

**Integrating Gender Analysis at CIFOR: Proposed Next Steps**  
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## **Summary**

CIFOR convened a gender session at its annual meetings in October 2009. Entitled “Gender Analysis at CIFOR: How Can We Achieve More?” the session examined the current status of gender research at CIFOR and reflected on opportunities for more systematic integration of gender analysis into CIFOR’s research and capacity strengthening programs. This report presents the recommendations articulated during the group discussions.

Below are **action items** proposed by participants and tentative **timelines** for their implementation in the immediate. These action items relate to three areas: concept/method development, capacity building and outreach and are more elaborated in the main report. Organizational mechanisms for advancing gender analysis within the organization are considered in the main report but these are subject to more involved discussions with management and have not been timetabled for specific action in 2009-2010.

### Phase I: through December 2009

1. Initiation of CIFOR gender forum/brown bag series
2. Renewal of CIFOR’s gender listserv
3. Review and dissemination of existing gender guidelines and checklists

### Phase II: January - April 2010

1. Full-scale review of CIFOR’s prior gender research, including a substantial review of research questions and findings, to inform the development of a conceptual framework on gender and community forestry.

### Phase III: April- June 2010

1. Development of conceptual framework on gender and forestry (*Budget required?*)
2. Development of capacity strengthening training in gender analysis and community forestry (*Budget required*)
3. Development of CIFOR gender web pages (*Budget required?*)

### Phase IV: June – July 2010

1. Dissemination of framework to CIFOR staff (and potentially, to partners) for feedback
2. Revisions to framework as needed
3. Implementation of capacity building training at CIFOR

## 1. Background

Understanding that addressing gender issues is critical to achieving CIFOR's mission of advancing human wellbeing, environmental conservation and equity, CIFOR convened a gender session at its annual meetings in October 2009. Entitled "Gender Analysis at CIFOR: How Can We Achieve More?" the session examined the current status of gender research at CIFOR and reflected on opportunities for more systematic integration of gender analysis into CIFOR's research and capacity strengthening programs. Lessons learned from implementing gender-informed research at CIFOR's sister centers, IFPRI and CIAT, were shared by Dr. Ruth Meinzen-Dick, Senior Research Fellow and Chair of IFPRI's Gender Task Force, and Dr. Patricia Biermayr-Jenzano, Program Coordinator for the CGIAR System wide Program on Participatory Research and Gender Analysis (PRGA).<sup>1</sup> Session participants then broke into two groups to discuss, and report back on, the following questions:

- What further evidence (if any) is needed to convince you and/or your CIFOR colleagues and partners that gender matters?
- How can CIFOR encourage an appropriate level of attention to gender in our research, without inappropriately compromising the discretion of scientists to design their research?
  - Should researchers be held accountable for integrating gender into their work?
  - Should researchers be held accountable for explaining why gender may not be relevant to their work?
- What could CIFOR do differently (in terms of implementing existing policies more effectively, developing new procedures, or providing new kinds of support) to assist scientists to integrate gender into our research and capacity strengthening portfolios?

This report builds upon the recommendations articulated during the group discussions. The next section synthesizes key points made during the gender session. Section 3 proposes action items designed to systematically move CIFOR's gender-informed research and capacity strengthening work forward. Section 4 proposes a suggested timeline for the completion of these activities within the next one-year. Finally, the report concludes with a description of gender mainstreaming models adopted by IFPRI and CIAT (see ILRI in Annex) for CIFOR to consider as it discusses which organizational structures will be most effective for reaching its goals.

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<sup>1</sup> Presentations are available at CIFOR S: driver (s:/public share/shared files/gender)

## 2. Synthesis of CIFOR Gender Session

The following key points emerged from the gender session at CIFOR's annual meeting:

- *The importance of gender analysis is well understood at CIFOR.* Rather than continuing to “make the case” for why gender matters, attention -and resources- should be directed toward moving forward with the systematic integration of gender into CIFOR's research and capacity strengthening portfolios (which in turn, will generate more evidence of the importance of gender). Toward this end, and because gender can be easily overlooked when developing a research program or project given competing demands, the “burden of proof” should lie with the researcher. In other words, instead of a few interested individuals having to repeatedly raise the importance of gender analysis in a given project, researchers should be held responsible for considering whether gender is relevant to their work; if it is not relevant, they should explain why.
- *To move forward, capacity building in gender analysis is needed.* Effectively integrating gender into CIFOR's research agenda requires building a critical mass of staff with skills in gender analysis.<sup>2</sup> As Ruth Meinzen-Dick noted during her presentation, gender analysis is often viewed, on the one hand, as “intuition” that requires no special training, or on the other hand as being too complex to undertake. Yet, neither perspective is likely to lead to sound gender research. Staff should thus be encouraged to participate in training courses to develop skills in gender analysis. In the absence of courses specific to CIFOR's research agenda, the institute should consider developing training relevant to its six research domains. It is important to note, however, that the level of capacity in gender analysis required by individual researchers will vary based on the scope of their work within CIFOR. For example, expectations to develop capacity in gender analysis should be higher for political scientists, economists and other social scientists than for conservation biologists. In general, those working in the field (regardless of discipline) need to be more attuned to gender than those working strictly in labs. Building teams that have—and respect—gender expertise is key.
- *To develop a common understanding of how gender relates to CIFOR's research portfolio, a conceptual framework, or set of core questions, is needed.* Participants in the group discussions agreed that a framework or set of guidelines the relevance of gender to each of CIFOR's six domains, would enable them to be more focused.

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<sup>2</sup> Of a total of 27 respondents to the gender survey disseminated to CIFOR staff in September 2009, 20 ranked their capacity in gender analysis as only fair or poor.

- *Sound gender analysis includes analysis of other forms of social differentiation.* Because gender roles vary among cultures and over time, and are crosscut by a multitude of identities, a narrow focus on differences between men and women may mask important differences among women (e.g., marital status, age, religion, ethnicity). The integration of gender into CIFOR’s research and capacity strengthening programs should also include attention to these other forms of diversity.
  
- *Responsibility for gender integration cannot rest with one person or with a small group of people.* Experience from IFPRI and the PRGA reveals that designating a single person, or a small group of people, responsible for gender integration is problematic on several fronts. First, the person(s) may be seen as the sole proprietor of gender research, and serve as an excuse for others not to address gender in their work. Second, the person(s) may be seen as the “gender police” and resented by researchers who dislike being told what variables to include in their data collection and analysis or to explain why gender is not relevant to their research. Third, it renders the work more susceptible to failure should the person leave the institute or assume a new position within the organization. Finally, as in any other field, having colleagues to discuss ideas and challenges with is important for improving the quality of research as well as job satisfaction. Thus, institute-wide ownership of CIFOR’s commitment to gender integration is essential for its investments to be effective.
  
- *Gender research and gender in the workplace should not be conflated.* While there are important linkages between gender research and gender issues concerning staffing and retention (e.g., in areas with high levels of gender segregation, female researchers and enumerators may be necessary to carry out field work), they require distinct capacities, strategies and agendas. The activities proposed in CIFOR’s gender session (and in the following section in this report) focus on gender research.
  
- *The next steps that emerge from CIFOR’s gender session should be implemented with urgency so that these same issues are not rehashed without progress at CIFOR’s next annual meeting.*

### **3. Action Items**

The following action items are proposed to systematically move forward CIFOR’s gender-informed research and capacity strengthening work.

#### *3.1 Full-Scale Review of CIFOR Gender Research*

A summary of CIFOR's gender research, compiled by Carole Colfer in April 2009, (see appendix 1) indicates that there is substantial experience in gender analysis within CIFOR to build upon, especially with attention to gender in local participatory research, but this experience has not been drawn together to find broader lessons for application. A full-scale review of this work, including analysis of the research questions and the findings, can inform the development of a conceptual framework to guide CIFOR's gender work.

### *3.2 Conceptual Framework on Gender and Forestry*

Although a few participants at the gender session proposed the development of a core gender questionnaire similar to the households questionnaire developed for the Poverty and Environment Network, a standard survey instrument is inadvisable for at least two reasons. First, because gender issues are highly contextual, varying across -and even within- cultures, any survey instrument designed to capture gender issues should be specifically tailored for the for the given context. Second, employing a standard survey instrument across different projects and locations despite huge spatial variations and variations in project objectives does not encourage researchers to think through the gender dimensions of their work and thus runs the risk that researchers will implement it in check-like fashion (i.e. to assure senior management or donors that they have paid attention to gender).

Alternatively, a gender conceptual framework tailored specifically to CIFOR's six research domains allows researchers the opportunity for more reflection and flexibility to identify the key gender elements of their work, thus enriching their knowledge, and in turn, the institute's knowledge, as a whole. The conceptual framework can also serve as a basis for the development of a CIFOR-wide gender proposal for funding.

Examples of conceptual gender frameworks employed by CIFOR's sister centers include CAPRI's conceptual framework on gender and collective action, ICRISAT's gender and social analysis framework, and IFPRI's conceptual framework for gender-differentiated assets.

### *3.3 Review of Existing Gender Guidelines*

A multitude of guidelines and checklists designed to facilitate the integration of gender into development programs and projects exist, some of these created by CIFOR partners and other CGIAR centers. However, employing them will be fruitless if they are not relevant to CIFOR's research domains. Thus, in order to meet the needs of CIFOR staff, over the short-term, for guidance on integrating gender into their work, a range of guidelines and checklists will be reviewed for their relevance to CIFOR's research domains and disseminated to CIFOR staff, accordingly.

### *3.4 Development of CIFOR Gender Web Pages*

Participants at the gender session expressed the desire for an online space devoted to gender research at CIFOR. Creating gender pages on CIFOR's website would serve two purposes. First, it would further CIFOR's goal to systematically integrate gender into its research portfolio by creating a repository for gender publications, methodologies and analytic tools. Second, it would foster CIFOR's outreach efforts to publicize its gender research. For models, see the gender web pages of IFPRI (<http://www.ifpri.org/book-20/ourwork/researcharea/gender>) and the PRGA (<http://www.prgaprogram.org> - <http://www.prgaprogram.org/>).

### *3.5 Development of Gender Forum/Brown Bag Series*

Developing a gender forum, or brown bag series, at CIFOR would address key issues raised by CIFOR staff during the gender session. For example, a brown bag series could focus on presenting research conducted by CIFOR, or its partners, in which attention to gender achieved actionable results. A brown bag series could also stimulate further interest in gender research by inviting researchers outside of CIFOR to present innovative, cutting-edge work.

### *3.6 Capacity Strengthening in Gender Analysis*

Making training on gender analysis available in short courses or through online and distance learning can make it easier for staff, particularly field-based staff, to strengthen their gender analysis skills without consuming too much of their time. In the absence of extant capacity strengthening courses on gender and forestry, CIFOR should consider developing its own training modules across its six research domains.

## **4. Suggested Timeline of Activities to be Implemented Before Next Annual Meeting, October 2010:**

The proposed timeline attempts to balance the expressed need to move forward CIFOR's gender work quickly in order to capitalize on the momentum generated at its annual meeting with the need to develop appropriate gender analytic tools for CIFOR.

### *Initial phase: through December 2009*

1. Development of CIFOR gender web pages
2. Initiation of CIFOR gender forum/brown bag series
3. Renewal of CIFOR's gender listserv (if currently dormant)
4. Review and dissemination of existing gender guidelines and checklists

### *Second phase: January - April 2010*

1. Full-scale review of CIFOR's prior gender research, including a substantial review of research questions and findings, to inform the development of a conceptual framework on gender and community forestry.

### *Third phase: April- June 2010*

2. Development of conceptual framework on gender and community forestry

3. Development of capacity strengthening training in gender analysis and community forestry

*Fourth phase: June – July 2010*

1. Dissemination of framework to CIFOR staff (and potentially, to partners) for feedback
2. Revisions to framework as needed
3. Implementation of capacity building training at CIFOR

## **5. Organizational Mechanisms for Moving Forward:**

To inform CIFOR's decision-making on how to move its gender work forward systematically, two CGIAR center models, CIAT's and IFPRI's, are described below followed by a discussion of proposed suggestions for CIFOR.<sup>3</sup>

### *5.1 IFPRI's Gender Mainstreaming Model<sup>4</sup>*

Following the completion of a multi-country research program on gender and intrahousehold resource allocation in 2003, IFPRI's Senior Management Team (SMT) determined that while gender analysis had been mainstreamed in the Food Consumption and Nutrition Division (which housed the program), it had not been institutionalized in IFPRI's other divisions despite the cross-divisional nature of the research program. In response, SMT established an interdivisional Gender Task Force in 2004 charged with: providing support to researchers interested in incorporating gender into their work; identifying new areas for concentrated research on gender; representing IFPRI's gender work externally; and linking to relevant gender policy research within the CGIAR. The task force was appointed a chair (a senior research fellow with expertise in gender analysis) and one representative from each research division and the Communications Division (men and women with varying levels of capacity in gender analysis). It was also given core funding to hire a full-time research analyst with a background in gender mainstreaming to support the task force's activities.

The experience of IFPRI's Gender Task Force suggests that when gender mainstreaming is perceived as an externally imposed agenda, it is less successful than when the institute as a whole takes ownership of the process. The task force has consciously refrained from adopting the role of "gender police" at IFPRI, preferring instead to address the technical constraints to mainstreaming by conveying to researchers how gender analysis will strengthen their research and by highlighting the potential gender dimensions of their work. The task force works to publicize all IFPRI research on gender, and to disseminate information on key gender-related publications and resources via a gender interest group list to which anyone at the institute can belong, and through internal and external seminar and film series.

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<sup>3</sup> For further comparison, ILRI's gender mainstreaming model is discussed in Appendix II.

<sup>4</sup> This summary is based on the presentation made by Ruth Meinzen-Dick at the CIFOR annual meeting gender session, 2009, and on summaries the report's author wrote when she worked at IFPRI as the research analyst for its Gender Task Force.

While the task force achieved marked progress in its first year (as reflected by demand for its services and attention to gender in new research programs), it also identified several political, or non-technical, constraints that required support from senior management, including the following:

- *Gender integration was not viewed as a collective staff responsibility:* Attention to gender tended to be confined to a few individual researchers at IFPRI. While successful gender mainstreaming requires gender champions (e.g. the Gender Task Force), who can help build the capacity of their colleagues, researchers were more likely to “pass the buck” on gender if they did not receive signals that addressing gender is the responsibility of all researchers at the institute. In response, the Director General chose to write about the importance of gender analysis to IFPRI’s mission in one of his monthly staff letters, citing IFPRI’s own research that it was time to “shift the burden of proof;” i.e. instead of researchers interested in gender having to prove their case, those who do not include attention to gender should explain why it was not relevant to their research program.
- *Lack of division-wide institutional buy-in:* Several postdoctoral researchers had expressed interest in working on gender but were seeking clues that their immediate supervisors and division leaders valued such work.
- *Time constraints:* Without signals from senior management that attention to gender is a priority, researchers were less likely to take advantage of the Gender Task Force’s offers of assistance given the acute time constraints they face.
- *Perception of feminist and politically driven politics in gender research:* A perception existed among some researchers that gender research is actually advocacy work and thus, not legitimate research. The task force tried to dispel this perception by consistently demonstrating that attention to gender strengthens food and nutrition security and reduces poverty, and pointing to rigorous peer reviewed publications.
- *Disciplinary biases:* There was a strong perception among some IFPRI researchers that gender research is not legitimate because of its interdisciplinary nature and use of qualitative methods. The task force responded by emphasizing that rigorous quantitative analysis has been the hallmark of much of IFPRI’s gender research (including research by the Director General).
- *Lack of demand by IFPRI partners:* IFPRI’s research activities (e.g. country strategies and training programs) often operate in response to the institute’s partners in developing countries who at best, may not be interested in gender and at worst, view attempts to mainstream gender as signs of Western imposition. The task force noted that in virtually every country, there are organizations and scholars that are working to ensure gender equity. It worked with IFPRI researchers to strategize on how to include these people in their networks.
- *Lack of accountability:* Without clear mechanisms to hold researchers accountable for gender mainstreaming, it was much more difficult to successfully ensure they integrate gender into their work. SMT responded by requiring researchers to detail how their work addresses gender in the Medium Term Plan, or to explain why they were not including it.



While these constraints to gender mainstreaming have not entirely disappeared, they continue to decrease as SMT and the Board of Trustees increasingly express support for gender, and notably, as more and more donors require attention to gender in the projects they fund. In turn, more than two-thirds of IFPRI's research programs now include substantial attention to gender (as compared to one-third at the end of the Gender Task Force's first year). A facilitating factor of this success is the SMT's recognition that gender mainstreaming, like all organizational change, is a long-term process that requires sustained effort in order to truly be effective. As such, the Gender Task Force is the only task force at IFPRI to be funded beyond two years. Currently in its fourth year, the task force continues to experience an increase in demand for its services.

### *5.2 CIAT's Gender Mainstreaming Model<sup>5</sup>*

Since 1997, CIAT has been host to the CGIAR Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation (PRGA). Currently in its third implementation phase (2008-2010), the PRGA is charged with improving the ability of the CGIAR System and other collaborating institutions to develop technology that alleviates poverty, improves food security, protects the environment and fosters equity. In 2007, the External Program Review of the PRGA observed that the program had achieved more success in participatory research than in gender analysis. Specifically, it noted that while the PRGA had supported gender-mainstreaming efforts in NARS, NGOs and two CGIAR centers (CIP and ILRI), greater effort should be made to institutionalize gender analysis across the CGIAR.<sup>6</sup> That same year, CIAT and the PRGA decided to conduct a gender audit to gauge perceptions of gender research and gender in the workplace within CIAT. Carried out from October 2007 through June 2008, the audit consisted of a 200-question questionnaire completed by 120 staff members, interviews with 130 staff members at CIAT headquarters in Cali and at regional offices in Vientiane, Nairobi and Kampala and focus group discussions with 70 key actors. The findings<sup>7</sup> of the Gender Audit revealed that:

- Gender analysis (GA) was unevenly integrated into research projects at CIAT;
- Researchers at headquarters and in the field held different perceptions related to women's and men's differentiated roles and priorities;

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<sup>5</sup> This summary is based on the presentation made by Patricia Biermayr-Jenzano at the CIFOR annual meeting gender session, 2009, and on Aviles Irahola, D. 2008. Report of the Gender Audit at the International Center for Tropical Agriculture (CIAT). CGIAR Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation (PRGA).

<sup>6</sup> Walker, T.S., E.M. Rathgeber, and B. Singh Dhillon. 2007. Report of the first external review of the Systemwide Program on Participatory Research and Gender Analysis (PRGA). Science Council of the Consultative Group on International.

<sup>7</sup> Since it is beyond the scope of this report to address gender issues in the workplace, the findings on workplace issues at CIAT are not presented here. See the CIAT PowerPoint presentation at CIFOR S: driver (s:/public share/shared files/gender).

- Positive attitudes towards gender mainstreaming existed within CIAT but several constraints to mainstreaming gender were identified, including:
  - Lack of institutionalization of gender research in policies and procedures;
  - Lack of an understanding of how gender research could add value to projects, especially when time and financial resource are scarce;
  - Lack of skills, human resources and tools to tackle the issue across regions;
  - Cultural resistance in the form of defensive attitudes and low status given to gender issues

Based on the findings of the gender audit, a two-pronged approach to gender mainstreaming has been proposed at CIAT: (1) addressing CIAT's institutional policies and incentives for practical implementation; (2) focusing on the best opportunities for mainstreaming gender across CIAT research programs and projects and within six prioritized areas of research. A recommendation was made to hire a medium-term (3-4 years) consultant on gender mainstreaming to spearhead the proposed activities, including:

- Writing and disseminating explicit policy statements that relate CIAT's mission, goals and values to gender equality in research and research-for-development actions- to be led by CIAT's management team with input from CIAT's research committee;
- Establishing incentives for mainstreaming gender into CIAT research, including:
  - consideration of gender-related impacts on target populations when awarding scientific research-to be led by CIAT's award committee;
  - inclusion of gender-related skills and experience in TORs-to be led by CIAT's human resources office and;
  - inclusion of gender considerations in staff annual performance appraisals-to be led by CIAT's human resources office.
- Drafting guidelines to influence CIAT's research and development partners to be consistent with CIAT's strategy on gender mainstreaming;
- Developing and approving a gender action plan in six prioritized research areas;
- Building and enhancing scientists' capacity in gender analysis-to be led by a gender-mainstreaming consultant
- Establishing monitoring and evaluation tools;
- Establishing a committee on gender mainstreaming with internal and external representation;
- Establishing communication channels on lessons learned in gender mainstreaming including:
  - Participation in regular research meetings disseminating best practices on gender mainstreaming in research and appropriate methodologies;
  - Dissemination of information via email according to researchers' interests

### *5.3 Proposed Suggestions for CIFOR*

The specific gender mainstreaming mechanisms CIFOR chooses to adopt will be largely contingent upon its own organizational structure, culture and work processes. However,

the following insights offered by CIAT's and IFPRI's models can help inform CIFOR's decision-making:

- *Any serious effort to integrate gender requires the support of senior management, including earmarked financial resources.* It is often mistakenly assumed that gender issues can be integrated into current research and capacity strengthening portfolios without a dedicated budget. However, financial resources are needed both to develop the capacity of staff to address gender issues and to cover the time of resource person(s). For example, IFPRI's Gender Task Force was given core funding to hire a research analyst to support the work of the task force and to cover the time of task force members when they worked on labor-intensive projects for the task force. Without this funding, very little of the work that the task force accomplished could have been achieved.
  
- *A gender audit can provide a foundation for a plan of action on gender mainstreaming but it is labor and time intensive.* CIAT's gender audit was conducted over a period of eight months and required staff to answer a 200-question questionnaire and select staff to participate in focus group discussions. Given that CIFOR staff were asked to complete a survey on gender issues (for which there was a very low response rate) in September, it is not unreasonable to believe that conducting a Gender Audit in 2009-2010 could lead to gender survey "fatigue" and create unintended backlash against plans to implement an institute-wide gender strategy. Furthermore, the considerable time frame needed to conduct a gender audit is not in accordance with the recurring sentiment expressed during CIFOR's gender session; i.e. that CIFOR should move quickly to implement a gender strategy so that real progress is made before the next annual meeting. Finally, and most importantly, CIFOR has already taken significant steps to gauge perceptions of gender research among its staff members, thus rendering a gender audit redundant at this current point in time.
  
- *A gender unit/task force with senior representation across CIFOR's six research domains will create greater ownership of CIFOR's gender strategy than one gender focal point person.* As articulated during the gender session, responsibility for gender integration within CIFOR should not rest with one person, or with a small group of people. IFPRI's experience suggests that an effective model for creating buy-in for gender research is to establish a gender task force/gender unit comprised of researchers who serve as liaisons to their respective divisions/research domains. However, careful consideration should be given to selecting staff persons to fill these roles for several reasons:
  - First, leading a task force requires considerable time and dedication that may detract from a researcher's scope of work so effort should be made to assign a chair whose primary research incorporates gender analysis to a large degree.
  - Second, because integrating gender issues into CIFOR's work will require a full-time commitment, a dedicated staff person should be hired to support the work of the task force. Like CIAT's model, this person could be a medium-term consultant hired for a period of three to four years to

spearhead CIFOR's gender initiatives or as in IFPRI's model, a research analyst (or the equivalent). Of key importance is that the resource person possess expertise in gender analysis and experience conducting gender-informed research.

- Third, staff members whom are asked to serve on a gender task force without any real interest in its mission may participate in name only, although on the other hand, they may come to see real value in gender research and provide a needed perspective on how to reach researchers who doubt the value of gender research.
- In a similar vein, selecting researchers from a broad range of disciplines (i.e. not just social scientists) will result in a task force that better represents CIFOR's wide range of expertise.
- Fifth, while junior researchers may be among the most eager to serve on a gender unit, they may be the least effective in terms of convincing their senior colleagues about the importance of gender analysis to CIFOR's mandate. Thus, effort should be made to include senior researchers.

Finally, it should be noted that the recommendation for a gender unit is in alignment with the recommendations made to the CGIAR Executive Committee in its report on Recommendations for Gender Integration in the CGIAR Strategy and Results Framework.<sup>8</sup>

- *A task force/gender unit will be limited in what it can accomplish without the explicit support of senior management.* Integrating gender is both a technical and a political process that requires change at many levels. As IFPRI's experience suggests, a task force can address the technical challenges of gender mainstreaming by providing research support, resources, and capacity strengthening, but political constraints require the attention of senior management if gender mainstreaming is to truly take root.<sup>9</sup>
- *CIFOR's gender mainstreaming model should be accompanied by a formal written gender policy.* A gender policy renders CIFOR's commitment to gender explicit by delineating how addressing gender issues is critical to achieving CIFOR's mission of advancing human wellbeing, environmental conservation and equity. However, a gender policy should not be seen as an end in itself, but rather

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<sup>8</sup> Compiled by Ruth Meinzen-Dick, Agnes Quisumbing, Lauren Pandolfelli and Patricia Biermeyr-Jenzano, and based on an electronic consultation held between May and June, 2009, the report recommends a global platform on gender in agriculture to operate at three levels: global, regional, and center-level. At the center-level, it recommends creating a gender team to serve as a catalyst for gender work while building a critical mass of researchers working on gender across CGIAR centers and megaprograms.

<sup>9</sup> Appendix III presents a diagram of common challenges faced integrating gender within CG centers and the division of labor between senior management and a gender unit needed to address them.

as an instrument for building the commitment and capacity at CIFOR for addressing gender issues. Thus, rather than a separate document that fewer people may read, it may be more effective to incorporate a gender policy into CIFOR's research strategy documents. Since these are updated periodically, it also provides an opportunity to reflect on CIFOR's experiences with gender mainstreaming and on how to evolve its agenda for gender research.

## Appendix I: Gender History at CIFOR (Compiled by Carol Colfer)

### Select Programs:

#### I. ACM Program

The ACM (**adaptive collaborative management**) program, which at one time had 30 field sites in 11 countries, did a good job on gender integration, as did the CAPRI (Collective Action and Property Rights) work that followed it in Indonesia alone. Most field teams had some of their work explicitly with women, and made progress institutionalizing project activities (designed to improve the environment and human well being) with and by women in the communities (as well as men). In later stages, although we had many fewer field sites, women were also more likely to be included, in efforts to link community and district level activities (though this proved somewhat more challenging, since there were generally so few women in government).

#### Reasons:

1. There was a fairly even distribution of male and female researchers on most of our teams.
2. We explicitly reminded team members of its importance (along with that of general diversity, marginalized groups, etc.) routinely.
3. We developed plans for a book focusing on equity, and invited chapters by any team members who chose to write one (with appropriate review), and published it (*The Equitable Forest*).
4. We edited an informal, electronic newsletter (ACM News) on our program that included field team members' experiences with gender (and other issues).
5. We had 2 team leaders who supported its inclusion/importance and praised/highlighted the work of contributors in this area.
6. We had some team members with explicit training/experience in addressing gender issues.

In the later, CAPRI-funded, community-district level research context, on one site,

7. We had a gender specialist develop a manual for government use,
8. We pulled together NGO experiences all over Indonesia on gender (also published as a book, *Dari Desa ke Desa: Dinamika Gender dan Pengelolaan Kekayaan Alam*).
9. We encouraged and supported the fieldwork (which was led by men in this case) with field visits by gender specialists---this was less successful than having mixed field teams routinely in the field.

#### Things we could have done better:

1. Insured fairly equal distribution of male and female researchers on ALL of our teams.
2. Provided a bit more in the way of training on gender methods to the field teams.

#### II. Decentralization Work

Although this work has been less successful in integrating gender than in the ACM case, we do feel we made some progress in this field that is very male-dominated. Our work involved planning platforms on which countries could share their experience with decentralization. We successfully included some attention to gender in our first international workshop (in Interlaken), and were more successful in the second one focused on Asia Pacific. In the latter case, we were able to include it in the book that came out of the workshop presentations.

Reasons:

1. We explicitly raised the issue during the planning process, with all partners
2. We found researchers who had studied the issue in the region (Asia-Pacific)
3. We included the topic in the working group sessions and tried to include it in the field trips (though we were less successful in this effort, as the national government led this part of the program, and this did not appear to be a concern of those involved---Ministry of Forestry officials).
4. We included attention to gender in several chapters in the book and in our discussions in the introduction and conclusion to the book *Lessons from Forest Decentralization: Money, Justice and the Quest for Good Governance*.

Things we could have done better:

1. We could have been more forceful earlier in including the issue in the first, global workshop in Switzerland (though we had to 'test the waters', to some extent)
2. We could perhaps have been more insistent in including the issue in the field trips (though there's always a delicate balance in dealing with one's host country officials).
3. We could have focused more on the issue in the subsequent Africa-based workshop (though I'm not sure how difficult that may have been, since I was only peripherally involved in that process).

### ***III. ACM Jambi Site***

Rodiah from Baru Pelepat Village (Jambi ACM site) has successfully become a leader and good facilitator. She now has good presentation, communication and negotiation skills. She wrote one article in a book titled "*Dari desa ke desa: dinamika gender dan pengelolaan kekayaan alam*", which the foreword is written by the Minister of Women Empowerment of Indonesia, Dr. Meutia Hatta ([http://www.cifor.cgiar.org/publications/pdf\\_files/Books/BIndriatmoko0701.pdf](http://www.cifor.cgiar.org/publications/pdf_files/Books/BIndriatmoko0701.pdf))

Why we think those examples were successful:

- The marginalized groups became more confident and their capacity improved to raise thoughts in meetings
- Improved relations and collaboration among women
- The dominant groups became more open and willing to listen to (and accept input/thoughts from) the marginalized groups. Women's voice is now considered important (PLS SEE THE JAMBI ACM VIDEO)
- Men allow their wife to actively participate in meetings, workshops, training etc

To strengthened gender in agricultural research in the past in our center:

- Ensure equal representation in meetings and all other activities
- Conduct activities separately for dominant groups (men, community leaders) and marginalized groups (women, youth)
- Build confidence of women and other marginalized group e.g. the youth to participate, by building their capacity to express opinion objectively, to speak in front of others, to address concern in a structured way etc.
- Employ a woman facilitator to facilitate women activities so it broke barrier related to culture
- Be involved in their daily activities. It builds trust and openness, and therefore motivate them more to participate in our activities

- Improve collegiality and teamwork among women e.g. by giving women's leadership training

Please also see:

1. Jambi ACM video (20 minutes, The People of Baru Pelepat Learning to Change)

#### ***IV. Benefits of Biodiversity Project***

A CIFOR, "Benefits of Biodiversity" Project funded by the Overbrook Foundation for six years included a component called "Mulheres da Mata", (Women of the Forest). One component of this project evaluated the significant contribution of women in natural resource use and management.

The project included: market and safety net research, ecological inventories, comparative studies of timber and non-timber forest products, negotiation support tools and workshops. The Benefits of Biodiversity Project resulted in a book that has been adopted as core curriculum at Brazilian Forestry Training Institutes, Women's Associations and in Rural Adult Literacy Training in rural areas. The Brazilian government is making 15,000 copies available free to help empower small holders. An Amazonian village grandmother, Gloria Gaia, who has been part of the project team since its inception, won the inaugural 2007 Ecology and Society International Award for bridging society and ecology. One output of the project, a book resulting from collaboration between approximately 150 rural villagers, policy makers, scientists and artisans, received the 2006 International Award for Outstanding Communication from the CGIAR and World Bank. Additional project outputs included a documentary film in Portuguese and English, a book aimed for policy audiences and forestry practitioners, journal articles, articles in popular magazines, and brochures for rural communities, and workshops.

Prior funding for work related to the project, (Women Health and Forests: Reason for Hope in Amazonia) came from the International Center for Research on Women (ICRW) which had a specific focus on women. Donors which express interest in a gender component can help to ensure that projects do not overlook issues related to gender. Some components which our project found helped to promote successful inclusion of gender in projects:

- Integrating women as key actors on the research team
- Ensuring that interviews and focus groups are held with women (w/o presence of men)
- Including gender-specific questions on surveys and questionnaires
- Ensuring species that women, elderly and children use are listed and included in forest, agro-forest or agricultural inventories
- Promoting women's voices in publications (including rural, semi-literate women)
- Supporting women to attend meetings of the local, district and national social and environmental movements
- Building capacity among women for study at various levels (village to University)
- Collaborating with local women's associations and groups which work to empower mothers and children (churches, civil society groups)
- Replication: development of outreach/education project components to provide relevant information to and inform women and villagers from outside the study area
- Linking forestry and health care issues to make forestry issues relevant to families
- Establishing links between forestry and extra-sectoral issues and Ministries (Health, Education, Culture, Agriculture, Energy)
- Bridging scales in knowledge exchange: local to national to global through non-scientific publications that reach broader audiences



- Knowledge network: building a network between policy makers, researchers, villages and civil society to share information and stories
- Multiple outputs for multiple audiences to reach a broad public

#### Strengthening gender in agricultural research needs

- Specific gender components in the research i.e. focusing on gender based activities, organizing focus groups restricted to women, facilitated by women, etc.
- Gender specific research needs to be done by female researchers, which means that research teams must incorporate female researchers.
- Focusing on activities already devoted to women, at least in a first step, is key to success. From there on developing new activities (for women) becomes possible. Changing longstanding habits of exploitation and marginalization takes more time and cannot be achieved during the life span of a research programme.

#### **Additional Gender Research at CIFOR:**

Cynthia McDougall (around 2000) – collaborated with PRGA (participatory action research and gender analysis) on a study to compare action research and extractive research in Jambi, Indonesia and Nepal. Yulia Siagian helped her in Indonesia, and she also had Nepali collaborators.

Sushma Dangol (2000-2004) – conducted a study of pre- and post-adaptive collaborative management (ACM) in her field site in Nepal ((Dangol 2005).

Noemi Miyasaki Porro and Samantha Stone (2001-2003) – examined gender in eastern and western Amazon as it played out in sustainable forest management (Porro and Stone 2005).

Nonto Nemarundwe (2000-2002) – looked at women’s use of space in two areas of Zimbabwe, taking up spaces that men were uninterested in, and working with NGOs to strengthen their own bargaining positions with men ((Nemarundwe 2005).

Bev Sithole (2000-2002) – Wrote a manual on micropolitics, focusing on gender, in Zimbabwe ((Sithole 2002), not widely disseminated because of ACM team’s fears of bad responses from the Forestry Department). She also conducted some fieldwork in Zimbabwe (Sithole 2005).

Judith Kamoto (2000-2992) – studied indicators and forest management, paying attention to gender, in a Malawian forest reserve (Chimaliro).

Omaira Bolanos and Marianne Schmink (2000-2002) – conducted a study of forest management and its gender implications in Guarayos in Bolivia ((Bolaños and Schmink 2005).

Herlina Hartanto (2000-2002) – conducted, with Cecil Valmores, participatory action research with women in Minadanao and Palawan in the Philippines, and reported on women’s collective action related to flower growing, gardening and medicinal plants (Hartanto and Valmores 2006).

Evi Permatasari (2000-2006) – conducted a study of gender in Bungo District (Baru Pelepat village) in Jambi. She presented her material on land tenure and women at a national conference on land tenure, and she has a chapter in the Indonesian language (Adnan, Tadjudin et al. 2008), published in 2008). She also published an article on her studies in a CIFOR book on gender (Indriatmoko, Yuliani et al. 2007).

Yayan Indriatmoko, Linda Yuliani, Yunety Tarigan and Yulia Siagian, as well as several collaborators (2007) – pulled together and published a book on gender all over Indonesia (case studies from NGO's primarily, (Indriatmoko, Yuliani et al. 2007)). Yayan and Linda remain with CIFOR. The book has a foreword by the Indonesian Minister of Women's Affairs.

Yulia Siagian worked with Dede Wiliam-deVries (2006) to backstop both village and district level collaborators conducting and participating in PAR research, on gender issues. One result was a gender manual for district personnel (Wiliam-deVries 2006). Heru Komarudin, who basically coordinated the CAPRi project in two districts in Jambi, Sumatra, has backstopped a considerable amount of gender research and remains supportive.

Nina, a midwife and partner from Riak Bumi NGO in W. Kalimantan (2004-2008) – worked with local women on collective action related to water quality in a flooded forest, medicinal plants, handicrafts and their sales, as well as accounting skills. She has not published her findings, however.

Carol Colfer integrated gender into our field tests of criteria and indicators (C&I) in all the field tests and in the social science methods testing (1994-1998). Others involved in that work included Noemi Miyasaki Porro, Chimere diaw, Anne Marie Tiani, Nicolette Burford de Oliveira, Cynthia McDougall, Rose (? , Gabon), Katrina Brown, Sandrine Lapuyade, Diane Russell, Mary Ann Brockelsby. Some of the outputs include (CIFOR 1999; Colfer and Byron 2001).

Brian Belcher (1996-2000?) – conducted a multi-country study of NTFPs. In that process, he involved many women, including Trish Shanley, who has worked with Brazilian women for decades. He hired a gender consultant to support the staff at Samarinda's Center for Community Forestry (Indonesia). He solicited Colfer's advice on gender issues; Manuel Ruiz Peres, who initially conceived the NTFP project, worked with Ousseynou N'Doye in Cameroon on women's involvement in NTFP collection and marketing there (including some publications, e.g., (Ruiz Perez, Ndoye et al. 2000).

Carol Colfer integrated gender into her work on health and forests (2006-2008). The main edited book she produced (Colfer 2008) involved chapters on women and smoke inhalation (Kirk Smith), the 'gender agenda' in health (Pascale Allotey and Margaret Gyapong, both from Ghana), cultural aspects of health in Central Africa and East Kalimantan (Edmond Dounias), and population –gender implications (Colfer).

Carol Colfer, Doris Capistrano, Ganga Ram Dahal and Laura German integrated gender concerns into our decentralization work, with some difficulty, given the resistance of some partners (2004-present). The studies from Asia had the biggest gender emphasis and included an overview by Lesley Potter that included significant information on gender and a chapter devoted only to gender, comparing women's involvement in forest management in India and Sweden (Seema Arora-Jonsson, (Arora-Jonsson 2008). The African gender chapter is by Anne Marie Tiani from Cameroon and S. Bandiaky from Senegal (in press).

Carol Colfer (1979-2008 ) published a book (Colfer 2008), which pulls together her nearly 3 decades of experience in East Kalimantan, and gender is a major focus in that book.

CIFOR's Rights and Resources Initiative work has addressed equity issues (2006-present), with some attention to gender (e.g., via Ganga Ram Dahal). As with the decentralization work, it has been something of an uphill battle, though efforts remain underway to encourage more analysis in

the write up phases. Esther Mwangi has experience and remains interested, to the best of my knowledge, in this field, so I'm hopeful she will continue when she joins this summer.

Landscape Mosaics (2007-2010) has five field sites, with interest in gender expressed in Tanzania (Salla Rantala), Laos (John Watts), and Cameroon (Nathaliaie van Vliet), by some researchers. The outcomes remain to be seen, though Colfer remains involved and will try to ensure sufficient attention to this issue.

## Appendix II: ILRI's Gender Mainstreaming Model<sup>10</sup>

In 2006, ILRI embarked on an organizational self-assessment to identify opportunities and constraints for mainstreaming gender-sensitive research approaches throughout the institute. Nine years earlier, ILRI had conducted a portfolio study to review the institute's research, training, and dissemination activities through a gender lens and to recommend how attention to gender analysis could be strengthened. That review resulted in 32 recommendations but many ILRI staff thought the list was too long and needed to be prioritized. The recommendations also lacked a clear strategy for implementation and consequently, in 2005 it was not clear to what extent they had been adopted.

In response, ILRI management approached the PRGA program for assistance in reviewing the status of gender analysis in ILRI and in recommending strategies for mainstreaming gender throughout the institute. A meeting was held with representatives from different ILRI research themes, ILRI management, and PRGA to discuss strategy, and a Gender Core Team consisting of representatives from each research theme and the directorate was established to implement the self-assessment with a grant from PRGA. The assessment consisted of meetings with management to ensure their buy-in, a follow-up study on the 1997 portfolio review, open and semi-structured interviews, a survey administered to 58 staff across different levels, themes, and professions, a review of ILRI's gender literature, and a SWOT analysis. Following the self-assessment, a two-day workshop was held with representatives from different research themes and the directorate to discuss the findings and to develop a concrete plan of action for moving forward. Throughout the process, four critical elements of effective gender mainstreaming were considered: political will, accountability, technical capacity, and organizational culture.

The assessment revealed that there was a fairly good understanding across the institute of what gender analysis is. Female survey respondents had a better understanding of gender analysis and mainstreaming than male respondents (87% and 75%, respectively) as did respondents located outside of headquarters than in headquarters. Staff at all levels expressed a desire to integrate gender analysis into their work. At the same time, a minority of staff felt that integration should be optional and some staff members reported that gender analysis is a women's issue and the responsibility of women scientists.

It was also reported that mechanisms for integrating gender were not in place and as a result, gender analysis was talked about more than it was implemented. The biggest obstacle identified to mainstreaming gender was a lack of capacity in gender research methods. There was no person or division in ILRI that supported gender analysis in a systematic way. Very few scientists had been trained in gender research methods, or were aware of existing gender methods and tools, and many felt that this inhibited them from integrating gender analysis into their projects. The second biggest obstacle mentioned by staff was a lack of institutional priority for gender analysis. It was noted that the implementation of new ideas depends on instructions from senior management, and in the

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<sup>10</sup> Adapted from Roothaert, R., Y. Chiche, and M. Mulindi. 2006. Gender audit and action plan for mainstreaming gender analysis in ILRI. International Livestock Research Institute, Nairobi.

case of mainstreaming gender, these instructions have been absent. Additional constraints reported include:

- Cultural bias among researchers according to their backgrounds, (e.g. ‘this is how things are done, it is normal, it has always been like this’), affecting the identification of gender issues in research.
- A strong focus on project milestones and inflexibility in modifying those milestones, discouraging the practice of adjusting the design and implementation of projects according to lessons learned on gender.
- Lack of incentives to analyze and report on gender disaggregated data when it is collected
- Fewer ex-post impacts assessment studies, thus fewer opportunity to assess the gender effect on beneficiaries

However, a review of projects that had successfully employed gender analysis for a better understanding of livestock research issues at the follow-up workshop identified opportunities for strengthening ILRI’s gender analysis, including that:

- ILRI can dramatically and efficiently increase its impact in gender analysis by partnering with other ongoing projects and institutes.
- A top-down approach can be very effective in mainstreaming gender analysis. Donor requirements, together with strong management directives, go a long way in successfully mainstreaming gender analysis in a program.

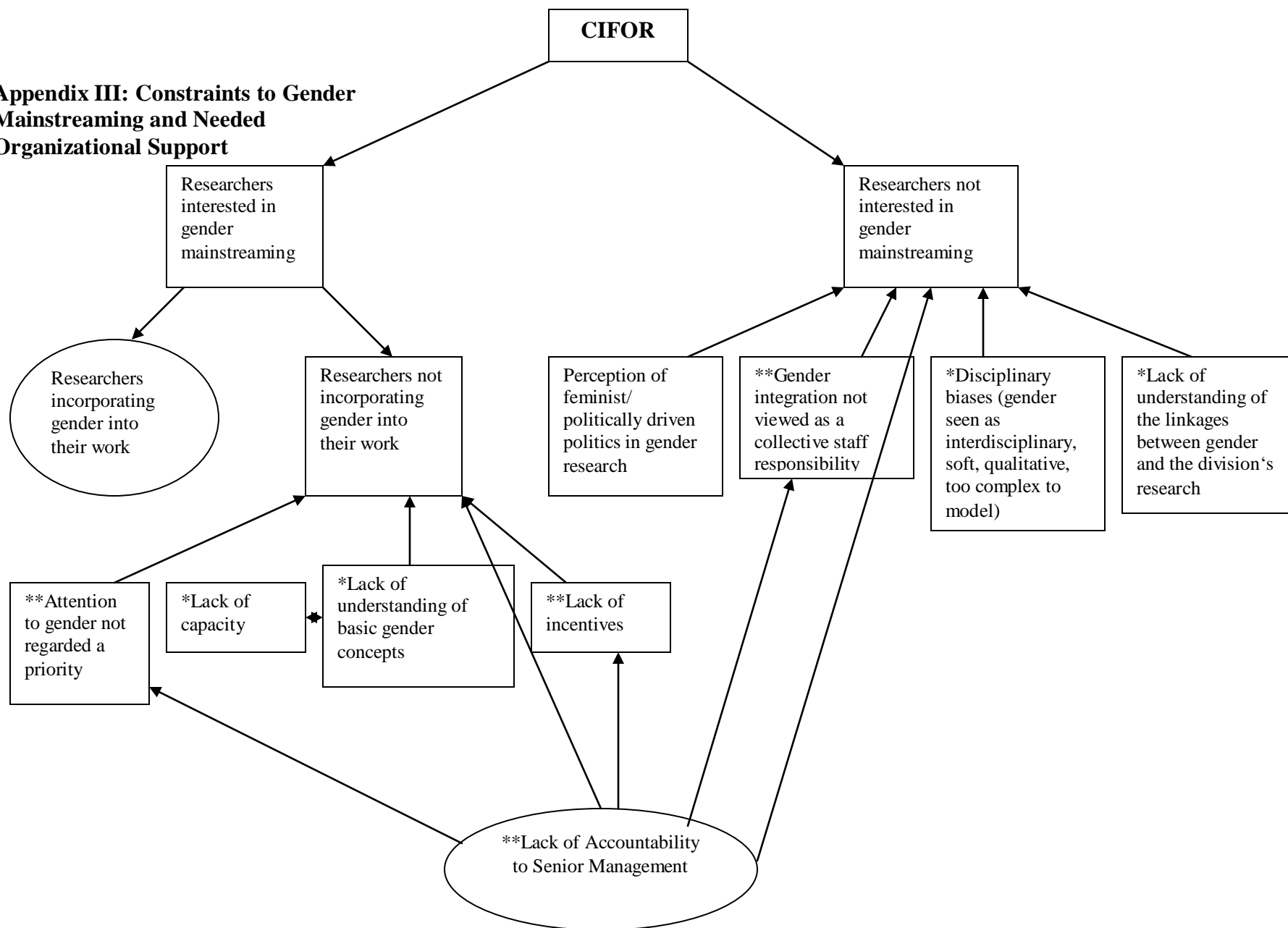
Recommendations over the short, medium and long-term that emerged from the organizational self-assessment included the following:

- Allocating resources to identify or recruit a Gender Resource Person (GRP) and providing him/her with public support and endorsement to assist management in integrating gender aspects in policy documents, MTP and log frames; assess knowledge needs and gaps of projects and themes in ILRI and coordinate training activities; lead specific case studies of gender analysis in livestock research; compile existing literature on gender analysis and make it accessible to staff; develop a training manual; develop a detailed plan of action with indicators and time frames for monitoring and evaluation of progress in gender analysis; to integrate gender criteria in the TQM process. In the long term, to transform the GRP into a gender expertise team consisting of several gender experts integrated in the various research themes.
- Adding gender analysis responsibilities in job descriptions and terms of references where applicable; to include gender criteria in performance assessment formats.
- Developing proposals to attract donor funding for gender related research projects across different themes of ILRI.
- Identify livestock innovations that have a high potential of impacting livelihoods of men, women and children. Liaise with stakeholders in relevant innovation systems to enhance dissemination and uptake.

While more time went into the design, implementation, analysis and documentation of the gender assessment than the Core Team originally anticipated, they reported that it was

time well spent, especially because it helped develop ownership of the assessment throughout the institute.

**Appendix III: Constraints to Gender Mainstreaming and Needed Organizational Support**



\*Constraints a Gender Unit is able to target  
 \*\*Constraints requiring the assistance of Senior Management