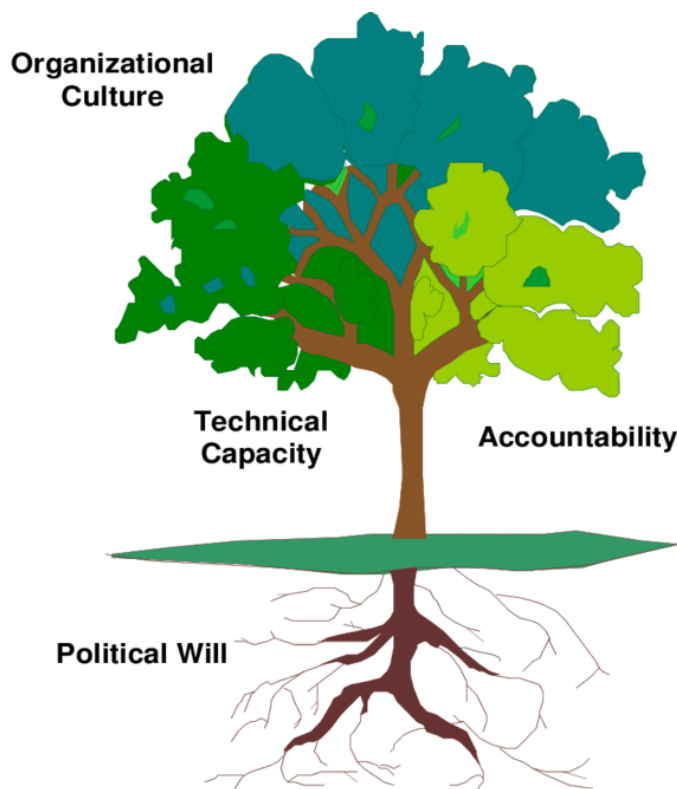


Gender equality

Gender Integration Framework

The audit process uses a framework and theory of change called the Gender Integration Framework (GIF), which suggests that transformation can only occur when four organizational dimensions are ready for gender integration. These four elements are political will, technical capacity, accountability, and organizational culture, and they can be viewed as akin to a tree (Fig 1). Political will constitutes the roots of the tree and is essential to promote and make organizational change possible. The other three elements comprise the branches of the tree and are also required in equal measure to successfully integrate gender. The components of the Gender Integration Framework are examined and assessed during each step of the gender audit process. InterAction's experiences with NGO member organizations consistently highlight the significance of these four elements in transforming gender-blind organizations into gender-responsive ones:

- **Political Will** - Ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working toward gender equality within the organization and in the organizations programs and outreach.
- **Technical Capacity** - Level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality, and level of institutionalization of gender equitable organizational processes for program implementation and monitoring.
- **Accountability** - Mechanisms by which an organization determines the extent to which it is "walking the talk" in terms of integrating gender equality in its programs and organizational structures, including job descriptions, performance evaluations, program reporting requirements and evaluation systems.
- **Organizational Culture** - Norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality - how people relate; what are seen as acceptable ideas; how people are "expected to behave" and what behaviors are rewarded by the organization.



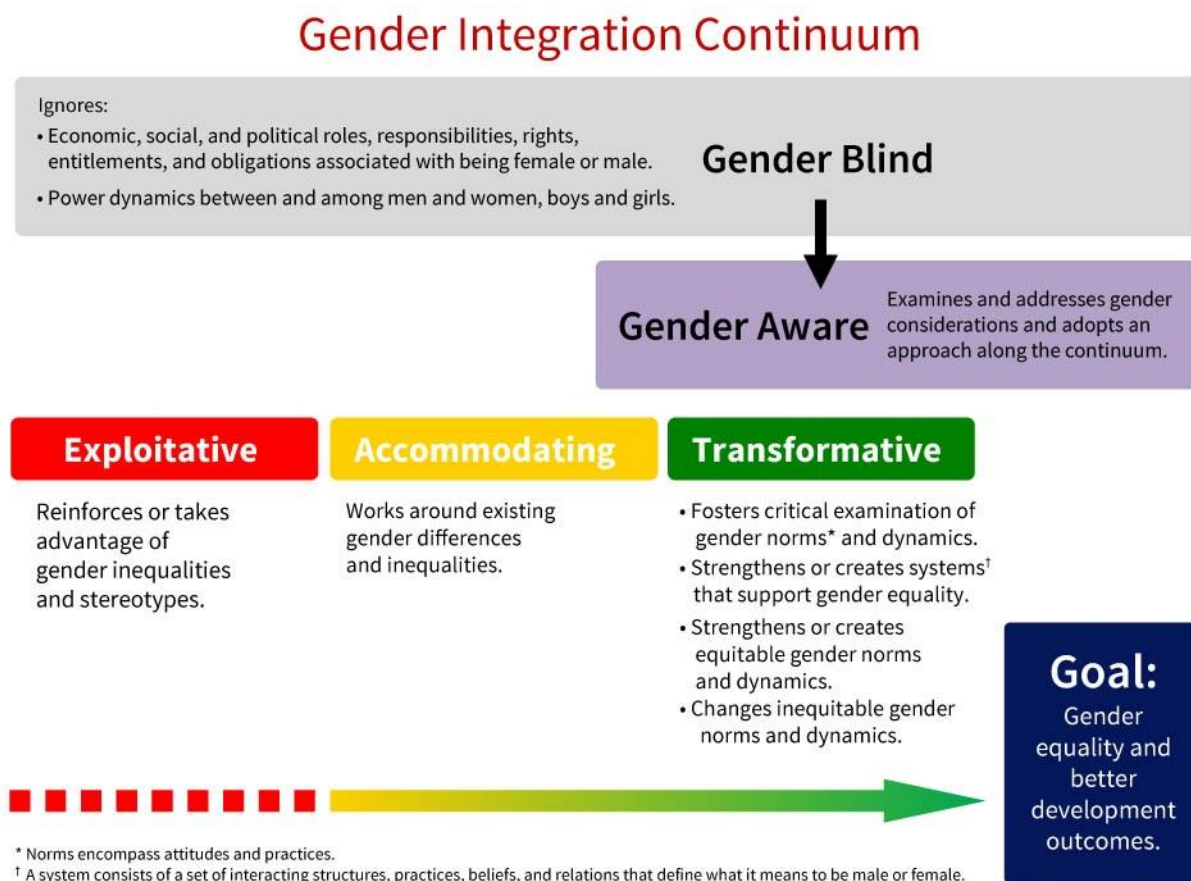
The Tree of Gender Integration

Gender integration continuum

The term “gender blind” refers to policies and programs which are designed without prior analysis of the culturally-defined set of economic, social, and political roles, responsibilities, rights, entitlements, obligations, and power relations associated with being female and male and the dynamics between and among men and women, boys and girls. Gender blind programs/policies ignore gender considerations altogether. In contrast, “gender aware” programs/policies deliberately examine and address the anticipated gender-related outcomes during both design and implementation. An important prerequisite for all gender-integrated interventions is to be gender aware.

The Gender Equality Continuum Tool takes users from gender blind to gender aware programs, towards the goal of equality and better development outcomes. Awareness of the gender context is often a result of a pre-program/policy gender analysis. “Gender aware” contexts allow program staff to consciously address gender constraints and opportunities, and plan their gender objectives.

The gender integration continuum is a tool for designers and implementers to use in planning how to integrate gender into their programs/policies. Under no circumstances should programs take advantage of existing gender inequalities in pursuit of health outcomes (“do no harm!”), which is why, when printed in color, the area surrounding “gender exploitative” is red, and the arrow is dotted.



Source: Interagency Gender Working Group, 2009; updated 2019.

Gender Aware policies and programs examine and address the set of economic, social, and political roles, responsibilities, rights, entitlements, obligations and power relations associated with being female and male and the dynamics between and among men and women, boys and girls.

Exploitative Gender Programs/Policies are programs/policies which intentionally or unintentionally reinforce or take advantage of gender inequalities and stereotypes in pursuit of project outcome, or whose approach exacerbates inequalities. This approach is harmful and can undermine the objectives of the program in the long run.

Accommodating Gender Programs/Policies acknowledge but work around gender differences and inequalities to achieve project objectives. Although this approach may result in short term benefits and realization of outcomes, it does not attempt to reduce gender inequality or address the gender systems that contribute to the differences and inequalities.

Transformative Gender Programming includes policies and programs that seek to transform gender relations to promote equality and achieve program objectives. This approach attempts to promote gender equality by: 1) fostering critical examination of inequalities and gender roles, norms and dynamics, 2) recognizing and strengthening positive norms that support equality and an enabling environment, 3) promoting the relative position of women, girls and marginalized groups, and transforming the underlying social structures, policies and broadly held social norms that perpetuate gender inequalities.

Most importantly, program/policy planners and managers should follow two gender integration principles:

- First, **under no circumstances should programs/policies adopt an exploitative approach** since one of the fundamental principles of development is to “do no harm.”
- Second, **the overall objective of gender integration is to move toward gender transformative programs/policies**, thus gradually challenging existing gender inequities and promoting positive changes in gender roles, norms, and power dynamics.

How to integrate gender

When the project team is clear on how they will integrate gender in their respective project, monitoring, evaluation and reporting becomes easier. First, activities that respond to gender gaps or needs highlighted in the project need to be developed. The **Reach-Benefit-Empower-Transform (RBET) framework** is an appropriate tool that can be used to help define the activities and highlight the possible outputs and outcomes for men, women and youth in the project.

The Reach-Benefit-Empower-Transform (RBET) framework helps researchers align their activities with the level of gender integration aimed at in their projects. If the project wants to partially integrate gender, the focus should be on reaching women, youth, men with technologies, resources and information, while making sure they benefit from the access and use of these resources through increased productivity, income, etc. If the project is looking at fully integrating gender, this involves reach, benefit, empower and transform approaches. Targeted gender projects can selectively focus only on the empowerment and transformation or the whole framework.

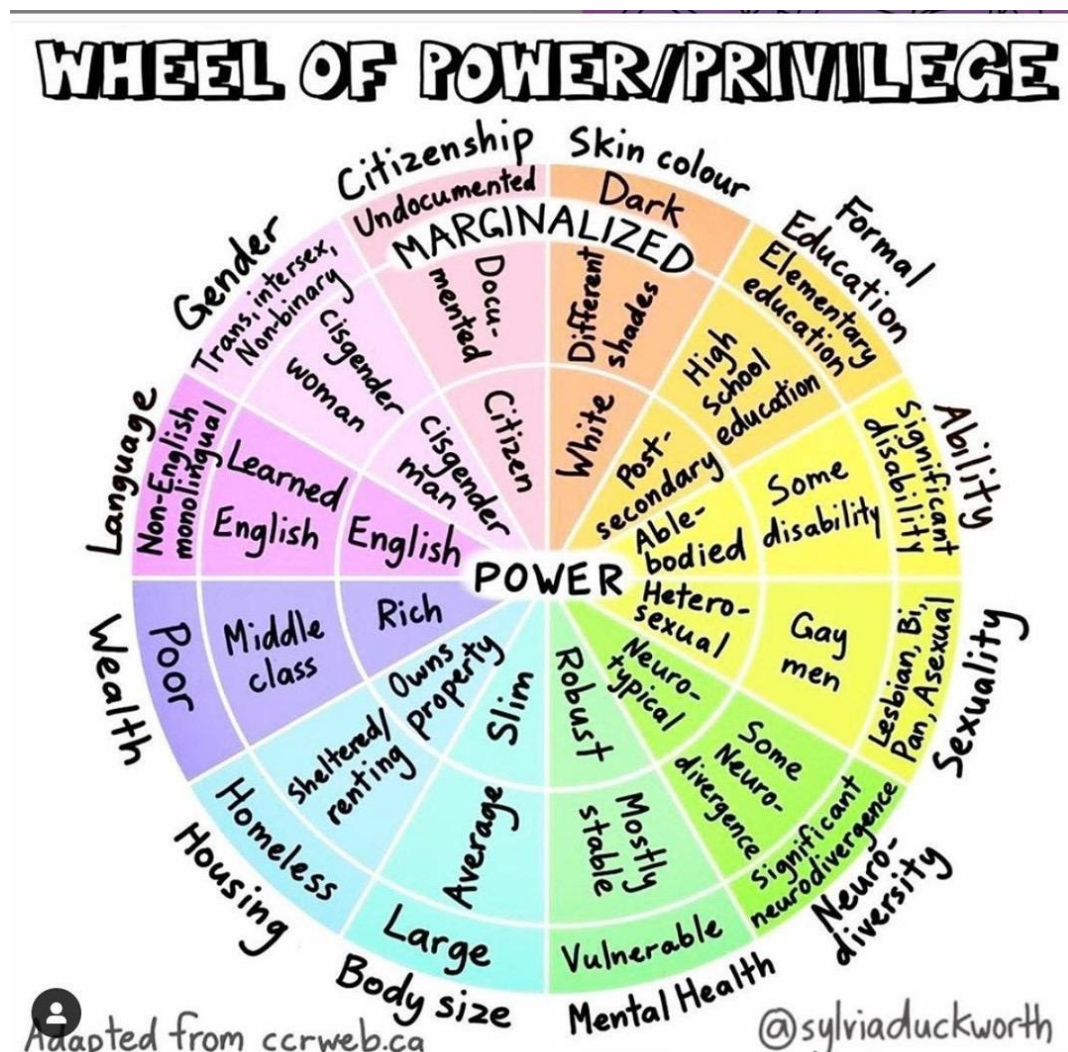


Reach-Benefit-Empower-Transform (RBET) framework

A breakdown of this concept is better explained in the video [following this link>>>](#).

Wheel of Power/Privilege

Diagram labelled 'Wheel of Power/Privilege' showing the different degrees to which a person can be marginalised or have power over others in society based on their characteristics.



In the centre is the word "power", and on the outside of the wheel is the word "marginalised". The categories are:

- Body size, with large on the margins, and slim in the centre;
- Mental health, with vulnerable on the margins and robust in the centre;
- Neurodiversity, with significant neurodivergence on the margins, and neurotypical in the centre;
- Sexuality with lesbian, bi, pan, asexual on the margins, and heterosexual in the centre;
- Ability with significant disability on the margins, and able-bodied in the centre;
- Formal education with elementary education on the margins and post secondary in the centre;
- Skin colour with dark on the margins, and white in the centre;
- Citizenship with undocumented on the margins, and citizen in the centre;
- Gender with trans, intersex and non-binary on the margins and cisgender in the centre;
- Language with non-English monolingual on the margins and English in the centre;
- Wealth with poor on the margins and rich in the centre;
- Housing with homeless on the margins and owns property in the centre.

The Wheel of Privilege shows how the different parts of your identity can give you power over others in society as well as lead you to being marginalised/excluded.