



# GENDER VISIBLE

LEARNING ABOUT GENDER INTEGRATION IN THE  
RIGHT TO FOOD PROGRAMME



OXFAM

December 2020

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*On the cover: Heng Sopheng, is an outspoken indigenous Kouy woman who defends her community land in a conflict with a private sector company. CREDIT: Oxfam/R2F project*



*Namonaro and her community in the Gurue district in Mozambique have been forcefully evicted from their land, with nowhere to go and no help to find a new home. Oxfam supported Namonaro by highlighting her story in the Stand for Land campaign.*  
CREDIT: OXFAM IN MOZAMBIQUE

## ACKNOWLEDGEMENT

Our gratitude goes to our colleagues in partner organisations, Oxfam country offices and global projects for their participation and support in the learning and sensemaking process that lies at the basis of this report. In addition, we want to thank the various consultants that supported our colleagues drafting up the in-depth case studies. A special thank you to the following people, who made this report possible with their contribution to the design of the gender visible trajectory, the analysis of cases and their advice and feedback: Ines Del Real, Myrthe Meeuwissen, Carmen Reinoso, Alex Simon, Saskia van Veen, Camilla Vianini, Eileen Wakesho and Karen van Zaal. This learning trajectory was not possible without the political will and firm support provided by the Right to Food TOC leader Marita Hutjes.

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## ACRONYMS

<b>ALIVE</b>	Access to Land, Inclusive Value Chains and Empowerment
<b>CIFOR</b>	Center for International Forestry Research
<b>CSOs</b>	Civil Society Organisations
<b>GALS</b>	Gender Actions Learning System
<b>G@W</b>	Gender at Work Framework
<b>KPA</b>	Consortium for Agrarian Reform
<b>MSIs</b>	Multi-stakeholder Initiatives
<b>P&amp;C</b>	Principles & Criteria
<b>R2F</b>	Right to Food Programme
<b>RSP0</b>	Roundtable on Sustainable Palm Oil
<b>SOMO</b>	Center for Research on Multinational Corporations
<b>SP</b>	Strategic Partnership
<b>PELUM</b>	Participatory Ecological Land Use Management

# 1. BACKGROUND

In 2018, the Right to Food Programme (R2F) team formulated an ambitious threefold learning goal around the integration of gender. First, it wanted to capture the diversity in the way the programme integrated gender. Secondly, it aimed to learn what is at the roots of this diversity. Lastly, it aimed to boost further integration of gender in the second phase of the programme via targeted actions in the various projects.

This report relates to the first two goals, by presenting the various ways in which R2F has integrated gender and by investigating the factors that influenced the extent to which gender has been integrated. The programme addressed the third goal by providing dedicated budget for 'gender in action' activities, deepening the project teams' understanding on how to improve the gender approach. Examples of activities include reflection sessions to discuss the findings at project level, meaningful training to improve gender integration and hiring gender expertise needed.

The R2F programme is part of the Strategic Partnership (SP) 'Towards a Worldwide Influencing Network' between the Dutch Ministry of Foreign Affairs, SOMO and Oxfam Novib. The programme runs from 2016 to 2020 and focuses on changing public and private policies and practices that benefit small farmers, especially women and their communities in a way that protect and promote

their prosperity and resilience. It encompasses eight country, two regional and three global projects. Gender integration is crucial to ensure long lasting impact on the Right to Food for everyone. Women farmers play a central role in overcoming poverty and food insecurity, and building resilience to climate change. About 80 percent of the world's food is produced by family farms, and small-scale farming is the dominant livelihood in most developing countries. Women farmers make up on average 43 percent of this agricultural labour in developing countries, but are the majority in some countries. However, they produce 20–30 percent less than men farmers because they often face barriers to accessing farm inputs, markets, technical assistance, extension services and finances. Equalizing this gap could boost agricultural output and decrease global undernourishment by up to 17 percent.<sup>1</sup>

*Women play a central role in overcoming poverty and food insecurity worldwide. Here Jarai women in Cambodia are seen collecting food from local forests for their families. CREDIT: Oxfam/R2F project*



In 2018, R2F organized a reflection in which all countries as well as global teams participated. Starting point for the reflection on gender integration was the long-term outcome of the R2F Theory of Change, which includes the phrasing ‘particularly women’. The group unpacked these words and agreed on the following description to better capture the R2F’s gender ambition:

*“Particularly women means... “To have a specific outcome that ensures women’s empowerment, therefore they are able to equally participate in decision making spaces and to influence decision-making processes, especially regarding the issues R2F is focusing on.”*

The discussion showed that the projects developed many different initiatives that contribute to achieving this objective. However, the programme faced limitations in consistently collecting, analysing and sharing these experiences. A systematization of experiences would be the base for creating a joint, coherent narrative to better communicate what the gender work within R2F was about and would ultimately allow for identification of gaps and possible solutions. In addition, the reflection at project level, combined with activities to put gender into action, would boost learning on barriers and enablers for gender integration useful for future programme development.

A common learning trajectory was set up: ‘Gender Visible & Gender in Action’ (GvGa) and adequate resources were allocated to implement this trajectory in each country and in the global projects within R2F.

## The trajectory delivered five types of products:

**Mapped cases:** per project, brief descriptions have been prepared of a number of implemented interventions and whether/how gender was integrated.

**In-depth cases:** per project, one or two mapped cases have been described in-depth, focusing on what has happened, which results have been obtained and which factors influenced the level of gender integration.

**Visual materials:** Some projects produced visual materials to document their experiences, For example in Mozambique, Oxfam’s partner organisation AENA produced a video on social norms and practices that negatively affect land inheritance rights for women. In Uganda, ESSAF produced a video capturing the voices of women defending their rights to productive resources.

**Gender in Action activities:** each project team decided on complementary activities to integrate gender more in the remaining time of the project. In Indonesia, Myanmar and Cambodia for example, partners defined a plan with specific short-term and long-term activities. Activities included are boosting women’s participation in cooperatives in coastal fisherfolk communities, reflection workshops to disseminate the findings of the research and expansion of the use of GALS methodologies.

**Gender Visible learning report:** this report analyses all mapped and in-depth cases in order to describe the diversity in approaches taken in R2F and the factors that influenced the level of gender integration.

The current report, the Gender Visible learning report, systemizes the experiences across the programme and, via an analysis of factors that influence gender integration, formulate lessons learned for R2F and similar programmes to support more gender integration in R2F as well as in future programmes.



Women in Southeast Sulawesi, Indonesia, sharing their stories with the Voice of America journalist on their experiences in an agrarian conflict area (December 2018). CREDITS: KPA

### The report aims to answer the following learning questions:

1. To what extent has gender been integrated in the implementation of the Right to Food programme?
2. What strategies have been used to integrate gender and to what extent have they integrated gender?
3. Which factors have supported or hindered Right to Food projects to effectively integrate gender?
4. What can we learn from these experiences if we want to integrate gender in future program development?

The report starts with a description of the **methodology** (Chapter 2) and the **conceptual frameworks** used (Chapter 3).

Chapter 4 aims to answer **learning questions 1 and 2**, by **describing the extent to which gender has been integrated** and which **strategies** have been used.

Chapter 5 takes an **in-depth look into the factors** that supported or hindered R2F project to integrate gender, thereby answering learning question 3.

The final chapter answers the **final learning question**, by formulating lessons learned based on the Gender Visible learning trajectory.

## 2. METHODOLOGY

This chapter explains which data sources have been used and how these have been analysed. In addition, it describes the limitations the reader needs to keep in mind when reading the findings in the following chapters.

### 2.1 DATA

The analysis looked into two main data sources: a set of 66 short descriptions of interventions implemented as part of R2F (“mapped cases”) as well as in-depth descriptions and analyses of a sub-set of 16 cases (“in-depth cases”).

The selected cases present interventions used in the ALIVE and GROW global projects as well as the following countries: Cambodia, Indonesia, Myanmar, Vietnam, Burundi, Uganda, Mozambique and Nigeria. The 66 mapped cases do not comprise the totality of what R2F has achieved nor is it a representative sample of all of R2F’s interventions. The aim of these cases is to make visible what has been done in various corners of R2F to integrate gender. The project teams, comprised of Oxfam and partner staff, selected cases to be mapped, based on availability, clarity of data and relevance in the given context. After the mapping, the project teams discussed all descriptions with the gender expert and R2F project coordinator at Oxfam Novib and categorized them using the Gender Integration Scale and Gender @ Work Framework. In addition, 16 mapped cases were described in-depth by independent consultants through desk research and interviews with Oxfam, partner staff and project participants. The in-depth cases were selected by the project teams and the R2F global team, supported by the gender expert. Selection criteria focused on well-developed experiences, relevance (i.e. the teams regard the case as a milestone in their gender integration efforts), cases falling along the full spectrum of the Gender Integration Scale, and the potential for upscaling of the described intervention in other contexts.

### 2.2 ANALYSIS

The analysis of the mapped and in-depth cases is based on the conceptual framework presented in Chapter 3. The Gender Integration scale has been applied to understand the extent to which gender has been integrated: the mapped cases were assessed and categorized according to their level of gender integration. The approaches used to integrate gender were determined for each case and categorized according to the Gender @ Work Framework (G@W).

To detect factors that influenced the level of gender integration, all factors in the in-depth cases were coded and categorized using the Gender Integration Framework. After the coding and categorization of the data, the preliminary findings were presented to the COs (and partners) for validation and to fill data gaps, if any.

### 2.3 LIMITATIONS

Three limitations need to be taken into account, when reading the findings. They relate to the representativeness of the mapped cases, the categorization of strategies following the G@W Framework and, lastly, the depth of information on organizational culture as a factor that influences gender integration.

Firstly, we cannot assess to what extent the findings in this report are representative for R2F overall. The data used does not encompass the entire range of work done within the Right to Food project, because not all interventions are captured. In addition, the selection of cases by the project teams

might represent a bias towards cases that have integrated gender to a larger extent than those that go undocumented. As a mitigation measure, the team aimed to link the mapped interventions to the budgets, so we would at least have an estimation of the percentage of the entire budget that has been covered by the 66 mapped cases. Unfortunately, the data provided on budget were insufficient to compare gender(ed) investments and therefore, we cannot estimate the proportion of interventions that have been captured in this study.

Secondly, project teams interpreted the G@W framework differently, which complicated creating the overview for all cases. Some based their assessment on the project's objectives, while others took the obtained results as a point of departure. While the framework should only be applied to cases that integrate gender at least to some extent, the G@W framework was even applied to some gender blind cases. This is a sign that teams might not

have interpreted the framework correctly, which decreases the validity of the categorisation. The researchers have tried to mitigate this, by reassessing the categorisations and validating these with the project teams. This led to improved categorisations in some cases, but – due to lack of data – not for all.

A final limitation relates to the lack of information in the in-depth cases on organisational culture when it comes to gender integration and gender equality. Overall, the in-depth cases' descriptions of Oxfam's and partners' organisational culture provide little information. In addition, - and possibly due to too little details in the guidelines - the authors of the in-depth cases interpreted this factor differently and shared details on different aspects of organisational culture. As a result, it was difficult to assess to what extent the organisational culture has supported or hindered gender integration.

*Nepalese activists mobilising to demand women's land rights and an end to the criminalization of land rights defenders, Global mobilization 2019. Around the world women activists face the biggest threat. CREDIT: OXFAM*



## 3. CONCEPTUAL FRAMEWORKS

To guide the description of mapped and in-depth cases as well as the analysis, Gender Visible needed a common language and understanding of the main gender concepts. This chapter provides definitions of key concepts and presents the three frameworks used.

### 3.1 DEFINITIONS OF KEY CONCEPTS

In this study, we relied on the following definitions used by the Oxfam community:

**Gender equality** refers to the situation in which women and men enjoy the same status and have equal conditions, responsibilities and opportunities to realise their full human rights and can benefit equally from the results – regardless of their gender.<sup>2</sup>

The reality shows that equality in social relations and equal access to, and control over, resources by women and men is not the case in many societies. Gender inequality, often faced by women and girls, derives from social and cultural socialization processes.

**Women's empowerment** is key to the achievement of gender equality. It is a process whereby women's lives are transformed from a situation where they have limited power over self-determination and participation in the public sphere as a consequence of gender barriers, to a situation where their power is equal to that of men.<sup>3</sup>

In line with the above definitions, the study used three frameworks to assess gender

integration within the cases. The cases collected were categorized according to these conceptual frameworks. All mapped cases were categorized along the Gender Integration Scale and the interventions used in these cases were applied to the Gender at Work Framework. The 16 in-depth cases were in addition assessed based on the Gender Integration Framework.

### 3.2 GENDER INTEGRATION SCALE

The Gender Integration Scale (Figure 1) has been the guiding conceptual framework to define the level of gender integration. It categorizes the cases along a scale which ranges from gender blind to gender transformative based on the gender objective of Right to Food programme.

**Gender blind** interventions do not recognize that the roles and responsibilities of women/girls and men/boys are ascribed to, or imposed upon them in specific social, cultural, economic and political contexts. Gender blind projects, programmes and policies do not take into account these different roles and diverse needs. They therefore maintain status quo or even worsen the situation, when they reinforce existing power imbalances.

**Gender sensitive** interventions acknowledge but do not address gender inequalities. They have the ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men. Examples of gender sensitive activities are

<sup>2</sup> Source: Transformative Leadership for Women's Rights. An Oxfam Guide (page 28) <https://www.oxfam.org/en/research/transformational-leadership-womens-rights-oxfam-guide>

<sup>3</sup> Source: Oxfam's Conceptual Framework on Women's Economic Empowerment (page 8) <https://policy-practice.oxfam.org.uk/publications/oxfams-conceptual-framework-on-womens-economic-empowerment-620269>

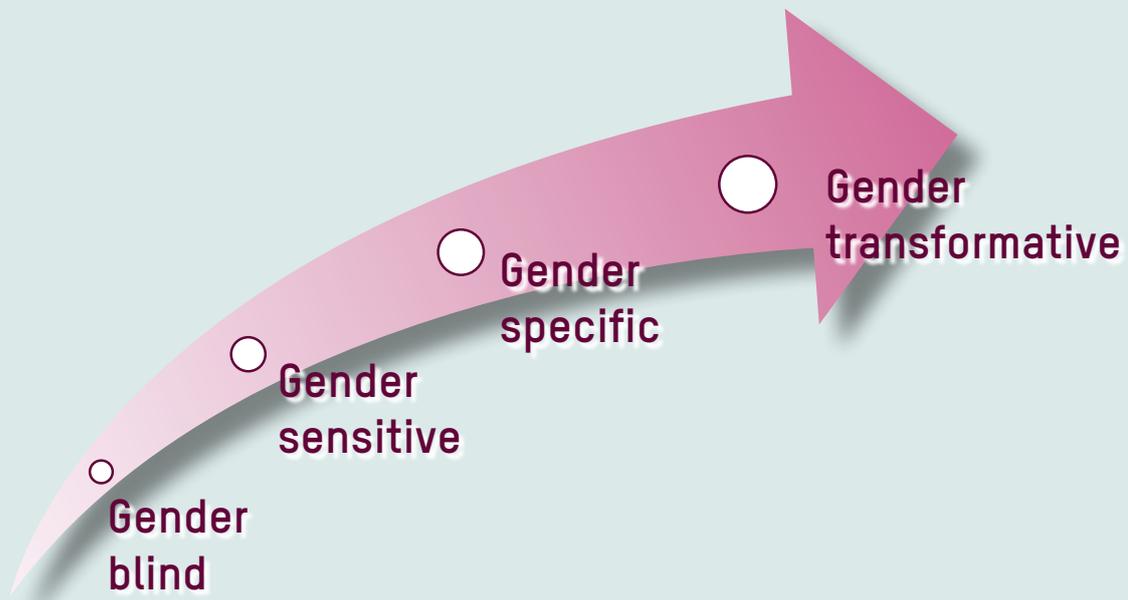


Figure 1: Gender Integration Scale

promoting women's awareness around their land rights or gender inequality at the household level, through for example radio programmes or meetings and trainings.

**Gender specific** interventions acknowledge gender norms and consider women's and men's specific needs. They understand and consider social and cultural factors underlying sex-based discrimination and use specific tools to provide women and girls more opportunities for their participation in social, political and economic processes and assess the impact of planned activities on women and men. Examples of gender specific activities are supporting women to open bank accounts and access to credit; facilitating participation of rural women and women's groups in public policy discussions, granting access to governmental support programmes by issuing credentials for women otherwise excluded.

**Gender transformative** interventions address the causes of gender inequalities and aim to transform harmful gender roles, norms and relations. Gender

transformative means that promoting gender equality - the shared control of resources and decision-making - and women's empowerment are central to an intervention. Gender transformative programming generally entails moving beyond the individual level to also address the interpersonal, socio-cultural, structural and community factors that influence gender-related attitudes and behaviours. For example, women's individual land ownership as an indicator of agency does not capture the structural and relational dimensions of land access and ownership. Even where progressive or gender-equitable laws exist, women's de facto ability to realize their rights and exercise control over land is determined by social norms, discriminatory institutions and local customs. Without addressing and challenging those social norms and working towards structural change of institutions and customs, the change achieved is not transformational and therefore not sustainable.

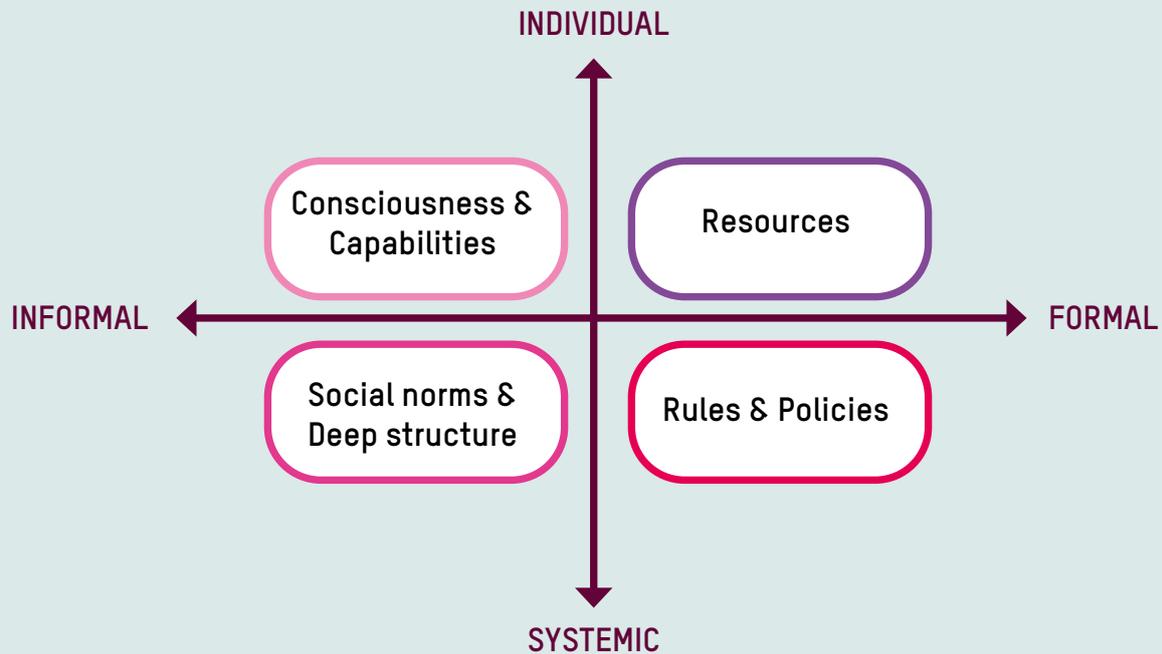


Figure 2: Gender @ Work framework

### 3.3 GENDER @ WORK FRAMEWORK

The Gender @ Work Framework (Figure 2) - which helps understand all interconnected interventions that are needed to achieve gender equality and women's empowerment - has been used for the analysis of the range of interventions integrating gender in the R2F projects. The interventions and their (intended) results as presented in the cases were assessed for each of the four segments of the quadrant.

The G@W framework 'highlights the interrelationship between gender equality, organizational change and institutions or 'rules of the game' held in place by power dynamics within communities. The top two quadrants are related to the individual. On the right are changes in noticeable individual conditions, e.g., increased resources, voice, freedom from violence, access to health and education.

On the left, individual consciousness and capability – knowledge, skills, political consciousness, and commitment to change toward equality. The bottom two clusters are related to the systemic. The cluster on the right refers to formal rules as laid down in constitutions, laws, and policies. The cluster on the left is the set of informal discriminatory norms and deep structures, including those that maintain inequality in everyday practices.'<sup>4</sup>

4 <https://genderatwork.org/analytical-framework/>

### 3.4 GENDER INTEGRATION FRAMEWORK

The Gender Integration Framework (Figure 3), developed by Interaction, consists of four key domains that are expected to influence gender integration. They are the following: political will, technical capacity, accountability and organizational culture. The model assumes that political will is at the roots of gender integration and that from political will for gender integration the other factors grow.

The Gender Visible core team has further operationalised these four factors into sub-factors, as presented in the table below.

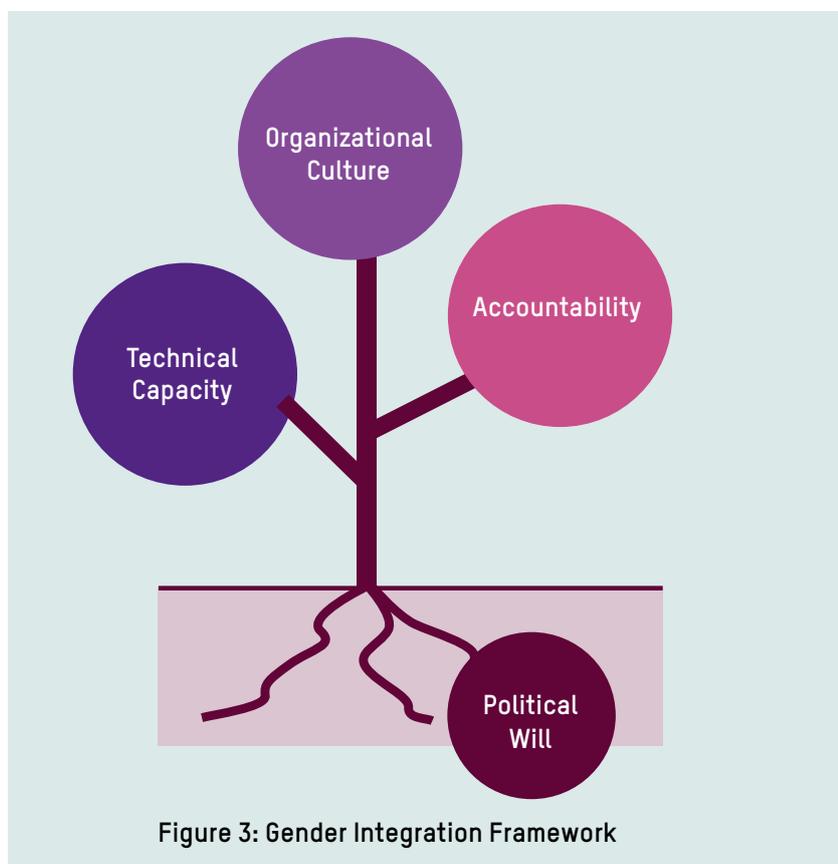


Figure 3: Gender Integration Framework

GENDER INTEGRATION FRAMEWORK: FACTORS AND SUB-FACTORS	
<b>Political Will</b>	Existence of a predetermined and explicit gender equality objective in the project, of which this in-depth case is a part
	Allocation of financial and staff resources to ensure gender equality objectives can be attained
	Level of support by senior management in Oxfam and in partner organisations
<b>Capacity strengthening</b>	Existing technical expertise of Oxfam or partners
	Availability of tools and conceptual resources
	Existence of a network with technical expertise that one can tap into
	Capacity to use windows of opportunity to improve gender equality
<b>Accountability</b>	Incentives (not) to integrated gender, for the people involved in the experience
	Level of involvement and role of women’s rights organizations
	Gender integration in MEAL
<b>Organisational culture</b>	Culture on gender equality, both in Oxfam and partners
	Openness and readiness to engage integrate gender, both in Oxfam and partners

## 4. GENDER INTEGRATION IN R2F

This chapter aims to answer guiding questions 1 and 2, by investigating the extent to which gender has been integrated in the implementation of different R2F projects and how it has been done.

In total, 66 mapped cases from eight countries and two global projects were selected for analysis. Out of this mapping, 16 cases have been elaborated in in-depth cases studies. As argued in Chapter 2, it is important to keep in mind that the cases are not a representative sample of all interventions in R2F: not all interventions have been mapped. And as teams selected interventions themselves, a bias towards interventions that have integrated gender more strongly is likely. As a result, this research cannot draw firm conclusions on *the extent to which* gender has been integrated in the programme. However, it found a wide variety, both in the extent to which gender has been integrated as well as in how it has been done. This chapter describes that diversity.

### 4.1 GENDER INTEGRATION

All 66 cases have been categorized along the Gender Integration Scale that goes from gender blind to gender transformative. Only a few cases have been mapped as gender blind, meaning that they fail to recognize gender differences and do not take into consideration ascribed gender roles and responsibilities in specific social, cultural, economic and political contexts. Five from the 66 mapped cases and only one of the 16 in-depth cases are **gender blind**.

A little more than one fourth of the cases recognize gender inequality, but do not address it and therefore they are categorized as **gender sensitive**.

**Gender specific** cases are the most common: 27 out of 66 cases acknowledge gender norms and

#### GENDER INTEGRATION SCALE | IN-DEPTH CASES

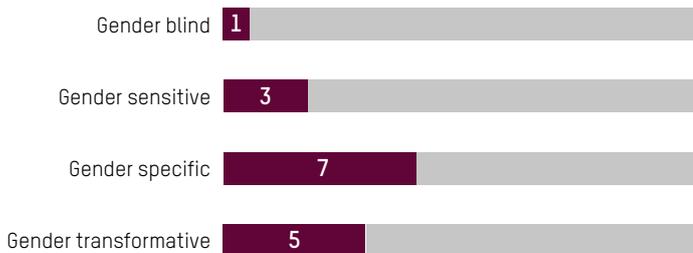


Figure 4: mapped cases along the gender integration scale

#### GENDER INTEGRATION SCALE | MAPPED CASES

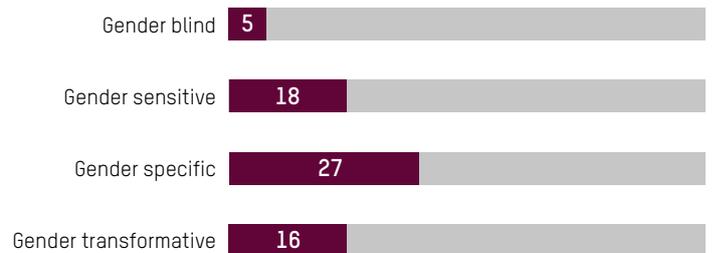


Figure 5: In-depth cases along the gender integration scale

consider gender specific needs. There is also a good amount of **gender transformative** cases: 16 out of 66 cases address and work towards structural change in relationships, policies and customs. Figure 4 below presents the categorization of all cases in the gender integration scale.

The 16 selected in-depth cases have a similar distribution over the scale as the mapped cases. Only one out of the 16 cases is gender blind and 7 are gender specific. However, differing from the mapped cases, there are fewer gender sensitive cases than transformative cases among the in-depth cases.

About half of the mapped cases are drawn from country projects, with the other half coming from two global projects: GROW and ALIVE. Gender

integration in GROW and ALIVE has been very diverse: the mapped interventions range from gender blind to gender transformative. The cases of these two R2F projects show a similar pattern in regard to their distribution over the four categories, apart from the gender transformative category where few GROW cases have been documented. Most of the GROW campaign cases are in the middle field, with three gender sensitive and five gender specific cases from a total of ten cases. Although ALIVE reported two gender blind cases, most of its cases are either gender specific or gender transformative. Country projects submitted between one and seven cases each. Interestingly, Cambodia’s two mapped cases are on opposite ends of the scale, one being gender blind and the other gender transformative. Figures 6 and 7 show the country and global projects and the distribution over the four gender integration categories.

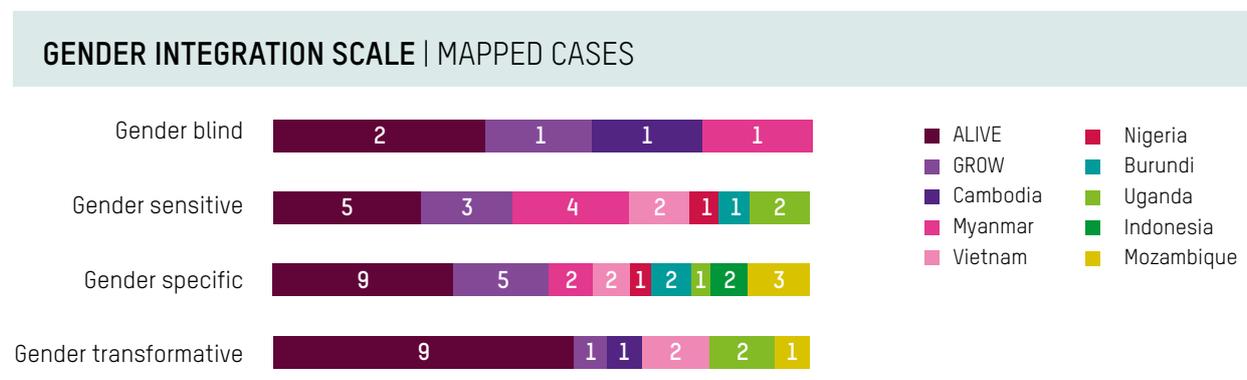


Figure 6: mapped cases per project along the gender integration scale

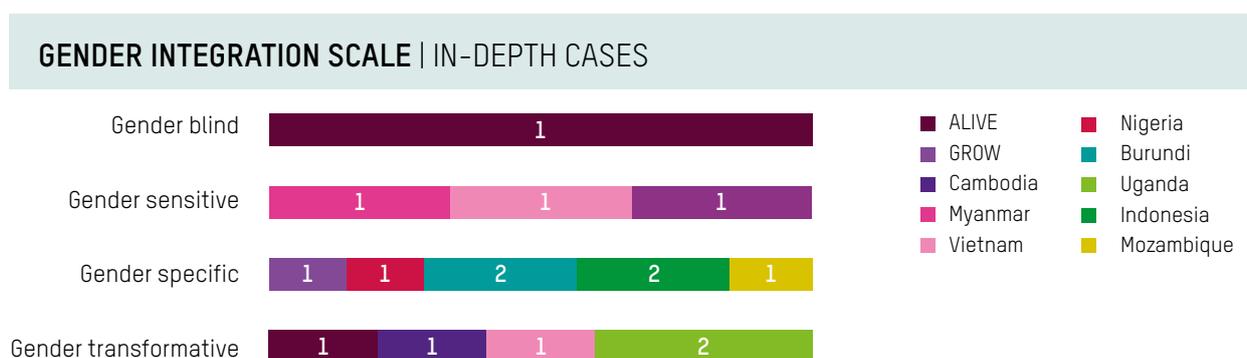


Figure 7: in-depth cases per project along the gender integration scale

## 4.2 HOW HAS GENDER BEEN INTEGRATED?

The second learning question aims to understand how the various R2F projects have integrated gender. When describing the interventions, we follow the Gender @ Work framework as presented in Chapter 3. This framework categorizes activities along two axes: those that aim to achieve changes at individual vs. collective level and in the informal vs. formal domain.

### 4.2.1 Comprehensive approach in countries, targeted in global projects

Country projects apply a rather different approach than global projects: while country projects address multiple domains in the G@W framework, many global projects focus on one only. Also, the focus is inverse: while about 2/3 of the global projects focus on changing formal rules & policies, the country projects mostly aim for changes in the other three domains. This difference can be understood by the participants/targets in the interventions. In country projects, these are often individuals (via community groups, women groups, farmer associations etc.). The interventions aim to change their attitudes towards gender related issues ('consciousness and capabilities') and support them to access land, land titles, improved income etc. ('resources'), both of which support a change in informal norms and exclusionary practices. Global projects, on the other hand, focus on a specific advocacy target to influence its policies and standards ('formal rules & policies') and, to a lesser extent, on increasing political will for policy changes ('consciousness and capabilities') or on strengthening the capacities of a group of professionals to integrate gender more in their work ('consciousness & capabilities' and/or 'resources').

For example, ALIVE provided trainings on Private Sector Engagement to colleagues in Oxfam country offices and in partners. In this training, attention was given to the importance of including gender asks in Private Sector Engagement work as well as showcasing examples of gender specific projects.

### 4.2.2 Focus on informal domains in gender sensitive interventions

When comparing the mapped cases along the level of gender integration, the results show that gender sensitive interventions in country projects, while addressing all domains to a certain extent, focus on the informal side of the quadrant: 'consciousness and capabilities' and 'informal norms and exclusionary practices'. This also shows in the types of activities chosen in country, which is often around awareness raising of food producers' communities in workshops, participatory research and events that bring food producers and government officials together. These activities acknowledge differences between men and women, but do not capacitate women to claim their rights or increase participation. An example of a gender sensitive campaign is the Land Awareness Week in Uganda that targeted the entire population but was intended to benefit women by creating awareness and providing protection for land rights of those widowed. The awareness raising sessions to amplify farmers' voices in the pre-election advocacy in Nigeria also addressed farmers' issues in general rather than focusing on female farmers only. The reasoning behind this was that a general approach would be more effective in the Nigerian context than one explicitly focusing on women's issues. In addition, it was reasoned, most farmers are women so addressing these issues will benefit women mostly.

Global gender sensitive interventions focus on any of the four domains. In this, gender differences are acknowledged and sometimes highlighted, but not directly addressed. For example, GROW contributed to a report from Land Rights Now<sup>5</sup>, which highlights how the collective land rights of indigenous peoples and communities are often ignored and proposes ways to counter this. This report acknowledges different effects on women and men, by describing how women are usually hit hardest, but does not address the issue directly.

#### 4.2.3 Gender specific interventions prioritize individual-level changes

Gender specific strategies address all four domains, but have the strongest focus on the individual domains: ‘consciousness and capabilities’ and ‘resources’. This fits with capacity strengthening activities that are often mentioned and that aim to increase women’s access to and control over resources, such as land and seeds. For example, an intervention from Vietnam focused on both supporting women to raise their voice as well as increasing their own resources: women were provided with trainings on communities’ rights with regards to natural resource management and participated in advocacy activities to improve the community’s participation in this management. Next to that, the women – as part of a women’s group - were trained in organic vegetable production to raise income and improve soil and water resources.

<sup>5</sup> A recipe for Global Food Security: <https://www.landrightsnow.org/wp-content/uploads/2018/10/A-RECIPE-FOR-GLOBAL-FOOD-SECURITY-web.pdf>



*Micro finance training to farmers association in DAMARA village in Central Sulawesi. This type of intervention addresses the individual realm by increasing women’s capacity and access to resources but also strives for systemic change by addressing social norms and by challenging culturally-entrenched beliefs on the role of women in society. CREDITS: KPA*

Another set of initiatives are the Multi-Stakeholder Initiatives (MSIs), such as the Dutch Initiative on Sustainable Cocoa and the Sustainable Rice Platform, with which the ALIVE global project is engaging. In several of these initiatives, Oxfam – together with allies – has succeeded in carving out attention for gender equality in the initiatives’ indicators and standards. In these, Oxfam has been more successful in advocating for attention to gender-specific measures for workers than for smallholders.

#### 4.2.4 Gender transformative interventions target macro and micro level change

Gender transformative cases focus on gender power relationships either at the macro level, aiming for changes in policies, or at the micro level, focusing on transforming gender relationships in households and communities. They do this through influencing, capacity building and community engagement. The NGO Forum, a partner of R2F in Cambodia, shared an example of how it mobilized and supported women to raise their voices during a policy development process. NGO Forum, a coordination body for CSOs in the country advocated for Cambodia’s Natural Resources and Environmental Code to be gender responsive. It identified, mobilized and supported female community members to share their concerns regarding the new code during the consultation processes. While empowering women directly,



*Women from nearby villages in Uganda working in test plots learning how to develop drought-resistant crops.  
CREDIT: SVEN TORFINN / OXFAM NOVIB*

it also worked on the environment surrounding these women. It mobilised technical expertise on gender in the mining sector and natural resources to support the Code drafting process. The process has yielded a positive result: gender equality in environment and natural resources management decision-making has been spelled out explicitly in the Code.

Other cases challenge limiting structures at the micro level: in households, communities, and the starting side of value chains. To achieve these, projects applied the Gender Action Learning System (GALS<sup>6</sup>) to transform gender power relations and social norms. In Uganda, for example, PELUM trained community groups in GALS to transform gender power relations and decision-making spaces on access to, control over and ownership of land and seeds. Through their changed behaviours and communication, the group members also start challenging existing social norms and show that alternatives are possible.

6 [https://www.oxfamnovib.nl/Redactie/Downloads/English/publications/150115\\_Practical%20guide%20GALS%20summary%20Phase%201-2%20lr.pdf](https://www.oxfamnovib.nl/Redactie/Downloads/English/publications/150115_Practical%20guide%20GALS%20summary%20Phase%201-2%20lr.pdf)

**Table 2: Overview of in-depth cases: extent and type of gender integration & R2F issue addressed**

	Extent of integration				Type of integration				R2F issues addressed
	Gender blind	Gendersensitive	Gender specific	Gender transformative	Consciousness and capabilities	Resources	Informal norms & exclusionary practices	Formal rules and policies	
<b>ALIVE RSP0:</b> Promoting gender integration within the RSP0 standard & principles				•	•	•	•	•	Fair and transparent value chains
<b>BURUNDI EFL:</b> Effective female leaders in agri-cooperatives			•		•	•	•		Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>BURUNDI WLR:</b> Advocacy for women's land rights and land tenure			•		•	•	•	•	Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>CAMBODIA NGO FORUM:</b> Including gender in the Natural Resources & Environment Code				•				•	Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>CAMBODIA OVERALL R2F PROJECT:</b> Cambodian women and men realize their rights to access and control over and benefit from natural sources	•								Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>GROW Behind the Barcodes:</b> Campaigning for systemic changes that remove gender-specific barriers			•		•	•	•	•	Fair and transparent value chains
<b>INDONESIA KPA:</b> Promoting gender awareness and women's participation in community-level decision making			•		•	•	•	•	Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>INDONESIA PIKUL:</b> Building multi-stakeholder platforms to secure fisher women's access and rights in government fishery programme			•		•	•	•	•	Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>MOZAMBIQUE:</b> Training on Transformative Leadership for Women's Land Rights			•		•	•	•	•	Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>MYANMAR:</b> Training of trainers on influencing public land polices		•				•			Access to and governance of system that support resilient livelihoods of small holder food producers such as land,seeds and inputs
<b>NIGERIA WANEP:</b> Research on public agricultural budget & its effects on women provided a platform for women to raise their voice			•		•	•	•		Predictable flows of finance for small holder food producers
<b>NIGERIA PEA:</b> Amplifying farmers' voices in the pre-election sensitisation workshops		•			•	•			Predictable flows of finance for small holder food producers
<b>UGANDA ESAFF:</b> Women transformative leadership in farmer field schools				•	•	•	•		Access to and governance of system that support resilient livelihoods of small holder food producers such as lan
<b>UGANDA PELUM:</b> Promoting control over and ownership of land and seeds using GALS				•	•	•	•	•	Access to and governance of system that support resilient livelihoods of small holder food producers such as lan
<b>VIETNAM CECEM:</b> Empowering small scale producers to influence decisions in value chains through promoting collective action and gender equality				•	•	•	•		Fair and transparent value chains
<b>VIETNAM IAS:</b> Promoting inclusive business models and public private partnerships in the rice value chain		•			•	•			Fair and transparent value chains

### 4.3 CONCLUSION

There is a great diversity in the extent to which R2F projects have integrated gender and how they have done so. The mapped cases fall along the full spectrum of the Gender Integration Scale, with most of the mapped cases being in the middle (gender sensitive and gender specific). Hence, a lot of projects have tried to integrate gender in one way or another. However, as we have not assessed all interventions in R2F nor a representative set of interventions, we cannot describe the percentage of interventions in R2F that integrated gender.

When using the G@W framework and its four domains for analysis, we see a great diversity in the type of strategies used to integrate gender. Country projects tend to apply a comprehensive approach, trying to change people's consciousness & capabilities, informal norms and exclusionary practices with regards to gender and increase women's access to resources. Global

projects, on the other hand, apply a more targeted approach: they focus more often on one of the four domains: formal rules & policies.

We also see that cases classified as gender sensitive, gravitate their gender interventions around changes in the informal domain via awareness raising and capacity strengthening activities. At the same time, gender specific cases, while focusing on all four domains, put the strongest emphasis on changes at the individual level. Gender transformative cases focus on change in gender power relationships, at either the micro or the macro level.

What drives these many different experiences in integrating gender? Why are some blind to gender issues, while others aim to transform gender relationships? Why do we see diversity even within one project? The next chapter aims to answer these questions, by looking at the factors that influenced gender integration.



*KPA Secretary General, Dewi Kartika, represented small farmers during the National Farmer's Day 2019 rally, urging the President to accelerate the implementation of the Agrarian Reform policy and to ensure land rights by including conflict resolutions within the Agrarian Reform framework. CREDIT: KPA*

## 5. SUPPORTIVE FACTORS

This chapter looks at factors that influenced gender integration in R2F's projects, answering the third guiding question: "Which factors have supported or hindered R2F projects to effectively integrate gender?"

To answer this question, we will focus on the 16 in-depth cases. In these in-depth cases, the project teams have documented the factors that have influenced gender integration. The analysis has been guided by the Gender Integration Framework, developed by Interaction and further refined by the Gender Visible team. This framework can be found in Chapter 3. The four factors which we will look into all relate to Oxfam and partners' functioning: their political will to integrate gender, technical capacity to do so, accountability when it comes to gender integration and organisational culture on gender.

As already presented in Chapter 4, the sixteen in-depth cases fall across the spectrum of the gender integration scale: one case has been classified gender blind, three are gender sensitive, seven gender specific and five are gender transformative cases.

### 5.1 PRESENCE OF FACTORS

When comparing the absence and presences of all four factors taken together, it becomes apparent that indeed very few factors are present in gender blind and sensitive cases: in these cases, political will and capacity to integrate gender are limited or even absent; there are few accountability mechanisms in place and the organizational culture is not optimally supportive of gender integration. In gender specific and transformative cases, these four factors are present much more often. Hence,

the findings confirm the framework. When we take all 16 cases together, what are the strong and weak spots? Out of the four factors, political will is present the most, accountability and organizational culture are moderately present, while capacity for gender integration is weakest.

The presence and absence of the four factors reinforce each other: with limited technical capacity, project designers and management overlook the potential to integrate gender or lack a vision on how to integrate it. Limited political will leads to a lower demand for gender integration, decreasing accountability, and to low budgets for staff with gender expertise and activities that integrate gender. A lack of accountability, visible in for example lack of a gender specific objective and related indicators, reinforces limited political will. An organisational culture, which does not prioritize gender, does not influence political will positively either and can even reinforce existing harmful notions on the importance of gender equality. This indicates that all four elements are important to focus on to increase the level of gender integration.

#### 5.1.1 Political will

The study defines political will of Oxfam and partners by looking at three aspects: the existence of an explicit and predefined gender objective in the project, sufficient budgeting for gender integration and active support from management, with visible measures taken to support gender integration.

When looking more in-depth at each of the factors, we see that political will is limited in gender blind and sensitive cases, but much more present in gender specific and transformative cases. All gender specific and transformative cases (12 in total) have an explicit gender objective. This is in high contrast with the gender blind and sensitive cases that do not have a gender objective at all or an implicit one only.

Ten cases, again all gender specific and transformative, experienced active support from management, with visible measures taken to integrate gender. For example, the NGO Forum in Cambodia – which has implemented a gender transformative initiative – pays a lot of attention to gender integration experiences when recruiting programme managers: 25% of the score is given to knowledge and experiences in gender. There are also examples of visible, but more informal support from management: senior management in Burundi regularly asks about progress on women’s land rights advocacy in the R2F project. This way, the project team is supported and encouraged to keep the topic on its radar. In contrast to the gender specific and transformative cases, the gender blind and sensitive cases had only nominal or no management support at all. In the case of a gender sensitive intervention in Nigeria, Oxfam provided nominal support to partners to integrate gender but did not take explicit measures to support integration indeed. Though it demanded partners to incorporate gender in their activities, the country office did not provide active support during the design or implementation phase.

Budgeting for gender integration, the third examined aspect of political will, is the weakest one. In most, but not all cases, explicit gender objectives and active support from management translated into sufficient budgeting for gender integration. We see different dynamics between

Oxfam Country Offices and partners. In Burundi, Oxfam CO’s political will for gender integration was high and it reserved budget for partners to be trained on gender. Only after such the training a partner budgeted for gender interventions. In contrast, in Uganda the push for sufficient budget came from the partners. Oxfam accepted their budget, but did not actively demanded a gender focus in the budgets.

There are different causes of a lack of political will. First, a lack of awareness of unequal effects on men and women as well a lack of gender capacity leads staff not to prioritize or even think about gender. This can result in a gender blind design or assessment of a project. Secondly, multiple priorities that compete for staff’s attention sometimes go to the detriment of attention for gender integration. Oxfam can play a vital role here: when it does explicitly demand for certain foci, but exclude a focus on gender, this might lead partners to leave gender out of the project’s objectives and budget indeed. Demanding for a focus on gender is only effective when Oxfam complements this with the necessary technical and financial support.

### 5.1.2 Technical capacity

When assessing technical capacity, we looked at four elements: technical capacity to integrate gender among staff at Oxfam and partners, availability of tools, the existence of a network with technical expertise that one can tap into and, lastly, the capacity to use windows of opportunity to improve gender equality.

Technical capacity is the weakest link among the four factors: in 11 of the 16 cases there is no or limited technical capacity to integrate gender. Even gender specific and transformative cases indicate a lack of technical capacity. For many cases a major constraint is the lack of a dedicated gender focal point or gender unit. This has a negative impact on gender integration, as

often project management and staff do not have sufficient gender capacity themselves. A gender expert can help project team use gender tools, translate a gender analysis into explicit gender objectives and effective strategies etc. However, as the section on political will shows, having a gender expert does not do away with the need of having management that is knowledgeable on gender as well.

Next to a lack of knowledgeable staff, half of the cases also report having no or limited tools and conceptual resources to support gender integration. Several cases mention not knowing how to translate gender issues identified in communities into recommendations at the policy level. An exception is the gender transformative case in Indonesia: PIKUL, one of Oxfam's partners, has a lot of expertise on both gender integration and active citizenship. This allowed them to facilitate a dialogue between female fishers and traditional fishers with policy makers. PIKUL documented 112 testimonies of women related to their success in obtaining fisherman cards. When gender integration resources are available, there is sometimes not sufficient capacity to put them to maximum use. For example, in Cambodia the team had gender analysis tools at its disposal, but it missed the capacity to use them well and translate the findings in explicit gender objectives and successful strategies: *"It is rather given that without thorough gender analysis, gender objectives (if not mandatory) would not be defined. This can be linked to the design process that partners understood that it was sufficient to have women participating in the project activities as they are impacted as other vulnerable community members by setting quota, regardless of barriers to their meaningful participation."* (Cambodia in-depth case study, page 19)

Thirdly, cases report a lack of a network with expertise that one can tap into. When such a network is mentioned, it consists of former colleagues or partners. Many cases had no or only limited involvement of a Women's Rights Organization. The lack of a network made it harder for projects to use a window of opportunity to advance gender equality. The case of the Round Table on Sustainable Palm (RSP0) oil shows the importance of technical skills and a network to use a window of opportunity. At a five year time interval, the RSP0 revisits its principles and criteria. During the last revisit, Oxfam successfully pushed for making these principles and criteria gender specific. Technical capacity at Oxfam, a research on gender equality opportunities in the RPS0 - commissioned by Oxfam and conducted by the Center for International Forestry Research (CIFOR) as well as an existing, well-nurtured network of allies in the RSP0 were essential in obtaining this success.

The R2F project in Burundi shows what investing in a project team's capacity on gender can result in. Already from the start, the project made a conscious choice to support gender integration. Aiming to increase women representation in the farmers' organisations it worked with, Oxfam and partners participating in a Transformative Female Leadership training. After that, Oxfam in Burundi organized a training on the same topic for partner organisations and farmer representatives. As direct output, each organization came out with a progressive gender integration plan into their decision-making structures. Subsequently, Oxfam ensured a regular dialogue with partners on gender sensitive planning and budgeting to allow for gender to be integrated indeed. The CO used its network with Oxfam Novib in The Hague to request for additional support on gender integration. There is still a long way to go to change women's representation. But creating this training opportunity early on, for both partners

and farmer organisations, allowed the project to follow up on this in the years after and continuing the dialogue on women's participation. This contributed to a change in perception of women's roles and skills, among both men and women, in both partners and farmer organisations.

### 5.1.3 Accountability

This study defines accountability by looking at the presence of incentives (not) to integrate gender, involvement of women's rights organisations and attention for gender in monitoring. Accountability aspects are more supportive of gender integration than technical capacities, but still lower than political will.

Internal incentives are organisational policies and guidelines on gender integration hold projects accountable and support attention for gender throughout the project cycle. However, implementation of these guidelines is dependent on staff's capacity as well as political will and was therefore limited in some cases. A second

incentive is externally driven and refers to the (lack of) donors (including Oxfam) requesting gender integration. The case of NGO Forum in Cambodia shows this. In the case, gender integration was both internally and externally driven: NGO Forum has an internal gender mainstreaming guideline, which incentivized it to formulate gender specific objectives. However, it fell short of budget to implement all related activities. Fortunately, *"The desire to realise the gender objectives that would result in having a gendered NR&E Code was mutual between NGO Forum and a few donors including one Oxfam regional project."* (Cambodia in-depth case study, page 26). This internal and external push supported the intervention to become gender transformative. The analysis of a gender-blind case from Myanmar highlights that the opposite is happening as well: *"The project managers at partner level were the ones directly engaged in the design of the project/subgrant projects, attempting to meet the requirements. As the requirement [by Oxfam on gender] was not explicit, it offered no ground to hold them accountable."*



Monica in her maize field, Uganda. CREDITS: JULIUS CAESER KASUJJA/ OXFAM NOVIB

The level of involvement of women's rights organisations is relatively low: it has been absent or limited in 11 of the 16 cases. Interestingly, all cases with high levels of involvement from women's rights organisations are gender specific, whereas the gender transformative cases had none or a limited level of involvement.

For five of the cases, we don't have data on attention for gender in monitoring, but for those that shared information we see that the gender blind and sensitive ones do not apply gender specific monitoring, but all gender specific and transformative ones do. Having indicators that focus on gender do not only act as a way to show the differing impact on women and men, but also demand attention for gender on a regular basis. This is expressed by Mr. Cong, director of the Institute of Agricultural Science of South Vietnam (IAS), a partner in the R2F Vietnam project: *"Having a gender-specific indicator would be really helpful because we know that we have to have activities and allocate budget to achieve the target. And if not there, gender could be easily forgotten, as at a certain point in time, there are things that could be more important than gender."* (Vietnam in-depth case study, page 28)

#### 5.1.4 Organisational culture

When it comes to organisational culture, we looked at two elements: openness to integrate gender among those directly involved in the project as well as support for gender equality in the wider organisational culture. In presenting this openness and support, in-depth cases referred to the (non-)existence of organizational policies and its implementation and hinted at staff's attitude towards gender equality and integration. All in all, information on organizational culture is limited and touched on different elements in the 16 in-depth cases, which makes it hard to draw conclusions on these elements.

Nonetheless, this research has tried to classify the two elements as either absent, limited or present/supportive. In all cases, there is at least some openness to integrate gender and support for gender equality. A little over half of the cases showed openness and readiness to integrate gender with others having only limited openness. In about half of the cases the organisational culture on gender equality is supportive, in the others it is limited. There is no clear pattern when comparing the gender specific and transformative cases: we do not see more support in transformative cases compared to specific ones. A concrete example of an organisational culture and structures that support gender equality comes from Indonesia. A reflection on how it could support women when it comes to natural resource management, led PIKUL, a partner in the Indonesian R2F project, to also reflect on its own organisational culture and procedures when it comes to gender equality. In internal discussions, it drafted a manual and made agreements of division of labour. For example, preparing lunch in the office must be done by all PIKUL members starting from the director to field staff and each individual must clean their own cutlery. This might seem like a minor agreement, but it supports all staff to walk the talk and change implicit ideas on what are task for men and for women, for senior and junior staff.

#### 5.2 A CONSCIOUS CHOICE?

One might argue that a conscious choice for an intervention to be gender sensitive is justified, if projects decide other priorities are more pressing in their context or if a gender sensitive approach is already an improvement of the previous situation. However, for such a conscious decision that weighs the pros and cons, one needs the capacity to do a gender analysis and context analysis upfront and sufficient time and budget to do this properly. In addition, it requires the ability to imagine what a gender transformative

approach for that specific challenge would look like before one can decide that such an approach is not feasible. In the gender blind and sensitive in-depth cases, we do not find evidence of a conscious decision for the intervention to be blind or only sensitive to gender. Rather, gender blind and sensitive interventions seem to stem from a limited ability to design a gender specific or transformative intervention, combined with limited political will to invest in increasing or hiring the necessary technical capacity. This is possible due to limited accountability during the design and implementation phase and goes unquestioned due to an organisational culture that doesn't prioritize gender.

### 5.3 CONCLUSION

To understand why some interventions integrated gender to a larger extent than others, this study reviewed four organisational factors: political will for gender integration, technical capacity, accountability and organisational culture. All four elements are less present in gender blind and sensitive in-depth cases than in gender specific and transformative cases. The presence and absence of the factors reinforce each other. This indicates that all four elements are important to focus on to increase the level of gender integration.

Of the four factors, political will is most present in the 16 in-depth cases and translates into explicit gender objectives, sufficient budget supported by active support from management. Technical capacity is least present; even gender specific and transformative cases indicate a lack of technical capacity. This limited capacity becomes apparent in the quality of gender power analyses, as well as in how its findings are taken on in project design and implementation. Accountability and organisational culture are moderately present. Accountability towards Oxfam is an important incentive for partners, visible in Oxfam's explicit demand for gender integration at the design and demand for a MEAL system that integrates gender and shows the differentiated impact on men and women. This demand needs to be complemented with technical support, if not present at partner level, to meaningfully integrate gender.

For practitioners, the three frameworks used in this study, namely the Gender Integration Scale, the Gender @ Work and the Gender Integration Framework proved useful to explain how the gender dimension has been embedded (or not) in practice. The following examples illustrate how these frameworks have been applied to understand a specific intervention:

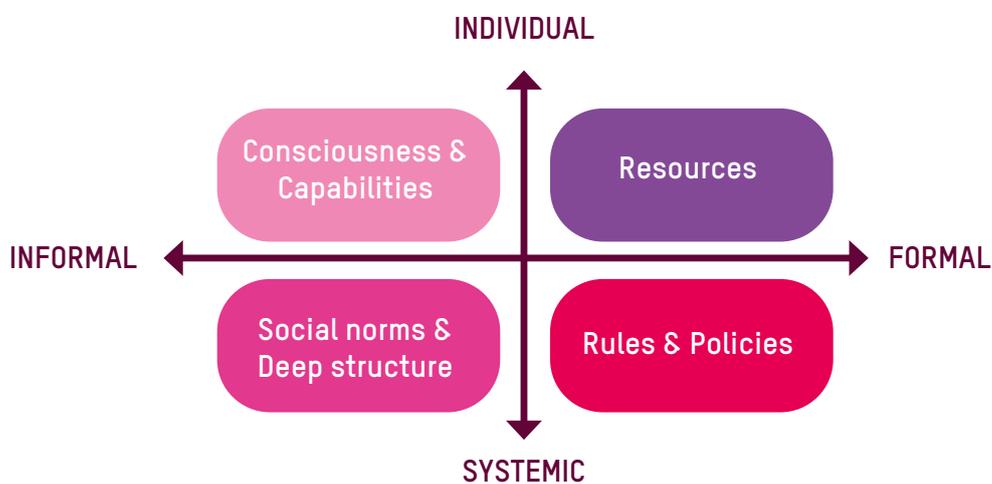
## CASE 1: THE ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO)



Woman with a bag of collected palm oil fruits during harvest time at an oil palm plantation in Bonti, Sanggau, a remote area in west Kalimantan.  
CREDIT: KEMAL JUFRI/OXFAM NOVIB

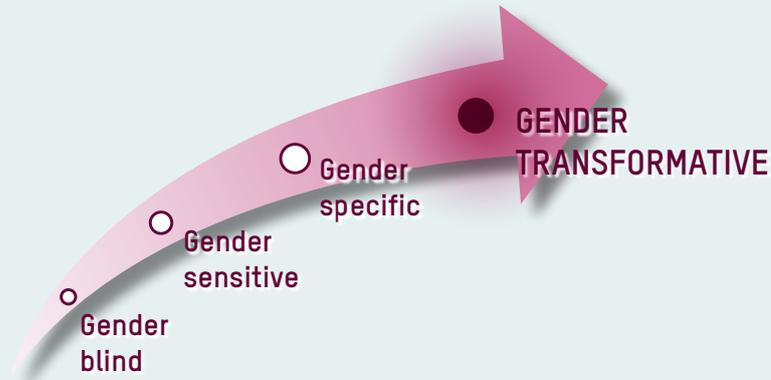
### WHAT?

Oxfam Novib participated in the review of the standard of the Roundtable on Sustainable Palm Oil in 2018 to improve the RSPO Principles & Criteria (P&C). Oxfam pushed to address gender aspects within the standard through alliance-building and evidence-based advocacy.



While this intervention addressed formal and systemic changes → **focusing on changing formal rules and policies** (low right quadrant), it did so by also tackling individual and informal elements such as → **raising awareness among RSPO members** (upper left corner) → **to change their norms** (low left) and gain their support in achieving change that ultimately will → **improve women's access to adequate, sufficient and affordable food** (upper right corner).

Integration of gender was intentionally transformational, because the intervention addressed the causes of gender inequalities and aim to transform harmful gender roles, norms and relations. This way, it went beyond the individual level to also address the structural factors that perpetuate gender inequality in food value chains.

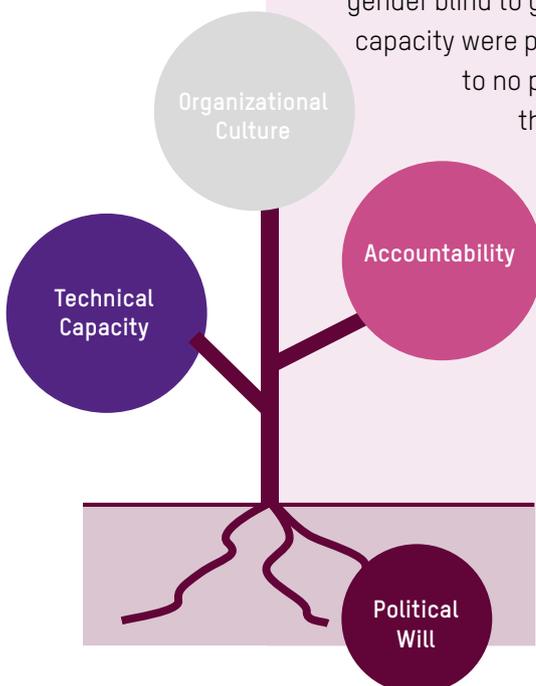


## RESULTS

This intervention resulted in three gender-specific principles. Principles 4, 5 and 6 on communities, smallholders and workers are now explicitly stating that both women and men should be included in decision-making processes and should be consulted regarding how to best address their needs. Principle 6 is expected to improve the lives of women working on the plantations by giving them access to training, agri-input and services. Plantation companies were given a one-year transition period from the endorsed to align themselves with the 2018 P&C.

## WHAT DID IT TAKE TO GET THERE?

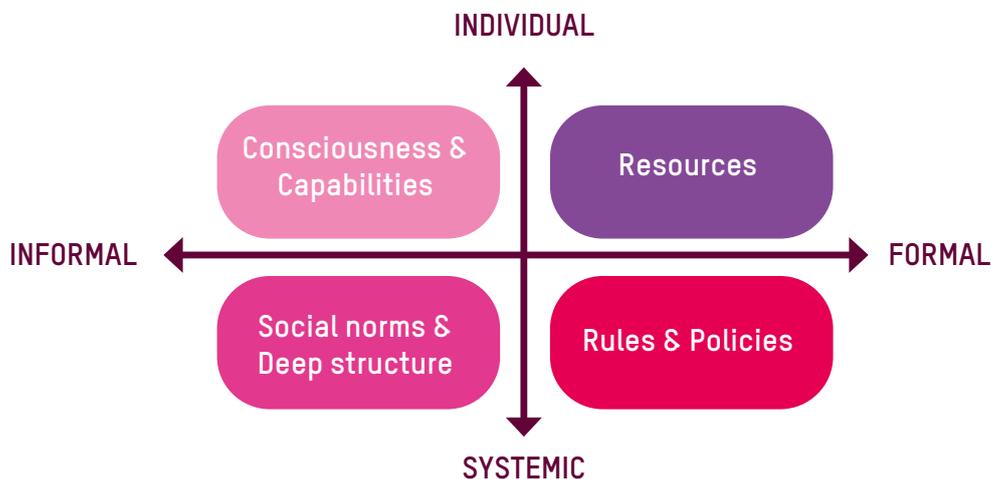
This gender transformative case achieved the shift of the RSP0 standard from gender blind to gender specific. Oxfam Novib's political will and technical capacity were pivotal, as the majority of RSP0 members demonstrated little to no political will to integrate gender in the RSP0 standard at the beginning of the process. Substantive knowledge and technical expertise was deployed with Oxfam commissioning the Center for International Forestry Research (CIFOR) to conduct a research on gender equality opportunities in the RPS0. This allowed for evidence-based advocacy on the importance of gender integration. The representative of Oxfam was key because of her personal engagement and insistence on gender integration.



## CASE 2: THE CONSORTIUM FOR AGRARIAN REFORM (KPA) IN INDONESIA

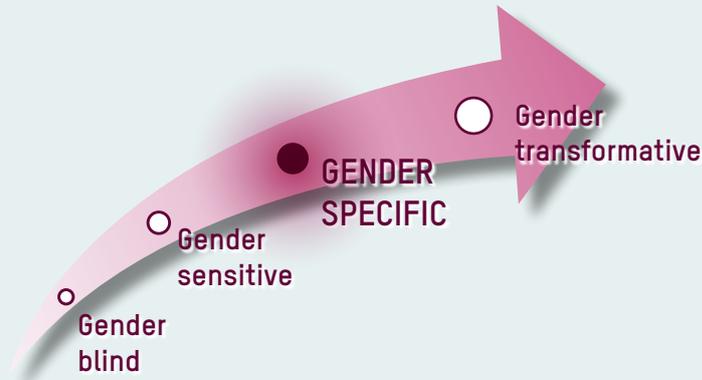
### WHAT?

KPA advocates for an agrarian system that promotes equal distribution of resources for all farmers.



In this intervention, KPA supported communities to manage land reform, including governance, utility and production, from the bottom up. KPA integrated gender, by encouraging women **→ to raise their voice in meetings which challenged informal norms** and exclusionary practices (low left), by **→ activities aimed at individual changes such as establishing women's cooperatives** (upper

right) and by **→ providing trainings that benefit women in particular** (upper left). Together with the communities, KPA influenced the government to also adopt this bottom-up and gender inclusive approach to land reform. Next to that, they **→ lobbied for women's rights to land to be included in the new Land Law** (low right).

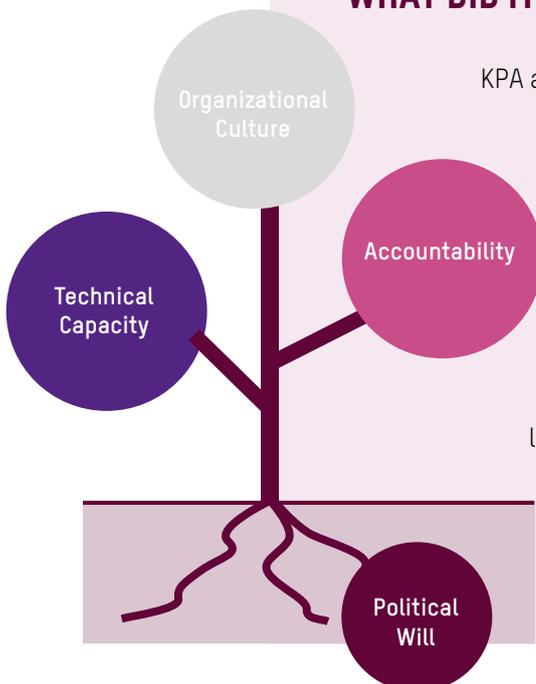


This case is gender specific because of its commitment to integrate women's rights in the land reform that leads to women having more opportunities.

## RESULTS

This intervention resulted in a bottom-up approach to agrarian reform on a national scale. It is benefiting women by having a 30% securing criteria to women as the beneficiaries of land distribution. Community-led empowerment encouraged the establishment of women cooperatives in peasant unions to accommodate women's aspirations in food sovereignty. Both KPA and Oxfam are committed to integrate gender more in the second phase of the project.

## WHAT DID IT TAKE TO GET THERE?



KPA allocated financial and staff resources to achieve the explicit gender objective. It received additional support from Oxfam and other partners. KPA demonstrated a high level of political will and accountability by collaborating with a women's rights organization. Solidaritas Perempuan helped to operationalize gender objectives by joining in the drafting of the action plans. It provided valuable gender expertise by formulating gender compliance in the draft of the new Agrarian Reform and was involved in policy lobby-hearing efforts.

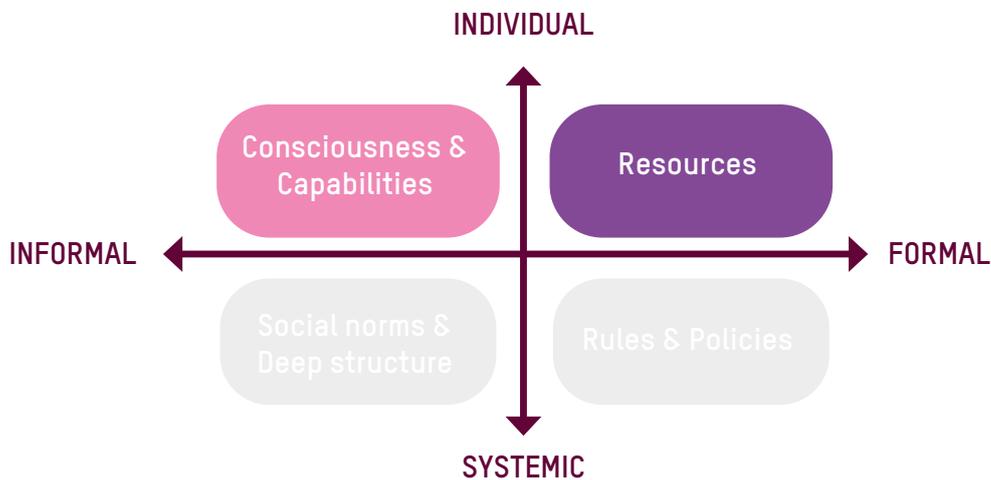
## CASE 3: METTA DEVELOPMENT FOUNDATION IN MYANMAR



Public policy training, Southern Shan. CREDIT: METTA DEVELOPMENT FOUNDATION

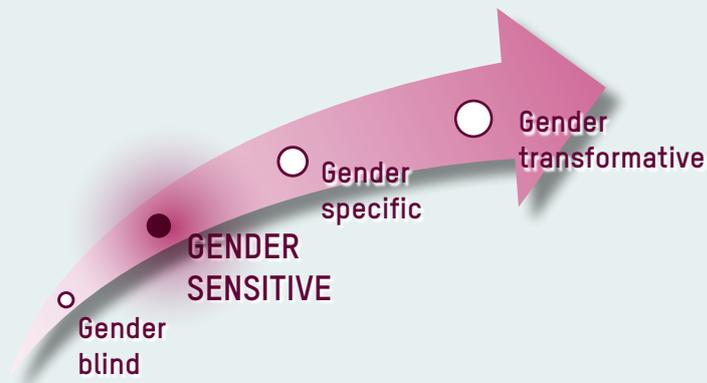
### WHAT?

In 2017 and 2018, Metta Development Foundation delivered a Training of Trainers on Public Land Policy in Kachin and Southern Shan states. These trainings focused on laws and policies related to farmers and land users, land related problems and complaints.



As such it aimed at **→ increasing the consciousness and capabilities in the individual sphere** (upper left) and **→ ensure the access to land for women** (upper right). In both states, the trainings were led by male trainers. The training provided limited attention to gender issues, mostly on women’s rights to land and food. Though women

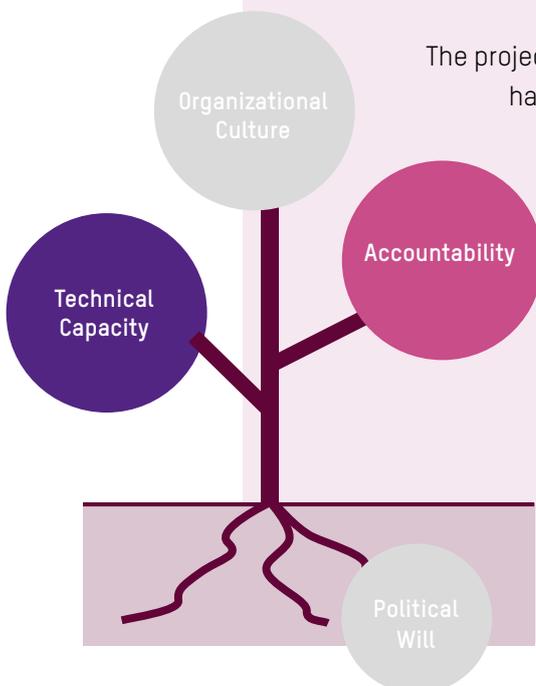
participated, it lacked deliberate attention to ensure meaningful women’s participation linked to a broader systemic change. This intervention was gender sensitive because it acknowledged but did not address gender inequalities.



## RESULTS

This gender sensitive case resulted in the dissemination of information on citizen's rights and how to claim these rights. The mapping indicated that the main impact of the activities on women seem to be in strengthening the technical capacities of a few women who are already leaders.

## WHAT DID IT TAKE TO GET THERE?



The project proposal had a detailed gender analysis, but the project has not been able to translate the findings into explicit gender objectives or activities. There was awareness of the lack of women's participation in activities, but limited know-how on how to increase women's meaningful participation. The lack of political will in this case was seen as linked to the lack of staff with gender expertise, limited gender technical capacity of senior management as well as limited budget allocated for gender specific activities.

## 6. TOP 3 LESSONS

This report is one step in the Gender Visible learning trajectory. The R2F gender learning trajectory started before and continues after this report, sparking conversations between Oxfam and partners on how to improve the integration of gender in our current and future programmes. This conversation has not only led to a series of country reports and this overall document, but to actual interventions to improve gender integration. For example, METTA – Oxfam’s partner in Myanmar – drafted an improvement plan for gender integrations with recommendations for the current R2F project as well as for the longer term.

Hence, the invitation is for our current R2F teams but also for other projects to deepen and expand these conversations with the insights gained from this research, and getting inspired in the process.

The previous chapters have made visible how interventions in the R2F programme have integrated

gender and what enabled or hindered them in doing so. This final chapter present the three main lessons drawn from the analysis of the experiences. These are our takeaways to help us become more intentional regarding gender integration in our programmes.

### LESSON 1

A conscious choice regarding the level of gender integration upfront and the documentation of the reasons for the choice help to stay focused on our gendertransformational ambitions, while remaining responsive and attuned to context realities.

### LESSON 2

Deliberate investment in technical capacity for gender integration and for achieving a sound understanding of gender at senior and mid management level can help to integrate gender in all aspects of a project.

### LESSON 3

Explicitly requesting gender integration can be a powerful incentive for project stakeholders to include it in the first place, but it needs a prolonged coaching to make a difference

## LESSON 1

**A conscious choice regarding the level of gender integration upfront and the documentation of the reasons for the choice help to stay focused on our gendertransformational ambitions, while remaining responsive and attuned to context realities.**

The description of cases showed that in a complex and multi-layered programmes different scales of gender integration as well as approaches most probably will coexist. Oxfam aims to transform power relations, including gender relations. Therefore it strives for a

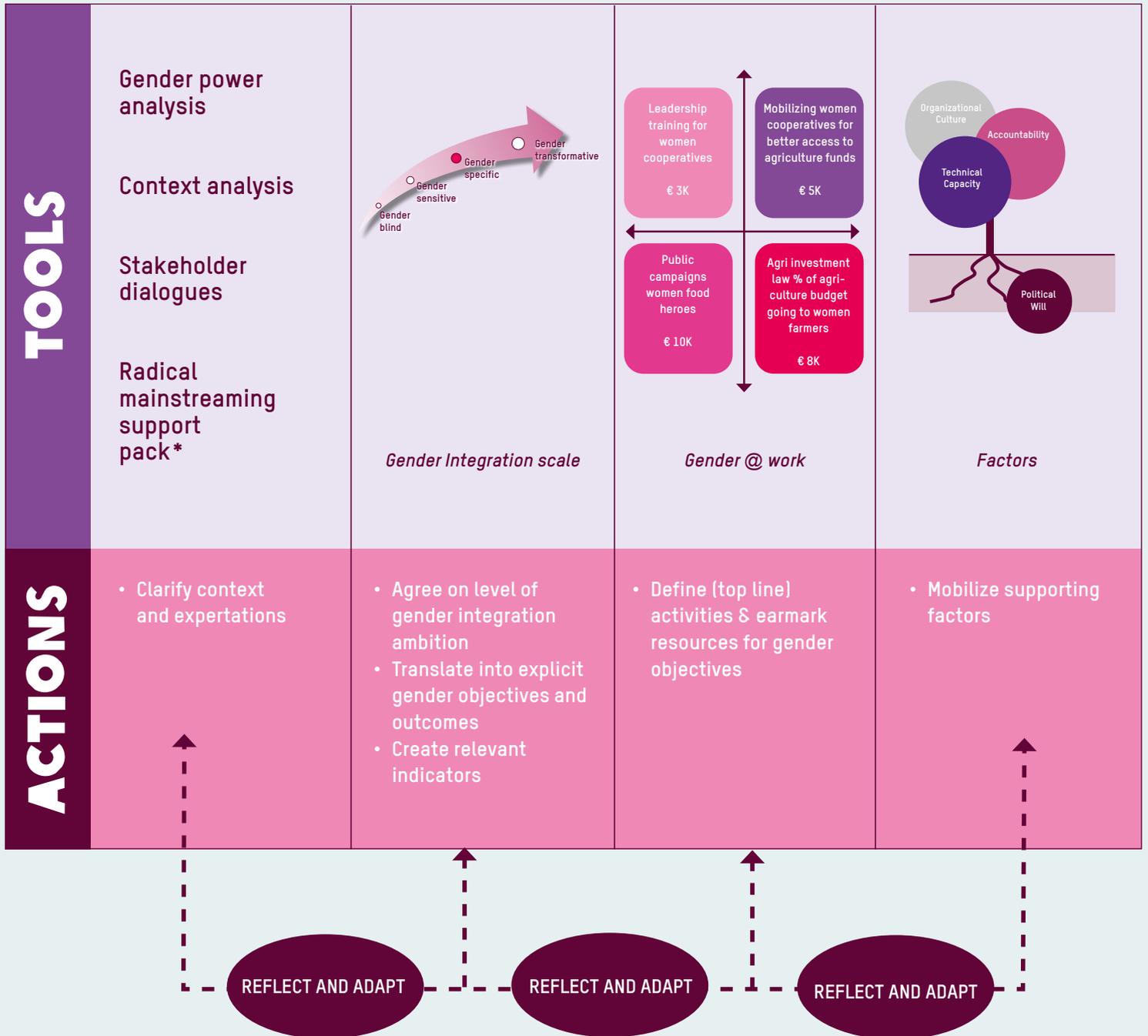
gender transformative approach in all it does. Even though this is the long-term ambition, differences in context, in particular different challenges around gender dynamics on those contexts, might result in other levels (e.g gender sensitive or specific) being more appropriate for that particular time and space. The findings show that, in order to be both ambitious when it comes to gender and responsive to the context, it is very important to make a deliberate choice for the level of gender integration. An informed and conscious choice prevents that gender gets ‘forgotten’, while leaving room for choosing the level of integration that fits best in a specific context in a certain moment in time. To be deliberate on the level of gender integration, staff need to have sufficient capacity to understand the choices available to them (see also lesson 2). Documenting the reasons for the decision made, will allow us not only to better explain the reasoning behind the decision made concerning the level of gender integration we aim to achieve, but also be accountable for it.

Good practice would be to keep in mind the **GENDER INTEGRATION SCALE** while designing new programs. Gender power analysis as well as context and risks analyses are tools that can be used to determine the level of gender integration that is sensible and achievable in the given context. This will inform the gender objectives. These gender objectives should be explicitly spelt out. Close consultation with local partners and communities is required to ensure their influence on the level of ambition. As reality unfolds, projects need to review choices and adjust where necessary.

The **GENDER @ WORK FRAMEWORK** is not only an analytical but also a very practical tool. It can serve to discern the type of interventions and activities to include in the planning. This is important to ensure proper allocation of resources, including the necessary gender expertise (see next lesson). For example, in the R2F Gender Visible / Gender in Action trajectory we allocated additional resources not only to deliver on research but also to seize momentum for specific activities towards more gender integration, such as gender integration in policies, additional training, workshops and planning sessions. The trajectory was also useful to generate more commitment of partners on gender implementation.

Finally, the **GENDER INTEGRATION FRAMEWORK** can be used along the project cycle to assess whether the conditions at hand are conducive to proper gender integration and what deficits should be tackled. It serves for example to initiate broader conversations within the ecosystem of partners regarding organizational culture and accountability, but also can be used to pin down commitment and resources. The dashboard below illustrates the interplay and possible use of the frameworks for gender integration in projects:

### DASHBOARD TO STEER GENDER INTEGRATION IN PROJECTS



\*The Radical Mainstreaming support pack provides specific tools for gender integration in the project. For more information contact Carmen Reinoso [carmen.reinoso@oxfamnovib.nl](mailto:carmen.reinoso@oxfamnovib.nl)

Elaboration: Ines del Real, R2F TOC leader

## LESSON 2

**Deliberate investment in technical capacity for gender integration and for achieving a sound understanding of gender at senior and mid management level can help to integrate gender in all aspects of a project.**

The findings showed that of the four factors political will is most strongly present, while technical capacity is the weakest link. Technical capacity on gender is necessary to design and implement ambitious and effective projects that integrate gender well. Additionally, the findings suggest that an enhanced understanding by managers on how to translate gender ambitions into concrete program interventions can trigger better integration. Enhancing managers' capacities on gender can activate political will, as it can increase understanding of how gender inequality perpetuates other types of inequality, but also help them imagine and define gender integration roadmaps. Increasing capacity can be done in traditional ways, such as a training. It can also be done by nurturing a vibrant network with women's rights organisations or putting a heavy weight on gender expertise during recruitment.

Technical expertise can be made available in different ways. One could appoint gender focal points in each project or implementing partner, set up (and resource) gender expertise at the most suitable level (country office, project level, gender team) and/or install gender committees (made up of focal points from the implementing partners). In all cases it is important to keep focus on the knowledge inputs needed, by allocating sufficient resources for acquiring external expertise and/or by partnering with women's rights organisations that can share their knowledge and expertise. In sum, ensuring that sufficient budget is reserved for integration of gender in activities, for engaging women's rights organisations and for capacity strengthening if needed.

## LESSON 3

**Explicitly requesting gender integration can be a powerful incentive for project stakeholders to include it in the first place, but it needs a prolonged coaching to make a difference.**

The cases showed that Oxfam requesting a country office or partner to integrate gender in their project proposals was a strong incentive to make the project gender specific or transformative. However, this should be more than a tick box exercise. Proper integration also implies translating the gender specific objectives into concrete interventions, resources and indicators that lead to actual implementation of activities and that support accountability, learning and reflection. Indicators are meant to assess the changes in the lives of women in relation to identified gender inequalities (impact) instead of just counting # of women, which is still common practice. To ensure effective translation to activities, an open and continued dialogue with partners and stakeholders on the level of gender integration as well as technical support where needed are key.

*Touch Ty working on her land; Cambodia. CREDIT: KIMLONG MENG / OXFAM NOVIB*



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Published by Oxfam Novib in December 2020.

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