Module 3: Gender responsive organizations

ILRI, ICARDA and Transition International

Gender Capacity Development Training, ILRI Addis, 23-27 October 2017

ILRI
INTERNATIONAL
LIVESTOCK RESEARCH
INSTITUTE

ICARDA
Science for Better Livelihoods in Dry Areas

CIAT
International Center for Tropical Agriculture
Since 1967 Science to cultivate change

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Objective module 3: Gender responsive organizations

To increase participants' knowledge of gender responsive organizations in such a way that they are able to understand gender dynamics in their own organization and design actions towards a more gender responsive organization

Focus

→ focus on <u>internal</u>, organizational issues

→ Specific contents and outcomes for each organization

Learning questions

- What is a gender responsive organization and how is it related to gender responsive programs?;

- What actions to take towards a more gender responsive organization?;

- What obstacles can be encountered and how to deal with?

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Focus module 3

Levels / Core Gender Capacities	Environmental	Organizational	Individual
Gender analysis and strategic planning	A.I	A.II	A.III
Gender responsive programming, budgeting and implementation	B.I	B.II	B.III
Knowledge management and gender responsive M&E	C.I	C.II	C.III
Partnerships and advocacy	D.I	D.II	D.III
Leadership and transformation	E.I	E.II	E.III
Gender at the workplace	F.I	Module 3	

Content of the module

1. Why gender responsive organizations

2. What is a gender responsive organization?;

3. Strategizing;

4. Obstacles that can be encountered and solutions;

5. Develop learning questions and actions;

CA outcomes (assessment 2015)

- Gender responsive organizations (development partners)

Gender analysis and strategic planning	Averages		Doyogena		Horro		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0		3.0		3.0		3.0	
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.3		2.0		2.0		3.0	
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3.0		3.0		3.0		3.0	
Presence of women in leadership (management) and balanced representation	2.0		1.0		2.0		3.0	
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	2.0		3.0		1.0		2.0	
Average	2.46		2.0		2.2		2.8	

Note: maximum score = 5

CA outcomes (assessment 2015)

- Gender responsive organizations (National Research Partners)

Gender analysis and strategic planning	Averages		Areka		Bako		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.7		3.0		4.0		1.0	
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	1.7		1.0		1.0		3.0	
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	2.0		1.0		2.0		3.0	
Presence of women in leadership (management, senior scientists) and balanced representation	1.3		1.0		1.0		2.0	
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	2.0		1.0		2.0		3.0	
Average	1.94		1.4		2.0		2.4	

Note: maximum score = 5

1. Why gender responsive organizations

- Diverse teams improve performance

- Right thing to do

- Is a logical part of gender mainstreaming

- Delivery of equitable outcomes

Gendered organization exercise

- ***A mind map***

Use a large sheet of paper, colored pens and pencils, and your imagination.

Step 1: start in the center and draw the main idea, subject or focus (the use of an image or picture is preferred);

Step 2: while brainstorming, connect main themes from the central image as 'branches'. Use a key word or image/symbol;

Step 3: Topics of lesser importance are represented as 'twigs' of the relevant branch. The branches form a connected nodal structure. Use multiple colors throughout the mind map, for visual stimulation and also for encoding or grouping.

Elements of a gender responsive organization

- The vision or mission and mandate reflect a gender perspective

- Gender infrastructure is in place (policies, regulations, procedures)

- Gender analysis of the context

- Job descriptions include elements of gender expertise

- Management and board take responsibility for gender

- Gender responsive monitoring and evaluation

- Space is provided to women and men to bring their views to the fore

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# Elements of a gender responsive organization

- Adequate infrastructure for female staff (e.g. in relation to safe working environment, toilet facilities, transport arrangement, working hours)

- reputation of integrity and competence on gender issues

- There is support for teamwork of women and men, including gender focal persons.

- Gender is mainstreamed in all programs and projects.

- No stereotyping and stigmatizing attitudes and behavior

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3. Strategizing

Organizations work by themselves on the following questions:

- How gender responsive is my organization?

- What are some current strengths and weaknesses?

- How should my organization look like to be gender responsive, what are some possible outcomes?

- What kind of actions need to be taken?

- What opportunities are there that can be leveraged?

- What possible challenges need to be addressed?

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The Gender at work analytical framework
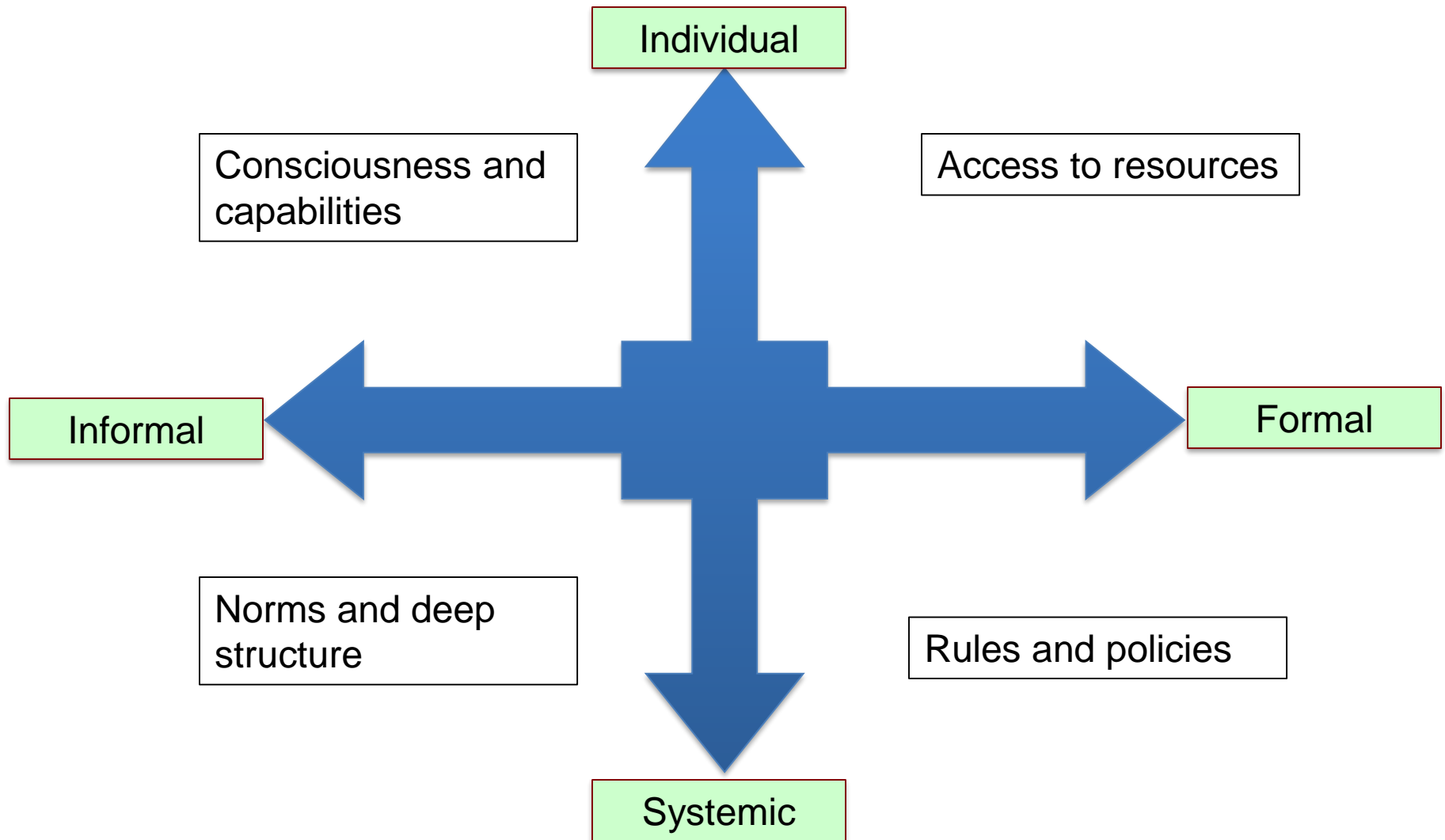
The Gender at Work analytical framework

Individual consciousness and capabilities:-Some outcomes in this quadrant are:

- Staff knowledge and commitment to gender equality

- Commitment of the leadership

Access to resources (staff, funds, training opportunities, meeting spaces and networks): -Some outcomes in this quadrant are:

- Budget and other resources devoted to projects to advance gender equality

- Number of women in leadership positions

The Gender at work analytical framework…

Formal rules and policies: Outcomes in this quadrant are:

- Mission includes gender equality

- Policies for anti-harassment, work-family arrangements, fair employment

- Accountability mechanisms that hold the organization accountable to its intentions

Social norms and deep structure: Outcomes in this quadrant are:

- Acceptance of women's leadership

- Organizational ownership of gender issues

- Acceptance of needed work-family adjustments

- Women's issues firmly on the agenda

4. Obstacles and solutions

Organizations work by themselves on the following questions:

- What gender mainstreaming actions have been taken so far in/by my organization? In which quadrant are these located (where do we try to change things)?;

- Should more attention go to a certain quadrant?;

- What kind of obstacles have I encountered and where do these come from?;

- What have I learnt from this framework?

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The **CGIAR Research Program on Livestock** aims to increase the productivity and profitability of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world.