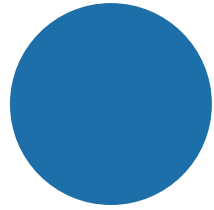
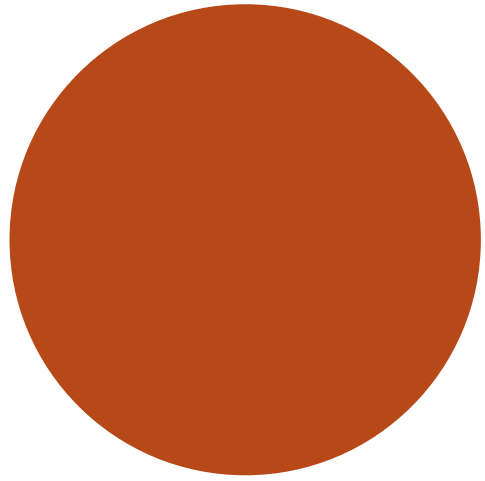


GENDER in the WORKS

Claudia Mitchell
Distinguished James McGill Professor
McGill University





Gender transformation in organizations



Organizational
gender-transformative
approaches

- Focus on institutional and political realms
- Politically focused grew out of end of apartheid South Africa: Policies for structural change during state transformation
- Focus on social structures and gender parity
- Less of a focus on interpersonal dynamics and experiences of individuals within the system

The Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

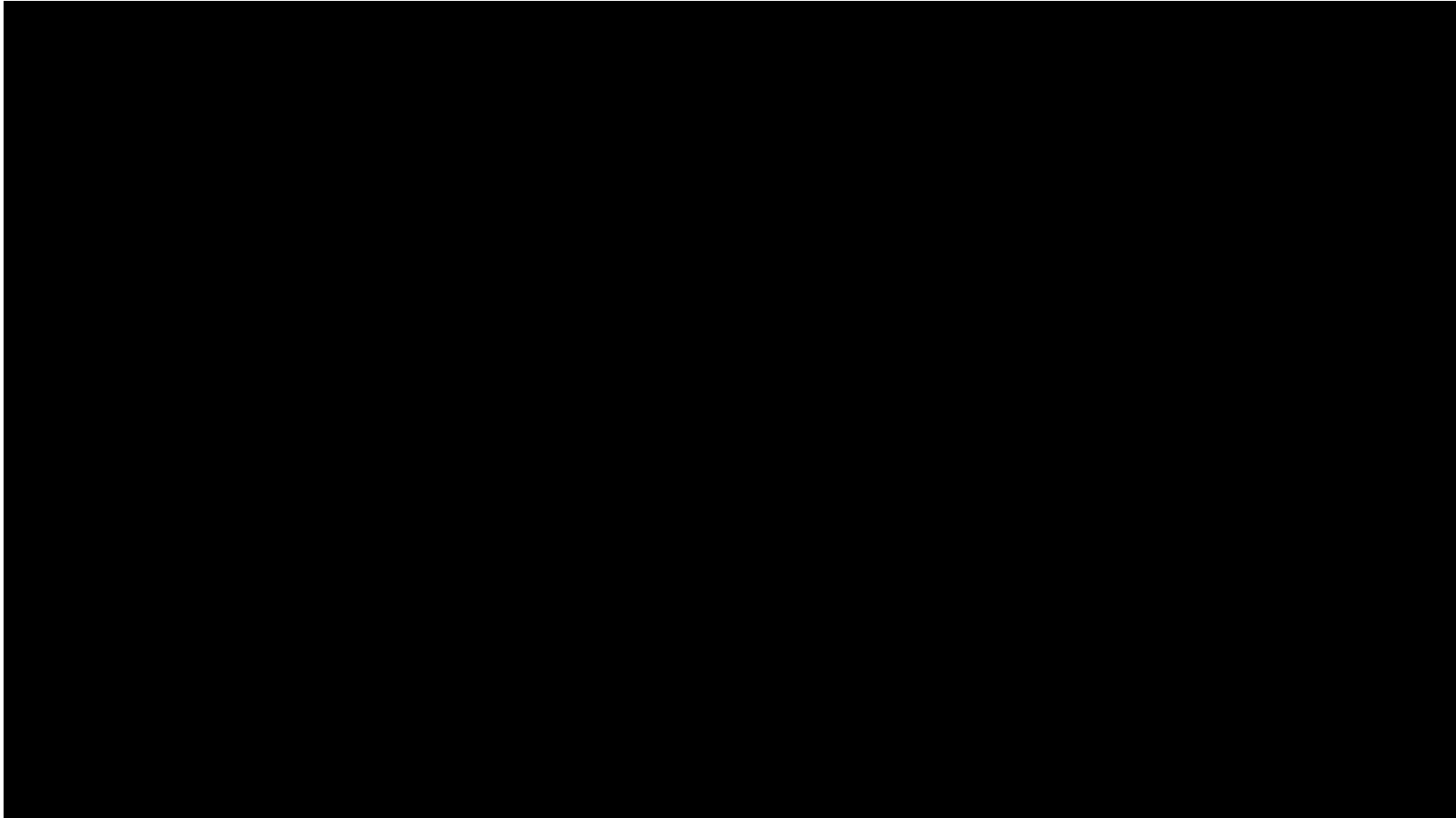
- Gender mainstreaming operationalization of commitments to gender equality (Beijing Declaration, 1995)
- Gender mainstreaming has “transformative potential”
- Critiques of mainstreaming
 - Has become bureaucratic, tokenistic box-ticking exercise
 - Does not insist on the voices of girls and women
 - Works within the system: Does not challenge the status quo

Gender transformation aims to disrupt the status quo and change the system.

Não



Cellphilm!



Gender-transformative approaches

“Gender-transformative approaches aim to reshape gender dynamics by redistributing resources, expectations, and responsibilities between women, men, and non-binary gender identities, often focusing on norms, power, and collective action” (MacArthur et al., 2022, p. 1).

- New paradigm for gender and development
- Refocusing on core feminist principles
- Emphasis on social transformation, addressing the root causes of gender inequality



Social IIs Fighters' Cellphilm



Social IIs Fighters' Dialogue

Loskop Protocol on Forced and Early Marriage

"The great value of this process is that the protocol can be very much owned and championed by the community that created it, and that will make it something that actually works."

Lisa Wiebesiek

<https://www.idrc.ca/en/stories/girls-force-change-early-marriage>

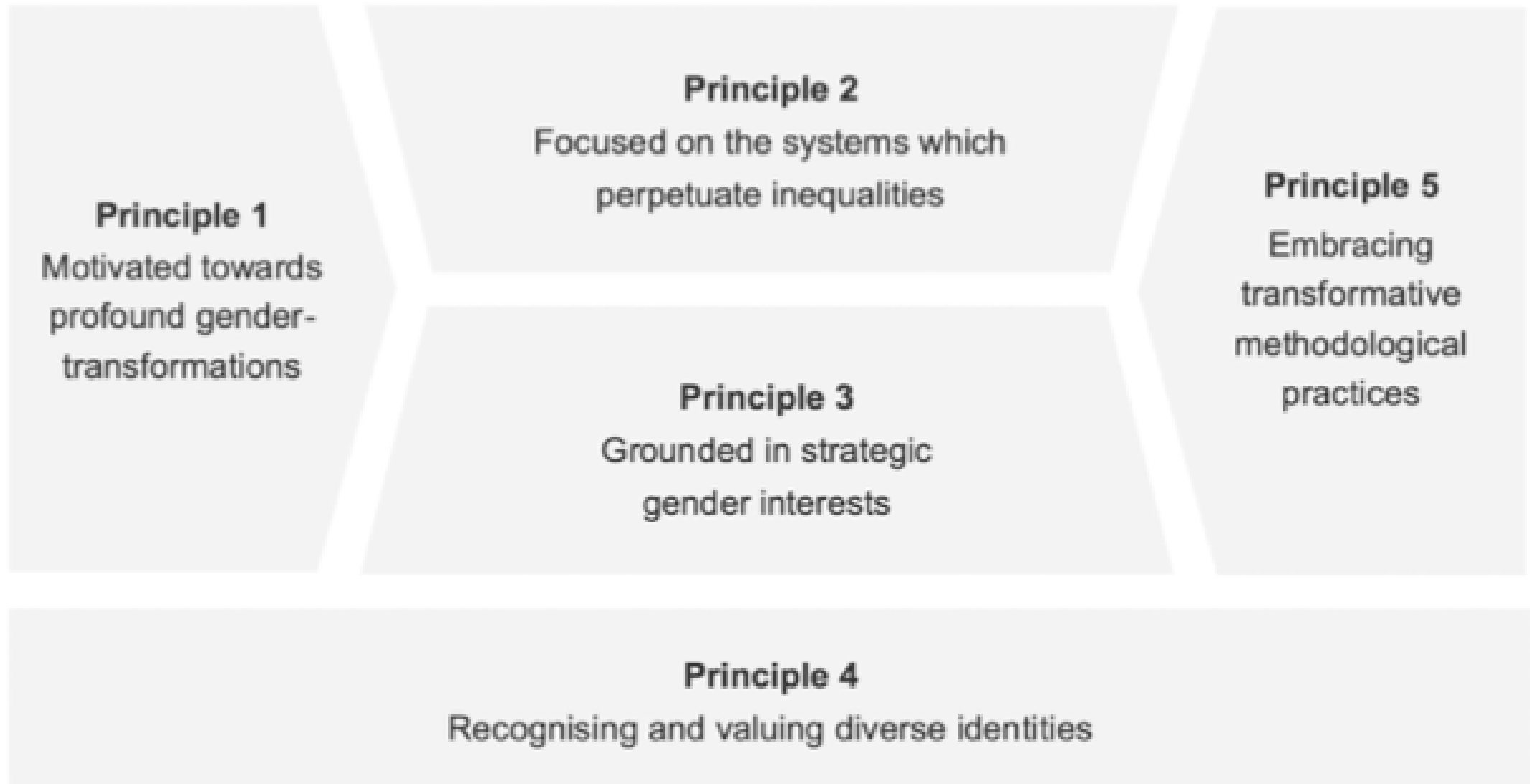
A Gender Transformative Approach

- Commitment to a participatory agenda where voices of girls and women are heard
- Men as allies and champions of change
- A level of personal transformation is needed
- Recognizes the challenges and is prepared for potential unplanned consequences
- Recognizes that tensions are going to exist and are part of the agenda
- **Knows what gender transformation success could look like and constantly asks the question: "How are we doing?"**



Image retrieved from
<http://jendevries.com/blog/2017/8/4/engaging-men>

5 uniting principles of gender transformation



Principle 1:

Motivated towards
profound gender-
transformations

- GT initiatives need to embrace feminist ideals and be motivated towards lasting change
- GT is grounded in critical consciousness: Self-transformation is essential
- GT inverts traditional theory of change where gender equality helps to achieve development outcomes
- With GT, improving development outcomes helps to achieve gender equality
- GT agenda supports holistic ideals of human well-being and flourishing
- GT needs to question the implications of development work

(MacArthur et al., 2022)

Principle 2:

Focused on the systems which perpetuate inequalities

- GT requires multi-level, systemic approach to address deeply rooted inequalities
- GT pushes beyond reform of existing system to seek radical system transformation
- Systems approach examines interactions between parts of the system, feedback loops, and overall behavior of system
- GT approaches focus on leverage points that allow changes in paradigm of the system itself

(MacArthur et al., 2022)

Principle 3:
Grounded in
strategic gender
interests

- Practical gender interests [water provision, healthcare, employment, etc.] are not seen as transformative
- GT requires a focus on meeting strategic gender interests [power, structures, norms, attitudes, and social relations]
- GT addresses the causes, not just the consequences of gender inequality
- Gender analysis is an essential component in identifying which strategic gender interests are possible and how they may be met

(MacArthur et al., 2022)

Principle 4: Recognizing and valuing diverse identities

- GT makes visible and integrates diversity, recognizing that people of the same gender do not necessarily share the same experiences
- GT requires an intersectional approach that recognizes how gender always intersects with other social inequalities (e.g. nationality, race, culture, religion, marital status, age, physical ability, sexuality, class, and caste)
- GT understands how structural processes create inequalities (e.g. racism, classism, patriarchy, heteronormativity)
- GT challenges the gender binary, engages trans and non-binary people where possible, and recognizes diverse conceptions of family

(MacArthur et al., 2022)

Principle 5: Embracing transformative methodological practices

- GT relies on reflexive, participatory, action-oriented, and collaborative methodologies
- Within GT, research and practice become integrated (research as intervention)
- GT works within transformative paradigm
- Focus on transnational, intersectoral feminist networks and coalitions
- Reflexivity offers a critical process for ethical questioning
- GT aligns with the need to decolonize development, address power dynamics, and encourage greater diversity of voices to be heard

(MacArthur et al., 2022)

Assessing the
facilitators and
barriers to gender
transformation within
organizational
cultures

**Gender in the
workplace**

Does your organization have a gender policy?

I heard that there is a gender policy /There is a gender policy, but I have not seen it/ I don't know anything about a gender policy

How would you best describe the organizational culture in relation to gender in your workplace?

Gender issues are rarely/sometimes/often discussed in my organization

When gender is discussed within my organization, the conversation is best described as:

Negative/ Somewhat negative/ Both positive and negative/ Somewhat positive/ Positive

How would you describe gender-based decision making in your organization?

Gender issues rarely / sometimes/ often inform decision making in my organization

Assessing the
facilitators and
barriers to gender
transformation within
organizational
cultures

**Gender knowledge
and beliefs**

How much do you agree with the following statements?

Men should be allies and champions of gender transformation

Men within my organization are playing an active role in advancing gender equity

I want to make personal changes that will lead to gender equity

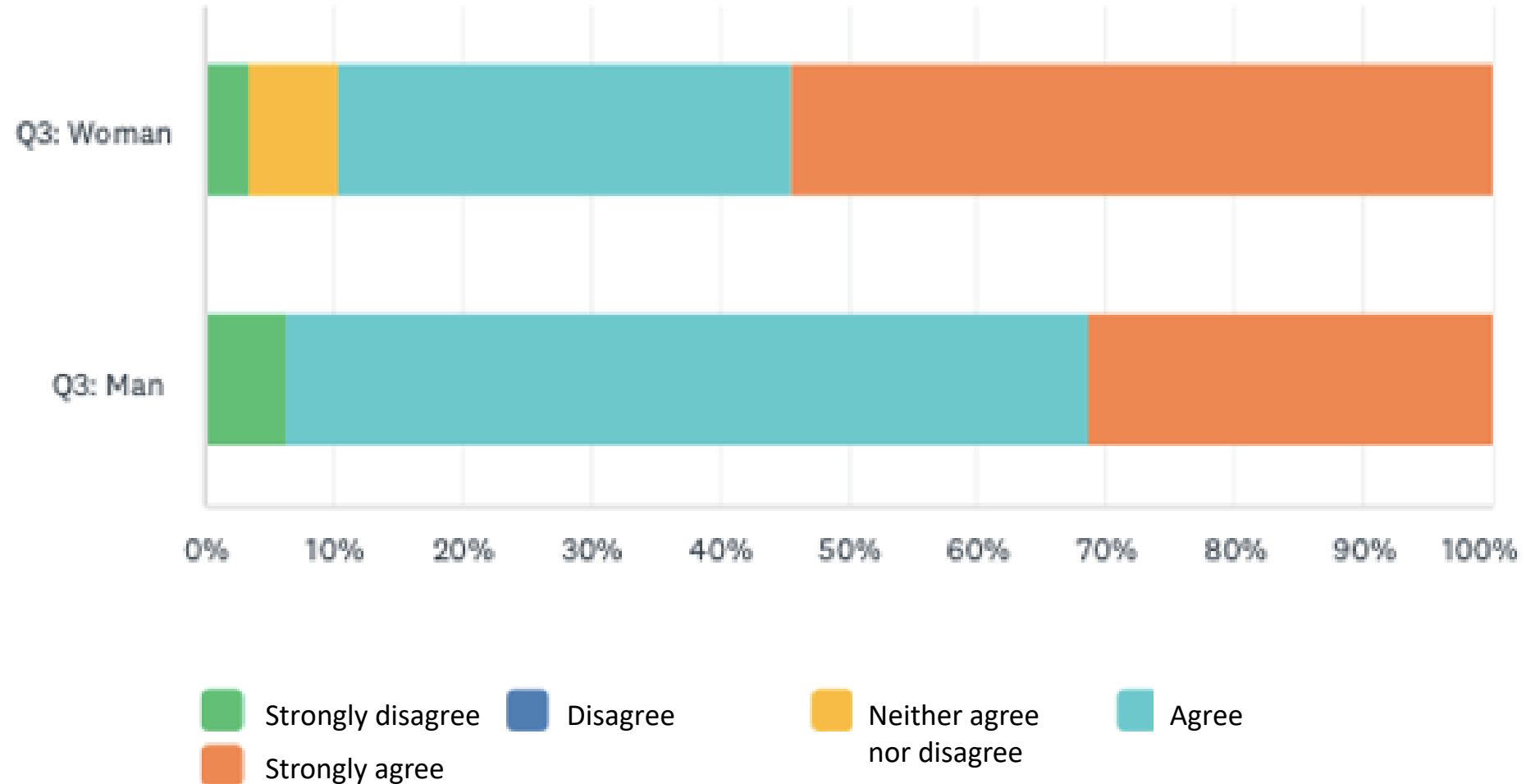
I want to learn new strategies to advance gender equity

I am willing to have my assumptions about gender norms challenged

Gender transformation involves challenges and may have unplanned consequences

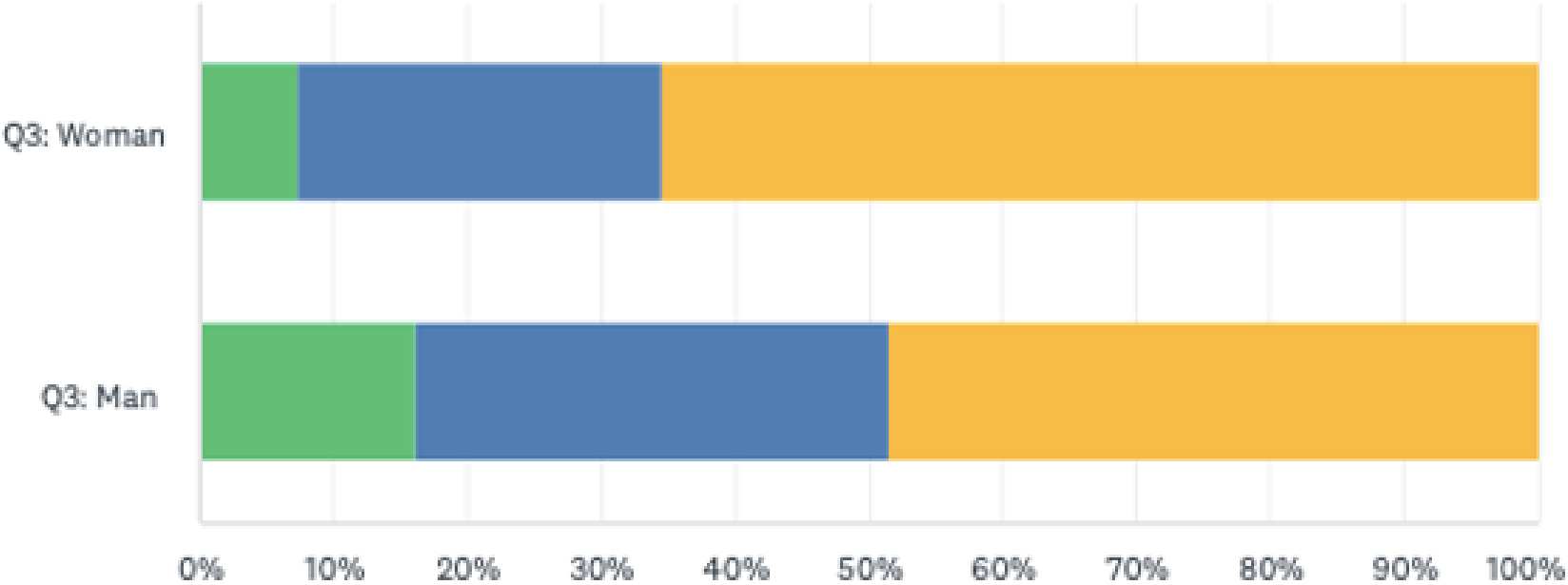
Q10 I want to make personal changes that will lead to gender equity

Answered: 89 Skipped: 1



Q15 How would you best describe the organizational culture in your workplace?

Answered: 86 Skipped: 4



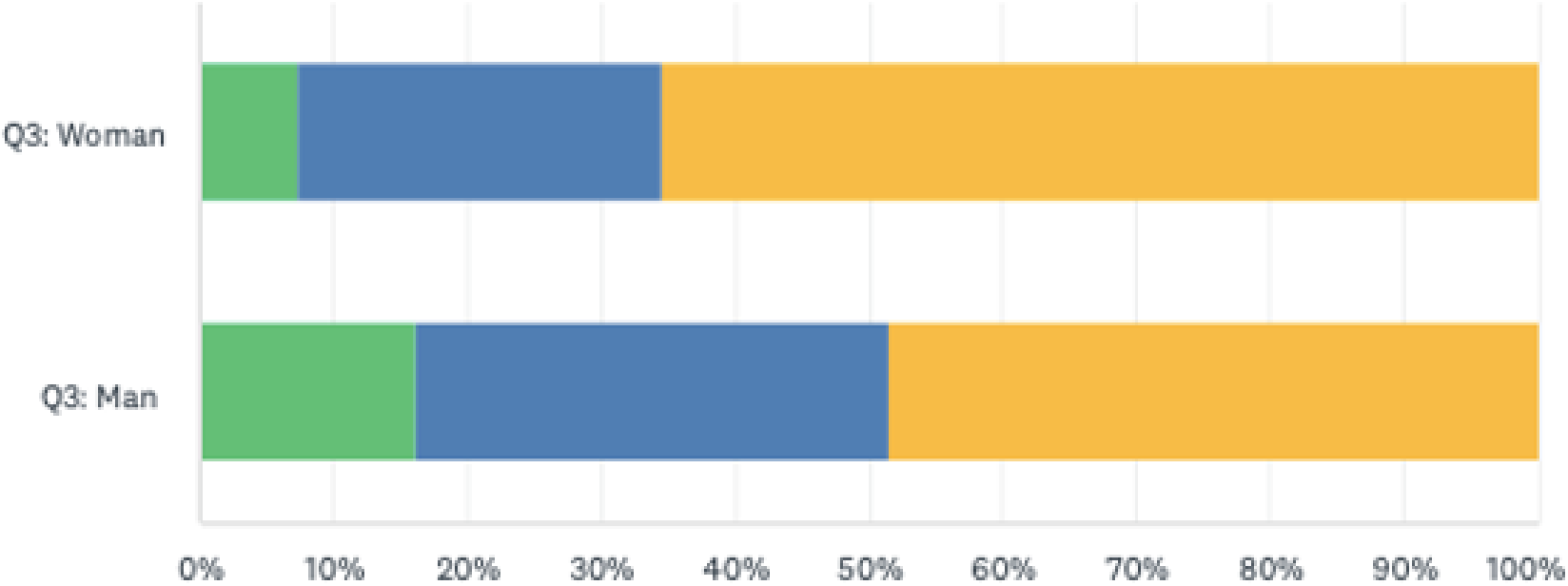
Gender issues are rarely discussed

Gender issues are sometimes discussed

Gender issues are often discussed

Q15 How would you best describe the organizational culture in your workplace?

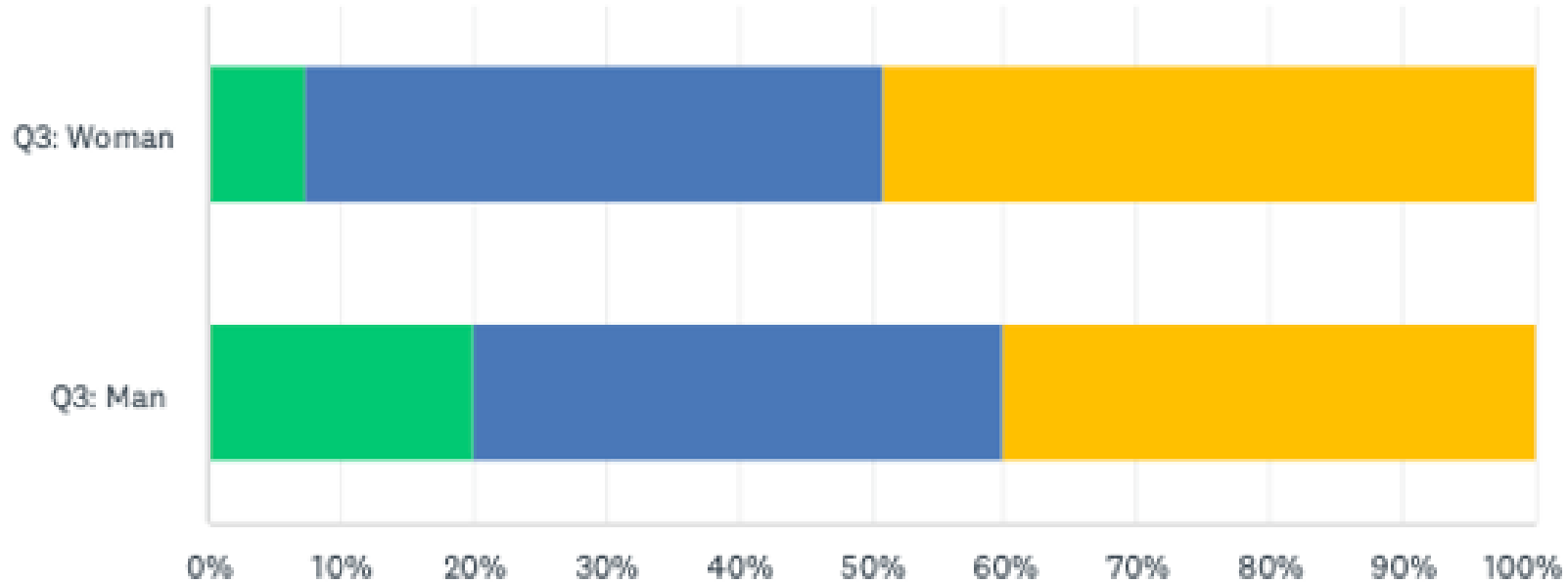
Answered: 86 Skipped: 4



- Gender issues are rarely discussed
- Gender issues are sometimes discussed
- Gender issues are often discussed

Q17 How would you describe gender-based decision making in your organization?

Answered: 85 Skipped: 5



- Gender issues rarely inform decision-making
- Gender issues sometimes inform decision-making
- Gender issues often inform decision-making

Assessing both the facilitators and barriers to gender transformation within organizational cultures

Gender in activities and programs

Select the top 3 challenges in achieving gender equality in programs and activities

How would you rate the impact of your programming on gender equity?

In your opinion, what is the single biggest barrier to gender transformation in _____?

Picturing Gender in Organizations

GENDER & LEADERSHIP IN INSTITUTIONS & COMMUNITY.



→ Always like this in most of the institutions and community set-up.

- Pic 01: Shows Manager & Supervisor are men while cleaner is a lady.
- Pic 2: Male student has time for studies at home while female student attends domestic chores.



I am a leader
Because
I Advocate for
Women Inclusion in
Decision and Policy
Making Process.

“Challenges and solutions to addressing gender equity in your institution”
Participants from ATVETS and environmental focused NGOs
Kenya, South Africa, Ethiopia, Botswana

November, 2019, ATTSVE Project (Durban South Africa)

Gender Transformation Resources

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- UNGEI. (2022). Intergenerational partnerships for transformative change: A learning brief. <https://www.ungei.org/publication/intergenerational-partnerships-transformative-change>

Obrigada

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