end of 1999, when it became clear that members were not drawn to participate in on-line discussions.

In 2000, CAW initiated *CAW E-News*, a monthly on-line bulletin for members on meetings, resources, and other relevant information, for which the subscriber list has grown to almost 600. Member response to this monthly digest of announcements, resources, and events has been enthusiastic.

Technical Gender Training Workshops 1998-2002

Workshop Title	Total	InterAction	Non-InterAction
1998			
Effective Gender Integration in Disaster and Refugee Assistance: An NGO-Donor Dialogue on Strategies That Work	53	30	23
Leaders and Peacemakers: An Evening Dialogue on Women, Armed Conflict, and Gender (during the UN Commission on the Status of Women)	80	10	70
Effective Initial Stage Response to Disaster and Refugee Assistance: Gender Programming Lessons From the Field	35	14	21
Tracking Results: How to Create and Use Gender Sensitive Indicators in Field Programs	83	42	40
1999			
Organizational Leadership for the New Millennium: Upgrading Your Style	100	70	30
Mainstreaming from the Top: CEO Perspectives on Integrating Gender in US PVOs	68	48	20
Refitting Gender Tools: How to Choose, Use, and Adapt a Gender Analysis Framework That Works for Your Organization	25	21	4
Agents of Change for Gender Equity: Strategies for Breaking Through Resistance (AWID Forum)	80	20	60
The Gender Audit: A Process for Organizational Self-Assessment and Action Planning (AWID Forum)	60	10	50
2000			
Beyond Seattle: NGO Voices Speak on Trade and Development	21	21	0
Special Briefing on Beijing +5	17	14	3
New Directions for Leadership from the Private Sector: Strategies for Gaining a Competitive Edge	114	66	48
Change Agent Workshop Series I: Getting Your Organization to Change in Support of Gender Equity	18	17	1
Women's Eyes on the World Bank: Latin American Regional Campaign	66	24	42
Change Agent Workshop Series II: Getting Your Organization to Change in Support of Gender Equity	14	14	0

Technical Gender Training Workshops 1998-2002 (continued)

Workshop Title	Total	InterAction	Non-InterAction
2001			
Involving Men in Fighting HIV/AIDS and Domestic Violence	22	19	3
New Gender Requirements in USAID's ADS	50	39	11
Special Briefing on the United Nations World Conference Against Racism	8	6	2
Campaign for Gender Equity on Boards of Directors Launch	60	41	19
Men on the Cutting Edge of Development: Voices from Africa and the Americas	119	58	61
Stories of Equitable Development: Innovative Practices from Africa	53	27	26
Change Agent Workshop Series III: Getting Your Organization to Change in Support of Gender Equity	20	18	2
The Challenges of Gender Diversity on Boards: Lessons Learned from the Corporate Community	37	27	10
Gender Audit Skills Development Workshop (GDI Conference)	40	3	37
Stories of Equitable Development: Innovative Practices from Africa (GDI Conference)	150	10	140
Chrysalis: Leadership Training for Pioneering Women	18	9	9
2002			
Practical Strategies for Identifying and Recruiting Top-Notch Women for Your Board of Directors	25	25	0
Diversity at the Top: Reconfiguring Senior Management, Transforming Boards of Directors	83	58	25
Meeting the PVO Standards on Gender: Institutional Audits as a Resource for Change	16	10	6
Dialogue Across Gender Differences	19	15	4
Stories of Equitable Development: Innovative Practices from Africa (AWID Forum)	35	3	32
Gender Audit Training Course (Washington, DC)	17	17	0
Gender Audit Training Course (Accra, Ghana)	14	9	5
TOTALS	1620	815	804

D. CEO Commitment and Involvement

The Cooperative Agreement included a specific objective that recognizes the critical importance of CEO-level support for gender integration efforts. The original proposal included "CEO Seminars" as the prime strategy for involving CEOs. The seminars were envisioned as opportunities for InterAction member agency CEOs to meet with leaders from business, government, and universities who are promoting gender equality in their organizations. As the program has evolved, the extent of CEO commitment and involvement went considerably beyond seminars and in fact vastly exceeded original expectations. CEOs indicated their support for the program and for gender integration in the following ways:

- Signing of the "memo of understanding" with InterAction for CAW technical assistance;
- Participating in their agencies' Steering Committees or Gender Task Forces, which work with the CAW on planning and implementing the technical assistance;
- Committing staff time and funds for the technical assistance effort;
- Presenting their views at the CEO panel on *Mainstreaming from the Top* at the 1999 InterAction Forum;
- Applying for the annual Leet Award for the Advancement of Women; and,
- Participating in the "Strategic Advisory Group" meetings.

The program also expanded beyond the initial focus on CEOs to target Boards of Directors as well. In May 2001, the CAW launched a *Campaign for Gender Equity on Boards of Directors* of InterAction member agencies. The rationale for the campaign was based on the CAW's observation of the link between women's representation on boards and more gender sensitive programming in some member agencies. An initial group of 20 agencies signed on to the campaign, and as of December 2002, that number had grown to 73 agencies.

E. Documentation and Dissemination

1. Technical Publications

Six publications were produced during the program. ***Weaving Gender in Disaster and Refugee Assistance*** (Vol. 1: ***Proceedings*** and Vol. 2: ***Checklists***) was published in 1998, based on the sectoral theme of the year, "gender in refugee and disaster assistance." This publication was developed out of a one-day seminar and follow-up workshop the CAW convened for practitioners and experts in the field. The 500 printed copies of the ***Proceedings*** were distributed to workshop participants, member agencies specializing in disaster and refugee assistance, OFDA, BPRM, and the UN. Presentations were made at appropriate State Department and UN meetings to ensure wide outreach. The ***Proceedings*** is currently out of print, but available on the InterAction web site. The ***Checklists*** booklet, a handy tool for the field, is in its second printing; over 1,000 have

been distributed to date, and the CAW continues to receive orders for quantities of 50 or more for field staffs of NGOs or government agencies.

In September 1999, **Organizational Leadership for the New Millennium: Upgrading Your Style** was published. The document is a 6-page user-friendly monograph based on the CAW sessions at the 1999 InterAction Forum, which focused on organizational leadership and gender mainstreaming. It includes three parts: a summary of the speech by Frances Hesselbein (Chair, Peter Drucker Foundation for Non-Profit Management); highlights of the "CEO dialogue" on mainstreaming; and a tool on organizational leadership skills developed by the CAW. It was widely distributed to InterAction CEOs and colleague organizations.

The **CAW's GenderAudit Handbook** is the fourth publication produced under the Cooperative Agreement. This booklet includes the Gender Audit questionnaire, instructions for its use and for data processing. This is the foundation for the Gender Audits the CAW has conducted with eleven member agencies.

In 2001, the CAW published **Stories of Equitable Development: Innovative Practices from Africa** in both English and French editions. The book was developed in partnership with the Gender and Development Institute of Ghana through two participatory workshops with African NGOs and InterAction members working in Africa. Out of this "co-creative process," the participants developed case stories of practical strategies for gender integration rooted in African culture and practices. The nine case stories in the book include:

- Reaching out to Women and Men: The Poster Campaign
African Centre for Democracy and Human Rights (ACDHRS) -- The Gambia
- Chiefs and Queenmothers: Catalysts for Community Awakening in Gender Equity
African Centre for Human Development (ACHD) – Ghana
- Putting Gender on the Agenda
Action Aid – Ghana
- Shifting from Wildlife to Men, Women and Wildlife Conservation: Use of Cultural Expression as Best Practices in Transformative Gender Training
Center for Women's Studies & Gender Analysis – Kenya
- When The Community Leads: Planting the Seed For Sustainability In Addressing Gender Issues
CARE – Zambia
- African Best Practices: CRS Kenya
Catholic Relief Services – Kenya

- Coming Out of the Tunnel: Getting Local Tribunals to Know and Execute Gender Sensitive Policies
Promo-Femmes/Developpement Solidarite – Burkina Faso
- Who Says That Rural Communities Cannot Embrace Gender Equity?
Save the Children – Mali & Burkina Faso
- From 1 to 50: Achieving a 50-50 Board Campaign
Zambuko Trust – Zimbabwe

In addition to the six new publications produced under the agreement, the CAW's **Best Practices for Gender Integration in Organizations and Programs from the InterAction Community**, continues to be in demand. It was reprinted in 1998, and over 1,200 copies have been distributed since 1996.

2. Monday Developments

Over 78 articles have been published in InterAction's biweekly newsletter related to gender integration. Topics covered have included: the gender integration workshops listed in "Section B" above; the gender integration activities of members; gender in particular sectors (e.g. HIV/AIDS), and gender mainstreaming initiatives of the U.S. government and UN. Copies of these articles were included with each quarterly report submitted to AID during the agreement.

3. InterAction Website

In 2001, InterAction overhauled and upgraded its website. The CAW page is a comprehensive resource for information on this program. It includes access to key documents and publications, the *Monday Developments* articles, and links to other organizations working on women's advancement and gender mainstreaming. As of December 2002, the CAW page was averaging 2,484 hits a month.

F. Collaboration with Other Networks and Organizations

The CAW's gender integration program with InterAction members is recognized by other organizations and networks in the field as a lead pioneering effort on gender mainstreaming. During the program, relationships developed with 21 organizations, for information sharing, strategy development, and joint activities. These connections have enabled the CAW to enrich its work, as well as to disseminate its lessons learned more broadly. The fullest collaboration was with the Gender Development Institute in Ghana, which culminated in the joint development and publication of *Stories of Equitable Development: Innovative Practices from Africa*. Highlights of the activities with each organization are presented below (organizations are listed alphabetically):

ACVFA (Advisory Committee on Voluntary Foreign Aid): With strong encouragement from ACVAFS, in 2000 AID carried out a comprehensive assessment of implementation of its Gender Action Plan. The CAW organized two focus groups of InterAction members with the AID evaluation team and served as an advisor to ACVFA for the agenda, speakers, and content of the a one-day conference on gender mainstreaming to review the results.

BoardRoom Bound: In support of its *Campaign for Gender Equity on Boards of Directors*, the CAW explored potential “pools” for board candidates for InterAction members.

BoardSource: The CAW has also worked on its “Boards Campaign” with BoardSource, the leading organization in the US on non-profit boards. An expert from BoardSource led several workshops in 2001/2002 on “recruitment for diversity.”

Catalyst: Catalyst, the premier national organizational that places women on Fortune 500 company boards, presented a workshop for InterAction members in 2001 to explore ways that Catalyst can be a resource for identifying corporate women for member agency boards.

Consultative Group for International Agricultural Research (CGIAR): The CAW exchanged materials, met with staff on various issues, and included a representative on its “Strategic Advisory Group.”

Diversity Best Practices: The CAW developed an agreement with *Diversity Best Practices*, an organization that promotes gender equity and diversity mainly in the corporate community, for InterAction members to access DBP's resources, including conference calls, onsite meetings, and reports.

Gender Development Institute/Ghana: The CAW and GDI co-sponsored an international conference in Ghana in 1999, ***Gender Equity in Development: A Challenge to NGOs in the Next Millennium***; jointly developed and published ***Stories of Equitable Development: Innovative Practices from Africa*** (2001); and carried out an action research project on “male perspectives on gender and development ” (2001).

ILO: CAW and ILO staff met several times in 2001 to discuss the ILO's interest in the CAW's Gender Audit. The ILO subsequently carried out an Audit, using a different approach than the CAW's, and in 2002, staff members from the two agencies met again to compare the processes and results.

InterAgency Steering Committee for Humanitarian Assistance: The CAW served on sub-committee to develop a gender policy and guidelines.

The Netherlands's Gender and Development Training Center: The CAW collaborated with the Center on a workshop at the InterAction Forum 2002 and has maintained contact in order to “cross fertilize.”

Office of Foreign Disaster Assistance, USAID: The CAW collaborated in 1998 on a seminar on “gender in refugee and disaster assistance;” presented “proceedings” at the 1998 OFDA annual conference; and coordinated input from InterAction members for OFDA’s “context-specific policy guidelines.”

President’s InterAgency Council for Women (PICW): The CAW represented NGOs on the Council during the planning for “Beijing +5,” the five-year review of the Beijing Platform for Action.

Simmons Institute for Leadership and Change: The CAW and SILC have held meetings to share activities and strategies, and CAW staff attended annual conferences on gender and organizational change in 1999 and 2000.

Sphere Project (standards for disaster assistance): The CAW advised the Sphere Executive Committee on a strategy for integrating a gender perspective into draft materials.

UN Division on the Advancement of Women and UN Commission on the Status of Women: The CAW contributed materials on gender mainstreaming for the 1999 Session of the CSW; participated in an e-mail conference on gender mainstreaming; and served on a panel during the session. CAW staff and members collaborated with many international and Southern NGOs on workshops during the UN General Assembly Special Session on Beijing +5 and on caucus meetings. In 2001, the CAW contributed its *Weaving Gender into Refugee and Humanitarian Assistance* publication as a background resource for the meeting and collaborated on a panel on gender mainstreaming during the session.

UNICEF: CAW staff met initially with the gender focal points of UNICEF in New York in 1999 and had several follow-up meetings, most recently in late 2002, to explore adaptation of the *Gender Audit* for the agency’s work.

US Women Connect: The CAW worked with several InterAction member agencies and US women’s organizations to promote implementation of the Platform for Action in the US through this network.

WIDTech: The CAW exchanged information and materials and included a representative on its “Strategic Advisory Group.”

Women’s Commission on Refugee Women and Children: The CAW exchanged materials; jointly planned three workshops/seminars; and maintained contact on various issues.

Women’s Environment Development Organization (WEDO): In 2000, the CAW held discussions with the Women’s Environment and Development Organization (WEDO) on

its global campaign for 50-50 representation of women in governments, on which the **Campaign for Gender Equity on Boards of Directors** was to be based.

World Bank: In 1995, the CAW was one of the founders' of the Women's Eyes on the World Bank Campaign which was launched at the UN Fourth World Conference on Women. At the initiation of this program, the CAW and other US and Latin American NGOs were continuing advocacy efforts with the Bank, culminating in the publication of **Gender Equity and the World Bank Group: A Post-Beijing Assessment**. The report presented a list of recommendations, many of which the Bank subsequently implemented. In 2000, the CAW had meetings with the External Gender Consultative Group and contributed comments to the Bank's Draft Gender Policy Review paper. In 2002, the CAW was invited by the Gender Unit to serve as one of three panelists for the launch of the Bank's new gender strategy. The presentation generated a stronger ongoing relationship with the Bank, including the exchange of materials, a joint presentation on gender mainstreaming during the UN CSW 2002, and dialogue with the Bank's Office of Diversity.

III. Assessment of Program Outputs and Outcomes

The evaluation plan for the program, included in the original proposal, focused on an assessment of the outputs and outcomes for the three program objectives. Data was collected on an ongoing basis throughout the project: the InterAction members that participated in the technical assistance submitted reports to the CAW and CAW staff maintained contact with the respective "gender focal points;" workshop participants completed evaluation forms after each session; materials were collected and compiled from members; and records were kept on levels of CEO involvement, *Monday Developments* articles, and collaboration with other organizations.

The program evaluation plan included 12 categories of outcomes. In mid-2001, the CAW conducted an in-depth assessment of a sample of the organizations that had participated in the technical assistance activities, through a review of reports submitted by each organization six months after the technical assistance and other supporting materials. In addition, the CAW conducted interviews with the "gender focal points" of each respective organization. The analysis in this section draws on this assessment as well as on the data collected over the entire program.

The box on the following page presents a summary of the program outputs organized according to the program objectives. This is complemented by an assessment of each of the 12 program outcomes. All of the outcomes were met to some degree: 5 exceeded the projected results (#s 8, 9, 10, 11,12); 4 were met fully (#s 1, 2, 3, and 6); and 3 were partially met or adjusted due to changes in project implementation (#s 4, 5, 7).

Outcome #1: 20-30 InterAction member agencies utilizing new strategies or methodologies for program planning, design, implementation, monitoring, and

evaluation in specific sectors that recognize women's roles, capabilities, and constraints:

Twenty-four InterAction member agencies participated in the CAW's on-site technical assistance during the program. The technical assistance was designed as a capacity-building strategy, to upgrade staff skills, integrate gender analysis frameworks in program processes, and institute systems of accountability. The chart on pp. 17-20 presents an analysis of the "direct" and "indirect" effects of the technical assistance on the work of 10 agencies. All of the agencies identified specific changes in their programming cycle to better incorporate a gender perspective, as well as other changes in organizational policies and practices. The CAW also compiled gender analysis tools and guidelines, indicators, workshop designs, and other materials from members, which further serve as indicators of progress.

The chart includes powerful quotes from CEOs and senior staff on the impact of the technical assistance on their organizations. Two quotes need to be highlighted here, because they indicate such a fundamental shift in organizational perspective and practice:

Opportunity International: Gender has moved from the margin to the center. It has become the soul of what we are.

CARE: It became clear that the responsibility for gender equity was line managements, not feminist or interested folks, and this led to line accountability.

Summary of Program Outputs

Technical Assistance and Training

24 member agencies received on-site technical assistance and adopted gender sensitive policies, programming and evaluation methods, and/or human resource procedures.

Over 1,600 participants from more than 70 InterAction member agencies as well as from other agencies (AID, UN, World Bank, partner NGOs) participated in 33 workshops designed to build knowledge and skills in various aspects of gender integration.

10 member agencies participated in the three-part *Change Agent Workshop Series*.

Innovative Gender Integration Framework and *Gender Audit* organizational assessment and action planning tool developed.

234 InterAction member agencies and 328 other agencies receive the CAW's monthly enews, a substantive digest of resources on gender and development.

Members' requests for information and resources received and met on an almost daily basis.

CEO Involvement

24 CEOs signed MOUs for technical assistance and committed staff and financial resources more than double that covered by the Cooperative Agreement.

More than 60 CEOs participated in CAW workshops and events.

73 CEOs signed on to the CAW's *Campaign for Gender Equity on Boards of Directors* as of December 2001, an increase of 53 agencies since the *Campaign* launched in May 2001.

25 CEOs submitted applications since 1995 for the annual CAW award for excellence in the advancement of women, and 13 received the award as of 2002.

Documentation, Dissemination, Networking

6 new publications developed and distributed (1000 copies of each).

Best Practices for Gender Integration in Organizations and Programs reprinted (1000 copies) and distributed.

78 articles on gender issues published in *Monday Developments*.

Information sharing or collaboration established with 21 organizations or networks, including the ILO and World Bank.

Direct and Indirect Effects of CAW's Technical Assistance to IA Members

INTERACTION MEMBER	DIRECT EFFECTS	INDIRECT EFFECTS
Advocacy Institute	<ul style="list-style-type: none"> • Integration of gender throughout the Advocacy Fellows curriculum • Conscious pairing of men and women as facilitators to give the message of gender equity 	<ul style="list-style-type: none"> • A sense of a shared responsibility for gender, a "broader consciousness" • <i>The CAW has made us more intentional about gender. This means designing modules, that explicitly reference gender and gender activities. NOT a gender module.</i>
CARE	<ul style="list-style-type: none"> • Small Grants Fund for gender programming • Gender training for staff in selected country offices as part of Small Grants Fund requests • New Diversity and Gender Manager positions • Mandatory diversity training for all staff at HQ • Organizational culture adjusted to look at how work affects women • More outreach to women's advocacy groups 	<ul style="list-style-type: none"> • Framework for program standards and institutional political support for gender equity • Management embraced their accountability role • All programs mandated to show gender impact • Gender focus in organizational strategic plan • Designation of gender focal country offices • Institutional budget linked to gender goals • New Gender Focal Point position for overseas offices
Catholic Relief Services-Kenya	<ul style="list-style-type: none"> • Gender sensitization training for staff • Gender analysis training for staff • Knowledge of best and worst practices for gender integration in programs • Organizational self-analysis • Knowledge of institutional strengths and weaknesses 	<ul style="list-style-type: none"> • Improved staff awareness of gender issues • New Gender Focal Point position • Gender analysis training for partners • Gender advisory services for project officers • Recruitment of local female staff for non-traditional position
Center for Development and Population Activities	<ul style="list-style-type: none"> • Gender focal staff review all outgoing proposals • Program design team includes a gender expert • New senior staff with gender expertise on Monitoring and Evaluation Team • Gender Committee 	<ul style="list-style-type: none"> • Knowledge of institutional strengths and remaining challenges

INTERACTION MEMBER	DIRECT EFFECTS	INDIRECT EFFECTS
<p>Heifer Project International</p>	<ul style="list-style-type: none"> • Instituted several human resources task forces • Dependent care coverage for staff required to do overseas travel • 700% increase in planning and evaluation staff (from 1/2 to 4) • Inclusion of gender component in strategic planning tools • Baseline data on organization's level of gender integration • Increased prestige for HPI's Gender Program • Planning process reform 	<ul style="list-style-type: none"> • Board required report on gender equity process • New Director position for HPI's Gender Program • Organizational gender workshop now mandatory • New Training and Orientation Position with gender duties • Renewed justification for gender case study program with University of Kentucky • New organizational ties between the Gender Program and the Development Unit
<p>Lutheran World Relief</p>	<ul style="list-style-type: none"> • Development and adoption of gender policy statement • Gender now included in the preliminary discussion with partners • Transformation of the board in terms of gender awareness and gender balance 	<ul style="list-style-type: none"> • Some progress on gender disaggregated data. • Including issues of gender orientation for new staff • Convened gender and development workshop for HQ and field staff • Hired first woman regional representative overseas (Kenya). • Revision of personnel policies to include telecommuting, paternity leave, and other family friendly practices • Utilization of "Leet award framework" annually for organizational self-assessment • Basically, we decided we wanted to be best on gender and then that attitude change permeated the organization. It's a different consciousness. We're more intentional. And the CAW helped us get to that place. • It was extremely helpful to know what other agencies were doing and to have samples of other policies.

INTERACTION MEMBER	DIRECT EFFECTS	INDIRECT EFFECTS
Lutheran World Relief (continued)		<ul style="list-style-type: none"> <i>We had a board member [at Grafton III] who became a champion of gender....We decided we wanted LWR to be in the lead. The board member brought other members 'on board.' Many had been skeptical. But men and women now ask gender questions. And the board is almost 50-50.</i>
OIC International	<ul style="list-style-type: none"> Increase of gender sensitivity in the Ghana program Increase in gender awareness at HQ Food security program focuses on maternal and child health Ethiopia adolescent reproductive health program combines vocational training (computer skills) with life skills and reproductive health Development of gender policy statement Drafting of gender resource handbook 	<ul style="list-style-type: none"> Increase of the number of women in senior and mid-level management (3 directors out of 5 and one VP out of 3) Use of CAW "Weaving Gender in Disaster and Refugee Assistance" checklist in trauma counseling programs in Sierra Leone and Liberia
Opportunity International	<ul style="list-style-type: none"> Development of gender policy with new requirements [performance standards]for partners and network 	<ul style="list-style-type: none"> Creation of criteria for inclusion of gender in proposals Integrating impact indicators with a gender focus into MIS Incorporation of gender into new network structure Implementation of a gender survey on staffing with partners <i>The CAW has contributed to a shift in thinking. Though this is indirect, we've had an on-going discussion on gender. The recent hire of VP for HR is a woman and the hiring was done with a gender screen.</i> <i>Gender has moved from the margin to the center.</i> <i>It [gender] has become the soul of what we are.</i> The CAW technical assistance created an awareness and offered an encouragement which helped raise the

INTERACTION MEMBER	DIRECT EFFECTS	INDIRECT EFFECTS
<p>Opportunity International (Continued)</p>		<p>bar and make sure gender is included. There's now an intentionality to put it in.</p> <ul style="list-style-type: none"> <i>The CAW has been an incredible encouragement to us. We can't underestimate that. You gave us the strength to do what needed to be done. It's important that you see your work as supporting change agents. You helped us get attention, with awards, Monday Developments, and appearances [at meetings]. Your role as an outside observer casts a light in a way that can promote change in the Network. Also, your role as a "communications hub" and a link to resources is invaluable.</i> <i>There's been a transformation of the entire organization. There is a core of people still in the organization who are gender change agents, particularly on the board level. The board is key.</i>
<p>Oxfam America</p>	<ul style="list-style-type: none"> Creation of a resource guide for gender integration in programming 	<ul style="list-style-type: none"> Development and adoption of a gender policy "framework" Addition of gender component to periodic program officer training <i>The two workshops created the consensus for the need for a policy. The clear follow-up was the creation of the "framework" which addresses many areas. People know its there.</i>
<p>Pearl S. Buck International</p>	<ul style="list-style-type: none"> Added gender integration component to Philippine Amer-Asian NGO development program (based on the "Gender Audit") Added gender statement to mission statement: "PSBI recognizes that girls are particularly vulnerable and merit particular attention." 	<ul style="list-style-type: none"> Adoption of gender focus for Philippine program Revised personnel policies to be more family friendly Added 5 women to the board, increasing representation to 8/20

Outcome #2: Staff of 50-80 InterAction member agencies applying new skills in identifying and utilizing gender analysis tools and demonstrating a greater understanding of gender issues in specific sectors:

Over 1,600 staff participated in a total of 33 workshops, counting 815 representatives from over 60 InterAction member agencies and 804 from other agencies including AID, OFDA, BPRM, UN agencies, contractors, and universities. Evaluations were completed by participants at the end of each workshop, and follow-up interviews were conducted with a sample. Generally, participants indicated that they valued the knowledge and skills gained during the workshops but could not apply these skills fully within their organizations' existing systems. This realization led to the program's decreased focus on individual skills building in the final two years of implementation.

Outcome #3: Sets of guidelines for PVOs and NGOs to use for assessing women's constraints and potential and for effectively integrating a gender perspective into their programs in several of the following sectoral areas: democracy, governance, legal literacy/rights, and political participation; economic growth and poverty alleviation; education and vocational training; population, health, and nutrition; and the environment and natural resources management.

The member agencies that participated in on-site technical assistance are working in many sectors--micro-credit; livestock development; water/sanitation; agriculture; civil society; community health; education; environment; vocational training/employment; and relief—and several of these agencies developed specific sectoral guidelines. For example, Heifer Project International has developed guidelines for integrating gender in livestock development, and LWR and its partner NGOs in East Africa developed guidelines for gender in water and sanitation. The CAW also worked collectively with member agencies to develop guidelines in three thematic areas identified as priorities, specifically: gender integration in refugee and disaster assistance; male perspectives on gender and development; and African best practices for promoting gender integration. In each case, several meetings and workshops explored the issue and then a publication or paper was produced. In 1998, the CAW produced *Weaving Gender in Disaster and Refugee Assistance (Vol. 1: Proceedings and Vol. 2: Checklists)* which were presented to the U.S. government (BPRM, OFDA) and to the UN (OCHA, IASC). The results of male focus groups in Ghana, Kenya, and the US were presented in papers at the 2001 InterAction Forum, and the CAW's *Stories of Equitable Development: Innovative Practices from Africa* was published in English and French editions in 2001.

Outcome #4: A compilation of useful "tools" for gender integration in particular aspects of programming (e.g. needs assessment, staff training), drawn from the experience of the InterAction members:

The CAW planned to produce a resource "kit," incorporating the many "tools" developed and used by member agencies. During the program, the CAW compiled many files of materials from the members, which were organized into

the following six areas: 1) understanding and communicating gender concepts; 2) assessing receptivity and resistance; 3) analyzing gender roles and relations in a community; 4) building a gender perspective into program design and planning; 5) creating gender sensitive evaluation indicators and instruments; and 6) developing NGO partnerships for gender equity. However, for a number of reasons, the CAW decided not to proceed with an actual publication.

First, many of the tools were organization-specific, rooted in specific organizations' own practices and procedures. Second, the tools were at varying stages of development, from newly created to tested and refined in the field, and were continually being revised. And third, and most significant, the CAW chose to devote its limited staff resources to the full development of the *Gender Audit*, based on the demand and interest from members. In its new Cooperative Agreement with EGAT/WID (2003-2005), the CAW will coordinate an on-line learning community for gender integration. This interactive community will provide a more dynamic and appropriate vehicle for organizations to post and swap tools than a static publication.

Outcome #5: A bank of sectoral indicators for evaluating gender integration into PVO and NGO projects and programs:

In November 1998, a workshop on gender sensitive indicators was convened, which featured the leading work of the Canadian Council for Development Assistance (CIDA) and four sectoral perspectives on indicators: education; livestock/agriculture; environment/natural resources; and AID "mainstreaming." Member agencies participating in the technical assistance all received the CIDA materials, which include lists of indicators for some sectors. Several agencies, including Heifer Project International and Opportunity International, have adopted specific indicators, and a number of the other agencies are working on indicators as part of their action plans. However, this is the area in which members have the least experience and have made the least progress. Over the past few years, most members have focused on incorporating a gender perspective into the planning, design, and implementation of programs and are just now beginning to give serious attention to evaluation methodologies. The CAW's new Cooperative Agreement has a strong emphasis on assessing field impact, which will include a more in-depth focus on indicators. In addition, the online community mentioned above will also be an excellent means for sharing indicators and evaluation strategies.

Outcome #6: A compilation of "success stories," on the effect of gender integration on the impact of agencies' field programs and on the women, girls, and communities the programs serve:

In 2002 and 2001, the CAW worked with members and NGO partners in Africa to identify, examine, and document "best practices" for gender integration in the context of African cultures. The resulting publication, ***Stories of Equitable Development: Innovative Practices from Africa***, was developed in partnership with the Gender and Development Institute of Ghana through two participatory workshops. Out of this "co-creative process," the participants developed case

stories of practical strategies for gender integration rooted in African culture and practices. The book, available in English and French, has been widely distributed and acclaimed as a cutting edge gender and development resource by the InterAction community, NGOs across Africa, USAID staff, and representatives of UN agencies like UNHCR. All of these organizations have ordered copies of the book and distributed them to field staff working in Africa. The CAW recently received an email from an NGO leader in Zimbabwe, praising the book:

I find the stories very interesting and instructive, bringing to the fore much of the potential that is so abundant yet largely unrecognized. From a gender perspective the stories are a source of inspiration. Beyond the content, the description of approaches provides numerous insights into process issues and challenges. These make a most useful combination of approaches and experiences. Once again many thanks - I will certainly share this with others and use it in some of my own work. (T.S. Muyoya, Programme Coordinator, MWENGO, Zimbabwe)

Outcome #7: An overall increase in the number of InterAction member agencies indicating that they are in compliance with the gender equity amendments to the *PVO Standards*, between 1997 and 1999:

This indicator did not prove to be a valid measure of member agency commitment. InterAction members currently must complete an annual "self-certification" indicating that they are in compliance with the InterAction *PVO Standards*. The self-certification form is brief and no process for internal review is specified. Thus, some organizations take the required review seriously, and others adopt a more "pro forma" approach. Considering this process, it has not been possible to build more specific attention to the gender equity amendments into the *Standards* review. However, the Standards Committee is currently exploring more rigorous compliance certification procedures, including peer review. Despite its limitations, the current compliance procedure has identified a number of organizations interested in technical assistance for gender integration. For example, World Concern reviewed the gender equity amendments at the Board level, determined it was not in compliance, and subsequently requested CAW assistance. Also, CEOs often cite the gender equity amendments as the "catalyst" their agencies needed to move from words to action on gender integration.

Outcome #8: Increased participation of member agency CEOs and senior management in discussion of and support for gender and organizational change initiatives:

As indicated in Section III/D, the level of CEO support for gender integration has surpassed original expectations. Indicators of CEO commitment and involvement have already been enumerated in that section. The program also expanded beyond the initial focus on CEOs to target Boards of Directors. In May

2001, the CAW launched a *Campaign for Gender Equity on Boards of Directors* of InterAction member agencies. The rationale for the campaign was based on the CAW's observation of the link between women's representation on boards and more gender sensitive programming in some member agencies. An initial group of 20 agencies signed on to the campaign, and as of December 2002, that number had grown to 73 agencies.

Outcome #9: Publication of three "best practices" reports, to recognize member progress and share "lessons learned:"

As discussed in Section II/E/1, six publications were produced during the program, out of which five include member "best practices:"

- *Weaving Gender in Disaster and Refugee Assistance* (Vol. 1: *Proceedings*);
- *Weaving Gender in Disaster and Refugee Assistance* (Vol. 2: *Checklists*);
- *Organizational Leadership for the New Millennium: Upgrading Your Style* (with CEO "best practices" for leadership at the top); and
- *Stories of Equitable Development: Innovative Practices from Africa* (English edition and French edition).

Outcome #10: A minimum of 25 articles in *Monday Developments* related to gender integration in field programs and particular sectoral areas:

As reported in Section II/E/2, over 78 articles were published in InterAction's biweekly newsletter related to gender integration. Topics covered have included: the gender integration workshops listed in "Section B" above; the gender integration activities of members; gender in particular sectors (e.g. HIV/AIDS), and gender mainstreaming initiatives of the U.S. government and UN. Copies of these articles were included with each quarterly report submitted to AID during the agreement.

Outcome #11: An increased posting of information and materials by InterAction on telecommunications gender networks and conferences, and an increased participation in conference dialogues:

As noted in Section II/E/3, the CAW postings on and hits to the InterAction website have grown enormously over the life of the program. In addition, the CAW is active in a number of e-mail listserves, including UNDP's "Gender Beat" and UNIFEM's "Women Watch." The CAW also has its own informational listserve which includes almost 600 individuals; the monthly *E-News* and regular updates are sent to this list. Many of the resources in the *enews* are now to electronic gender networks.

Outcome #12: Increased collaboration and strengthened relationships with other gender units and networks, both in terms of the number of linkages and the scope of the activities undertaken.

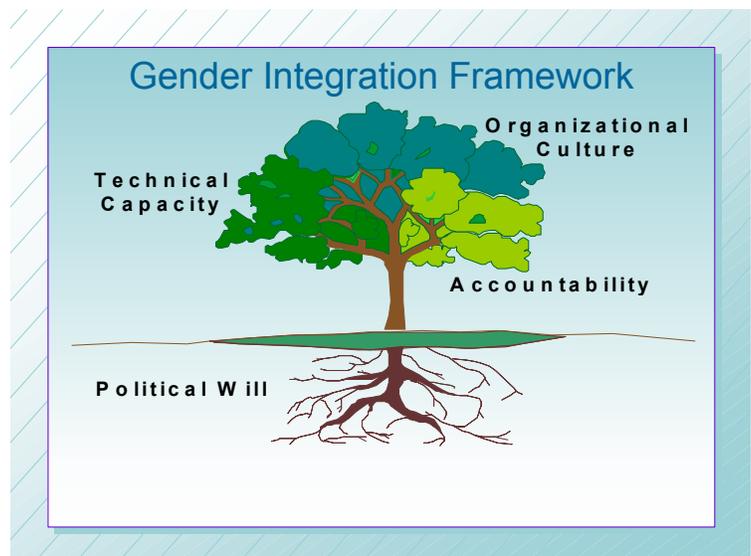
Section II/F already detailed the CAW's collaboration with other networks and organizations. During the program, relationships developed with 21 organizations, for information sharing, strategy development, and joint activities. These connections have enabled the CAW to enrich its work, as well as to disseminate its lessons learned more broadly. Relationships ranged from meetings and exchange of materials to full partnership on a joint endeavor. The fullest collaboration was with the Gender Development Institute in Ghana, which culminated in the joint development and publication of *Stories of Equitable Development: Innovative Practices from Africa*. These linkages are on-going and have been a rich source of information for the CAW and members, as well as a means for InterAction to share its learnings beyond its own community.

IV. Implications for Effective Gender Integration or Mainstreaming

The program was conceived as an “action and learning” initiative to assess the effectiveness of a range of gender integration strategies, in terms of how successfully these strategies led to improvements in member organizations’ integration of gender equity in programming. This section presents the key implications to be drawn from the program for other gender integration or mainstreaming efforts.

A. The CAW's Gender Integration Framework

Over the course of the “action and learning” initiative, as the CAW observed the impact of its work and reflected on the underlying change processes involved, a framework for effective gender integration emerged. The CAW's framework includes four dimensions, as depicted in the figure as parts of a growing tree.



At the root of the tree or process is **political will**, which becomes evident when top-level leadership publicly supports gender integration, commits staff time and resources, and institutes needed policies and procedures. The other three dimensions grow out of this demonstration of political will. **Technical capacity** entails changing organizational procedures as well as building individual skills. Individuals can take their skills with them when they leave an organization, but new procedures and systems become basic to how an organization operates. **Accountability** involves “carrots” and “sticks” for

encouraging and reinforcing new behaviors and practices; it ultimately requires building responsibility for gender integration into job descriptions, work plans, and performance assessments. Finally, **organizational culture** deals with the informal norms and embedded attitudes of an organization. The President of Lutheran World Relief captured the essence of organizational culture with this statement: **“We decided we wanted to be best on gender and that change permeated the organization. It’s a different consciousness. We’re more intentional.”**

To be successful, any gender mainstreaming strategy must take all four of these dimensions into account. Both InterAction member organizations and colleague organizations have indicated how useful this framework is to their work, in terms of developing multi-faceted change strategies.

B. The Emergence of Organizational Assessment and Action Planning as a Preferred Approach to Gender Integration

The CAW’s technical assistance work utilized a wide range of interventions or modalities, in response to the different requests from 24 member agencies served. It is important to underscore that the CAW did not have a “pre-packaged” technical assistance approach, but rather tailored approaches to meet the needs identified. Ten different approaches or activities were developed and carried out including:

1. gender sensitivity training for headquarters and/or field staff
2. gender analysis training for headquarters and/or field staff
3. development or improvement of tools to integrate gender into programming—planning and design; implementation; monitoring; and evaluation
4. analysis of documents and/or training curricula for the inclusion of a gender perspective
5. advising on the integration of gender in a particular country project
6. development of gender criteria for non-operational agencies to use in identifying NGO partners and/or for funding community-level projects
7. board training on gender equality and development effectiveness
8. development of organizational gender policies
9. assessment of gender policy implementation
10. organizational assessment and gender action planning based on the CAW’s *Gender Audit*.

Overall, interventions #1 and 2—staff training—had a minimal impact on an organization, because staff often were not able to apply new skills within existing organizational systems or because they took new skills with them when they moved on to another organization. Interventions #3-5 focused on particular projects or parts of an organization’s work; while these activities did increase attention to gender in these specific areas, they had little impact on other programs. Interventions #6-9 addressed issues of organizational commitment, policy, and procedures to some degree and resulted in some changes being adopted in these areas. Intervention #10, the *Gender Audit* organizational self-

assessment and gender action planning process, enabled organizations to take stock of their own particular challenges and then to develop and own a comprehensive plan for addressing them. Strikingly, organizations that underwent this process included in their plans a combination of some of the other interventions listed as numbers one through nine. What was different, however, was that these interventions were included as part of a comprehensive multi-faceted organizational change approach. Unlike the other nine approaches, the *Gender Audit* "organizational self-assessment and action planning" process fully took into account the four dimensions of the "gender integration framework" discussed in the previous section: political will; technical capacity; accountability; and organizational culture.

Overall, five characteristics of a gender audit process were identified as fostering successful gender mainstreaming and ultimately more equitable and effective development programs:

- the approach is participatory and builds strong organizational ownership;
- it develops an action plan based on where an organization is and wants to go, rather than imposing a particular direction;
- it requires involvement of senior management;
- it results in a systematic plan for achieving gender integration; and
- it has the effect of catalyzing an on-going change process within an organization. When organizations identify, embrace, have the energy for, and implement a particular course of change themselves, it appears that a "pin-ball effect" occurs that stimulates a chain reaction of continuing change.

Other development assistance organizations have contacted InterAction to express their interest in the *Gender Audit*, including several USAID Missions. The Rwanda Mission conducted a gender audit, which they developed based on the CAW's materials as well as other ideas the CAW's *Gender Audit* stimulated for them. The Haiti Mission planned to implement the *Audit* process but was not able to follow-through due to personnel changes. In addition, the World Bank invited the CAW to present the *Gender Audit* process and outcomes at a conference in January 2002, the UN Commission on the Status of Women included the CAW in a panel on gender mainstreaming at its March 2002 meeting, and UNICEF consulted with the CAW on the development of its own gender audit process.

C. The Importance of Identifying and Supporting Change Agents

An unanticipated outcome of the program was recognition of the vital importance of supporting change agents or the "gender focal points" in member agencies. At the request of these individuals, the CAW convened a series of "change agents" seminars in 2001-2002. The one-day meetings examined "living case studies" of one of the member's own organizations or a colleague organization, examined change strategies, discussed common challenges and how to address them, and built new skills. The change agents'

seminars were different than the technical training workshops, which tended to focus on specific aspects of gender integration in programming (e.g. gender analysis or evaluation indicators). In contrast, these seminars took a holistic approach to a change agent's role within an organization and the dynamics of change.

The skills building was based on a set of Competencies for Gender Mainstreaming developed by UNDP. These provided a conceptual framework for the discussions and include the following areas:

Competencies for Gender Mainstreaming

Organizational Competencies

- ✓ Conceptual clarity
- ✓ Gender-sensitive socio-economic analysis
- ✓ Strategic planning ability
- ✓ Project cycle entry points
- ✓ Information and knowledge management
- ✓ Process management skills

Communication and Process Management Competencies

- ✓ Advocacy
- ✓ Consultation
- ✓ Networking
- ✓ Influencing
- ✓ Decision-making
- ✓ Supporting
- ✓ Team-building.

The change agents also valued the support network that grew amongst them. They were able to jointly strategize on common challenges and to share approaches and lessons learned. One change agent from Opportunity International summed up the importance of the support to change agents in this way:

The CAW has been an incredible encouragement to us. We can't underestimate that. You gave us the strength to do what needed to be done. It's important that you see your work in terms of supporting change agents....Your role as an outside observer casts a light in a way that can promote change in our organization. Also, your role as a 'communications hub' and link to resources is invaluable.

D. The Limitations of Individual Gender Training

The original program plan included "technical gender training workshops" for individual staff members as a key activity. Indeed, within the overall field of gender integration or mainstreaming, such training has typically been the strategy of choice to promote gender sensitive programming. However, as the

CAW discovered, gender training can have only a limited impact and needs to be part of a broader gender mainstreaming strategy.

As noted in Section IV/B above, one of the shortcomings of such training is that it focuses on the individual outside his or her own organization. In many cases, trainees are not able to apply new skills or tools within their organizations because these new approaches do not mesh with existing organizational systems. Or, there is not enough support amongst other staff to do so. Another problem is that when individuals leave, they take their skills with them.

The approach that evolved in this program is to situate individual training in the context of actual job demands and organizational systems. It is also important to train a number of people from an organization in order to create a critical mass. In other words, instead of providing a general training in gender analysis, training should focus on the current procedures (systems, forms) an organization uses for the phases of the programming cycle and identify ways to modify those procedures to be more gender sensitive. For example, a training for Oxfam program officers on using gender equity criteria for the selection of NGO partners started with an assessment of the current criteria and forms used and then revised these forms. Another critical advantage of this approach is that it does not result in extra work for already overworked staff. Taking gender into account becomes imbedded in their regular work rather than an additional task. And, it becomes everyone's responsibility, not just a gender specialist's.

E. Moving CEOs and Senior Leaders from Passive to Active Support

Conventional wisdom in the gender mainstreaming field acknowledges that "support from the top" is critical. However, the CAW learned early on that support can vary widely in terms of active expression and also that senior leaders need to be guided on how to communicate their support.

The CAW's first *Gender Audit* was with an organization whose senior management team was committed to gender equality but did not promote or demonstrate this commitment throughout the agency. Problems ensued throughout the *Audit* process with staff participation and trust in the outcomes. In fact, this *Audit* was the least effective of those the CAW conducted. In contrast, the second *Gender Audit* was conducted with an organization whose senior management team recognized the need to *promote* the *Audit* amongst staff and make sure staff were clear on why it was being undertaken and what the expected outcomes would be. The initial communication took the form of a "joint memo" from all the senior managers, something that had never before been issued in the organization; this was followed up with on-going messages and signs of support from the CEO and Senior VPs.

At InterAction's annual Forum in 1999, the CAW convened a panel of CEOs speaking about *Mainstreaming from the Top: CEO Perspectives on Integrating Gender in US NGOs*. CEOs pointed to the importance of seeing gender equality

as part of an organization's mission and of being able to make the "business case," whether in terms of values or in terms of effectiveness in the field. Another critical facet of support involves incentives. One CEO stressed: **Gender sensitivity in development is an organizational principle for our work. It all flows from that. There are rewards for people and programs that do this. It's part of performance evaluations in an affirming way.**

The CAW and its members learned that "support from the top" is not a one time but on-going effort. Since gender mainstreaming ultimately involves fundamental individual and organizational change, an organization's senior leadership must become the engine driving the change, through a planned strategy of communications, mandates, and incentives. *Diversity Best Practices*, an organization with which the CAW has collaborated and that works on gender equality and diversity in the corporate sector, has developed a checklist of eighteen ways to show support from the top. These are included in the box below and aptly capture what it means to be an active rather than passive supporter of gender equality.

Commitment from the Top:

A Checklist from Diversity Best Practices

- Signing a Mission Statement
- Policy Advocate
- Insuring Top Management Support
- Demographics of the Board of Directors
- Chair of the Company's Diversity Council
- Reviewing Diversity Reports on Periodic Basis
- Supports Diversity Goals
- Endorses Diversity within Bonus System
- Advocates Supplier Diversity Goal Attainment
- Supports Succession Planning
- Supports Mentoring including Top Management Participation
- Employee Networks or Affinity Groups
- Diversity Awards Participation
- Gives Diversity Speeches
- Attendance at Internal Diversity Events
- Attendance at External Diversity Events
- Endorsement of Diversity Sponsorships
- Support for Diversity Advertising

Diversity Best Practices, 2002

V. Financial Statement

The financial statement (SF 269a) which was submitted to USAID's Office of Financial Management on January 31, 2003 at the completion of the program is attached (note: the statement is attached to the hard copy but not the electronic version).