



No. 32 January 2006

The Newsletter of the International
NGO Training and Research Centre



ontrac

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viewpoint

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In this issue: Oliver Bakewell discusses the emergence of mainstreaming within development, highlighting problems related to the use of the term and the application of mainstreaming in practice; Jerry Adams outlines the findings from an evaluation comparing the experiences of mainstreaming HIV/AIDS, gender and the environment in five Irish NGOs; John Twigg explores the challenges of mainstreaming disaster reduction into development work; and Hannah Warren reflects on the difficulties of mainstreaming gender.



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International NGO Training and Research Centre

viewpoint

Washed Away in the Mainstream

Over the last decade the term 'mainstreaming' has become an established part of development jargon. It rose to prominence through the Beijing Platform for Action, adopted at the UN Fourth World Conference on Women in 1995, where it was hailed as the most appropriate approach for promoting equality between women and men. While the concept of *mainstreaming* first became popular in the development field in relation to gender, it has become increasingly associated with an ever-growing set of issues of broad concern including age, HIV/AIDS, conflict, disaster reduction, and the environment.

As more issues become the target of such mainstreaming, it is important to reflect again on what we mean by the term and some of the lessons of applying mainstreaming to development.

What do we mean by mainstreaming? The term brings to mind an image of a main current of development ideas and practice, flowing like a river, where other issues may be brought up as specialist areas – the side channels (tributaries), which are connected to but do not necessarily affect, the flow of the mainstream. Mainstreaming is the process of bringing these side areas into the main flow. For example, instead of leaving environmental issues to specialist projects, we ensure that we analyse the implications for the environment in all areas of work.

However, this image is problematic. It suggests that the issues to be mainstreamed *were* caught up a side channel and the challenge is to integrate them into existing development frameworks and practice. However, for gender, for example, this was clearly never the case; the main channel has been shaped by gendered theories of development and models of practice. Rather than bringing a new concern – gender – into the mainstream, the process should be one of reviewing the path of

the main channel and changing it. This has been referred to as an *agenda-setting* approach to mainstreaming, in contrast to the *integrationist* approach.

Whichever of these approaches one takes to mainstreaming, the process will involve both institutional and operational changes for development actors. Institutional changes would involve new policies, procedures, and systems that reflect the area being mainstreamed. Hence, an organisation may ensure that it has an environmental policy in place, require that all its programmes include an environmental assessment, or undertake environmental audits. Such changes mean that the organisation is explicit in acknowledging the importance of the issues cutting across all its work.

Mainstreaming becomes operational when it moves beyond having a policy or procedure in place to changing the nature of an organisation's practice and the impact of its work for communities. For example, we may start to see that a process of age mainstreaming results in major changes in the way that an organisation works with children and young people, moving beyond policies of consultation to ensure they have a genuine role in decision making about programme design, implementation and evaluation. Young people's influence will be felt not only in programmes aimed at them, but across the whole organisation's work.

Of course, both institutional and operational mainstreaming should run together, but too often the rhetoric of policy struggles to be seen in changes in practice. This has been referred to as 'policy evaporation' (Longwe 1997). This may be a technical failure in an organisation's internal mechanism, but may also be the result of open or hidden resistance to mainstreaming. In addition, a recent review of DFID's experience suggested that the few changes that may be brought by gender mainstreaming might be invisible if there are no

procedures in place to monitor them (Moser et al 2004).

The experience of mainstreaming so far has shown it to be a difficult process littered with obstacles – some of which are reflected in the articles of this edition of Ontrac. While considerable effort has been put into the institutional mainstreaming of issues, it is less clear how this works through into practice; too often mainstreaming simply adds a layer of jargon and policies, without fundamentally changing the way we work.

There is a danger that the enthusiastic way in which development actors seize on mainstreaming for any cross-cutting issues may tend to undermine its value as a concept. It gives rise to the prospect of competition between mainstreaming areas such as gender, age and disaster

management for example. Each demands resources to bring about an organisational and operational change, but capacity for change is limited.

Perhaps more critically, we have to ask if we are confusing things by using the term mainstreaming too freely. For some areas, such as HIV/AIDS, we may be satisfied with an integrationist approach that ensures the issue is considered in all our work. This cannot be satisfactory for gender mainstreaming, which has arisen with a political agenda to change the balance of power between women and men. Therefore, does it make sense to equate the processes of HIV/AIDS and gender mainstreaming?

In practice, most of what has been called mainstreaming, even gender mainstreaming, has been integrationist

rather than agenda-setting. This may tend to remove the politics and neutralise the more radical strategic interests in reshaping the paths of development. Where we are concerned to assert the rights of people regardless of gender, age and ethnicity, we may be told that such issues have been mainstreamed but in practice they have been lost in the flood.

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References

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- Moser, C., M'Chaju-Liwewe, O., Moser, A., and Ngwira, N. (2004) *DFID Malawi Gender Audit: Evaporated, invisibilized or resisted?* Report for UK Department for International Development.

INTRAC Publications

Rights-Based Approaches Paper Now Available!

'The Implications for Northern NGOs of Adopting Rights-Based Approaches: A Preliminary Exploration' (Occasional Papers Series 41) by Emma Harris-Curtis, Oscar Marleyn and Oliver Bakewell, November 2005, 50pp, £8.95, ISBN 1-897748-77-9

The rights-based approach to development has identified the failure of the international community to recognise and uphold people's human rights as the core problem of development. Many development organisations are considering adopting rights-based approaches in their work – but there is no common understanding of what a 'rights-based approach' means, nor how it works in practice. INTRAC has looked at how different Northern NGOs interpret rights-

based approaches, and the research focuses on the particular challenges each individual international NGO faces when translating rights policies into operational reality.

For further information about INTRAC's publications please visit our website: www.intrac.org or email swindsor-richards@intrac.org to request a copy of our new 2006 publications catalogue.

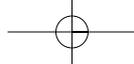
NGO Mainstreaming in Practice: HIV/AIDS, Gender, and the Environment

As part of the agreement of the Multi Annual Funding Scheme (MAPS) administered by Development Cooperation Ireland (DCI), five Irish NGOs have been required to mainstream HIV/AIDS, gender, and the environment. A recent evaluation of MAPS undertaken by INTRAC and Annesley Resource Partnership (Ireland) provided the opportunity for a useful comparison of how NGOs mainstream these different themes, which overall highlighted the need for clear, well-defined, objectives. The evaluation showed very different progress in each of these areas, with most progress and clarity

evident in mainstreaming HIV/AIDS, rather less progress apparent in the area of gender, and the environment tending to be the most overlooked (except for in one NGO for whom environment is part of their main *raison d'être*).

With regards to mainstreaming HIV/AIDS, the overall progress and clarity achieved was not solely linked to the MAPS funding, but was in part the result of funding through DCI's HIV/AIDS Partnership Scheme (HAPS). This scheme was established as a transitional measure aimed at scaling up and mainstreaming more effective responses to HIV/AIDS

within NGOs, with the aim that it would be combined into MAPS at a later date. Within the four MAPS NGOs in receipt of HAPS funding, HIV/AIDS was found to be significantly more effectively mainstreamed than either gender or the environment. These NGOs stated that the more prescriptive nature of the HAPS policy on mainstreaming helped them create capacity and focus on this critical issue. However, the MAPS scheme has complemented HAPS funding by enabling an increase in dedicated staff capacity for HIV/AIDS mainstreaming at different levels of the NGOs' programmes.



With relation to mainstreaming gender, the main differences compared to HIV/AIDS related to the different priority placed on it and the lack of information regarding 'gender mainstreaming' objectives from DCI. In a number of interviews in the field, respondents were not clear on what gender mainstreaming meant in practice despite the fact that the Gender Policy Document of DCI has a list of 11 key points regarding what gender mainstreaming involves. If explicitly provided, or sought, these points could have been used by NGOs as a basis for ensuring understanding regarding what is involved and expected.

As far as mainstreaming the environment was concerned, only one of the NGOs had made any clear advance. The overall lack of progress was due to a lack of clarity on what such mainstreaming might mean in both policy and practice, caused and compounded by the absence of objectives or a 'lead' from DCI.

The evaluation found that NGO staff and partners alike faced a challenge in understanding and operationalising mainstreaming. There were found to be

gaps in perceptions between the different actors in relation to a consistent level of understanding of the subject and approach to the methodology of mainstreaming. Some field offices developed their own initiatives, carrying out gender audits and recruiting gender officers and HIV/AIDS officers, and although it is too early to assess the impact of these initiatives, it is envisaged that they might lead to specific organisational learning and progress in mainstreaming.

The NGOs' efforts to mainstream specific issues raise some interesting questions, particularly in relation to the practice and practicalities of mainstreaming in the context of working with, and through, partners. There is a perennial challenge for all NGOs regarding how to implement mainstreaming in their partners' work without appearing to be overbearing or undermining mutual respect. The question also arises whether there needs to be a more nuanced, clear and strategic approach to mainstreaming an ever-increasing list of critical issues. The differing rates and degree of mainstreaming, and specific NGO experience provides an interesting

opportunity for learning both between DCI and the NGOs, and between the NGOs themselves. The approach to mainstreaming has maintained the MAPS philosophy of respecting the NGOs' own strategic priorities and offering support where necessary. However, it would be better if there were more explicit guidelines about objectives, and milestones agreed with the individual NGOs.

What was clear from the evaluation is that for mainstreaming to be effective in any area there must be clear objectives. Without this any attempt will lack the necessary priority and clarity to be effective and become part of an NGO's culture and approach.

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Notes

This article is based on information from the MAPS Synthesis Report for DCI carried out by INTRAC and Annesley Resource Partnership. Authors: Jerry Adams (Team Leader), Peter McEvoy, Sarah Methven, John Shields, John Hailey and Brian Pratt

capacity building news

Welcome to Capacity Building News No. 20. In this edition Rick James provides initial findings from research into the effects of HIV/AIDS on civil society organisations in sub-Saharan Africa, outlining the ways in which these issues might be addressed through mainstreaming, and the challenges this poses both to donors and capacity building providers.

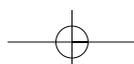
Prowling Lions and Sleeping Dogs: The Challenge of Mainstreaming HIV/AIDS in Organisations



A dog sitting by a warm place does not move despite warnings of approaching lion

Malawian Proverb

Many civil society organisations (CSOs) throughout sub-Saharan Africa are being profoundly affected by HIV/AIDS. Just last week I was talking to a manager who had lost six of his 14 staff to AIDS. This has impacted on the organisation in several different ways: quality of work has slipped and other more indirect effects have cost this particular CSO \$23,000 in the last year alone. In short, performance has plummeted, donors are becoming somewhat exasperated and staff morale had also suffered. The manager related: "My morale went to zero. When everyone was sick I said 'let's do this, let's do that' and ... nothing. I felt very low". Yet



capacity building news

despite suffering for many years, this CSO is only just beginning to think through how it might respond to HIV/AIDS within the organisation. The rising direct and indirect costs of HIV makes mainstreaming HIV/AIDS in development organisations perhaps the biggest capacity building challenge facing most CSOs in sub-Saharan Africa today.

With approximately three million people in the region dying each year, the economic and social costs of HIV/AIDS are escalating. In many places this is slowing progress towards the accomplishment of the Millennium Development Goals and has led HIV/AIDS specialists to warn that: 'Development will become virtually impossible in an era of HIV/AIDS' (Barnett and Whiteside 2002). It has become common to talk of the need for HIV/AIDS mainstreaming, but this has frequently been interpreted as requiring only minor adjustments to programmes. But HIV/AIDS is also having a major impact internally on the organisation, as CSO staff themselves become infected or are indirectly affected. Rising medical, funeral and pension costs combined with the loss of staff and management time due to sickness, care of the ill and funerals means that most CSOs are struggling with problems of increasing overheads in addition to declining performance.

The director of one CSO poses a very common dilemma for managers:

"One of my most experienced fieldworkers has asked me to let her work mornings only. Having endured the trauma of watching her three young children die in the last four years, her husband is now critically sick in hospital and she desperately needs to look after him. Our terms and conditions limit compassionate leave to five days, but she will need to care for him much longer than that. But if I give her more the organisation will suffer and it will set a precedent ..."

How much does HIV/AIDS cost CSOs?

Recent pilot research undertaken by INTRAC in Malawi indicates that of those

CSOs interviewed many are facing rising staff costs of more than 12 per cent per annum as a result of HIV/AIDS. According to this study the loss of staff and management time is even more costly with HIV/AIDS issues alone taking up more than 12.5 per cent of staff time. This means that the performance and impact of CSOs is seriously declining. The evidence suggests that other countries, such as Botswana, Lesotho, Namibia, South Africa, Swaziland, Zambia and Zimbabwe, are likely to be even worse affected given their significantly higher HIV-infection rates.

What is even more alarming about these figures is the comparatively limited response from CSOs to this urgent issue. Many CSOs and their donors have failed to apply HIV/AIDS mainstreaming thinking to their organisations and thereby fail to build organisational resilience to the impact of the disease. Instead, it has been the profit-driven commercial sector that has led the way in developing a workplace response to HIV/AIDS.

How can HIV/AIDS be mainstreamed in organisations?

Mainstreaming is undoubtedly a complex process, but in the specific context of HIV/AIDS, it is essential for organisational survival. HIV/AIDS can be mainstreamed in CSOs through a number of interventions including:

Staff Awareness Programmes

Staff awareness needs to be raised in such a way as to reduce their susceptibility to infection and enable them to cope should they become infected. Staff education can include basic information on HIV transmission; progression from HIV to AIDS; treatment; legal rights of people living with HIV and discrimination; and can help enhance counselling skills.

Organisational Staff Policies

A second mechanism is to develop HIV/AIDS or Critical Illness/Health policies covering issues such as human resource management, welfare and insurance policies, availability of condoms in offices, access to antiretroviral (ARV) treatment and sick leave and recruitment.

Human Resource Planning Strategies

Organisations need to devise long-term strategies to mitigate against the impact of HIV/AIDS. This may involve extra-staffing at certain levels or multi-training staff in order that people can cover for each other when necessary.

Financial Budgeting and Monitoring

The effects of HIV/AIDS and the implementation of policies to manage the impacts will inevitably raise costs for CSOs. CSOs need to alter their budgets to take into account these extra costs, otherwise money will be re-directed from other budget lines or else policies/programmes will not be implemented.

Wider Interventions

Mainstreaming HIV/AIDS in organisations is a complex process and requires an organisation-wide response addressing cultural issues, power imbalances inherent in particular forms of decision making, gender relations and within this, issues of sexual harassment. Shifts towards more open and gender-sensitive decision-making processes may help reduce the stigma of HIV/AIDS and make a CSO more resilient to its impacts. This presents major challenges for both providers of capacity building support and for donors.

Challenges for capacity building providers

Capacity builders need to: (a) Ensure the mainstreaming of HIV/AIDS thinking in their own organisations; (b) Develop their competencies to support clients in HIV/AIDS mainstreaming; (c) Take an organisational development approach to their HIV/AIDS mainstreaming work. To achieve this, capacity building practitioners will need to adapt both the content of their services and their methods of delivery.

Challenges for donors?

While some international NGOs and donors have been at the forefront in assisting partners to become aware of and respond to the challenges of HIV/AIDS, others have lagged behind. To remain effective, donors need to consider making some significant strategic adjustments, including:

capacity building news

- Deciding to continue working in contexts of very high HIV/AIDS prevalence – which will imply that donors will have to accept the higher ‘overhead’ costs and reduced outputs that this necessarily entails and adjust their plans and budgets accordingly;
- Focusing more on CSOs’ organisational capacity, rather than simply on CSO programmes. If CSOs do not develop an organisational resilience then they will not meet programme deliveries and targets;
- Developing clear guidelines for support to partners, including providing necessary funds for implementing an HIV/AIDS workplace response, which will mean more investment, perhaps in fewer partners, over longer time periods;
- Ensuring that the development of a costed internal response to the threat of HIV/AIDS is a conditionality for funding of partners;
- Making partners more aware of the

organisational costs of HIV/AIDS through dialogue, field visits, and dissemination of information;

- Sponsoring HIV/AIDS mainstreaming workshops for partners, and funding consultancies on workplace responses;
- Strengthening skills in HIV/AIDS mainstreaming among local providers of capacity building services;
- Funding research, workshops, publications and dissemination of good practice regarding organisational responses to HIV/AIDS.

Ways forward

There are no easy ways to build organisational resilience to HIV/AIDS, but there is an urgent need to find practical ways forward. INTRAC is prioritising learning in this field as part of its Praxis Programme, and is supporting the documentation of emerging experiences and discussion of appropriate responses. To this end it has produced the following

documents. These can all be downloaded from www.intrac.org/pages/praxisseries_publications.html:

Praxis Paper 4, *Building Organisational Resilience to HIV/AIDS*, Rick James. March 2005.

Praxis Note 10, *The Crushing Impact of HIV/AIDS on Leadership in Malawi*, Rick James, April 2005.

Praxis Note 11, *Capacity Building in an AIDS-Affected Health Care Institution*, Hans Rode, April 2005.

Praxis Note 12, *Robbed of Dorothy: The Painful Realities of HIV/AIDS in an Organisation*, Betsy Mboizi (CDRN) with Rick James, June 2005.

Praxis Note 13, *Building Capacity to Mainstream HIV/AIDS Internally*, Rick James and CABUNGO, July 2005.

References

Barnett, T. and Whiteside, A. (2002) *AIDS in the Twenty-First Century: Disease and Globalization*, Basingstoke: Palgrave Macmillan.

INTRAC Sixth Evaluation Conference 2006

3rd-5th April 2006 • The Netherlands

INTRAC’s successful series of conferences on monitoring and evaluation continues with the Sixth International Evaluation Conference to be held in April 2006.

The conference agenda will be based on key issues emerging from a series of regional workshops that are being held in Africa, Asia, Europe and Latin America. The Regional Monitoring and Evaluation Workshops are as follows:

1. **African Workshop: Ghana, April 2005**
The workshop report is available on INTRAC’s website: <http://www.intrac.org>
2. **Latin American Workshop: Peru, August 2005**
The workshop report is available on INTRAC’s website: <http://www.intrac.org>
3. **European Workshop: Sweden, October 2005**
The workshop report is available on INTRAC’s website: <http://www.intrac.org>
4. **Asian Workshop: India, November 2005**
The workshop report will be available on INTRAC’s website soon: <http://www.intrac.org>
5. **South East Asian/Pacific Workshop: The Philippines, 19th-21st January 2006**
This workshop will focus on M&E debates from SE Asia Region and Pacific Region.

INTRAC’s conference aims to generate dialogue between practitioners, academics and policy makers, and the programme will give space for plenary sessions as well as workshop presentations and discussions. Going beyond the M&E of projects and programmes, the conference will examine the monitoring and evaluation of issues such as:

- advocacy
- networking
- PRSP processes
- conflict prevention
- capacity building
- civil society development
- gender mainstreaming

For further information and booking forms, please contact Zoë Wilkinson, Conference Organiser, Email: zwilkinson@intrac.org, website: www.intrac.org

Mainstreaming and Disaster Reduction

Current thinking on managing disasters and risk maintains that development programming should adopt a disaster risk management (DRM) approach – a systematic approach to identifying, assessing and reducing major risks of all kinds associated with hazards and human activities. The approach recognises that a wide range of environmental, technological and socio-political hazards threaten society. Disasters are not one-off events to be responded to but deep-rooted, longer-term problems that must be planned for. The scale, frequency and complexity of disasters can only be addressed by deploying a wide range of knowledge, skills, methods and resources.

Adoption of this approach has profound implications for the way development and relief organisations work, individually and collectively. Disaster risk reduction initiatives must be multi-disciplinary partnerships involving a range of stakeholders and disaster risk management must be an integral part of the way organisations operate, their strategy, procedures and culture.

Although disaster risk management ‘mainstreaming’ has become a fashionable idea among disaster management practitioners, there is little guidance available on how to do it, and what guidance there is usually takes the form of general principles, unsupported by examples of good or bad practice. Moreover, broader discussion of the organisational dimensions of disaster and risk management tends to veer between critiques of the failings of conventional institutional structures (for example the separation of relief/emergency and development departments) and presentations of future idealised conditions.

Explorations of the challenge of mainstreaming disaster risk management suggest several key issues:

1. Insufficient emphasis in organisations of all kinds on the acquisition and sharing of knowledge about how to undertake successful disaster reduction work. The fact that disaster risk

management seeks to reach out into so many different disciplines and development sectors, each with their own range and mix of institutions, greatly magnifies this challenge.

2. Dominance of formal organisational structures that present boundaries to knowledge management and create ‘knowledge islands’. ‘Social learning’ processes that permeate such boundaries, and ‘communities of practice’ linking different realities and groups, are potentially powerful agents of organisational change but are as yet underdeveloped in this area.
3. Learning, incorporating, and utilising knowledge are long-term processes, even where principles and good practice are well established. Although disaster risk management is underpinned by decades of scholarship, it is a new notion for many practitioners. As a cross-cutting issue, it has to overcome strong sectoral boundaries within development agencies; in addition, it has to compete with many other important cross-cutting issues (e.g. gender, rights).
4. It is generally accepted that communities must be active participants in disaster reduction initiatives. As a dialogue-driven learning process, participation is often lengthy and ‘messy’, for instance in the case of vulnerability analysis, where a number of aid agencies have developed and applied participatory approaches.
5. Tools for assessing the nature, extent and process of disaster risk management mainstreaming are still in their infancy and present many methodological challenges (e.g. the balance between generic and specific, quantitative and qualitative, outcome and performance indicators; definition of baselines; and acceptance of responsibility for setting, measuring and achieving targets).
6. Poor people often accept very high levels of risk in order to maintain their livelihoods. Improved disaster risk management programming alone is unlikely to alter this unless it can promote major socio-economic and cultural change. In addition, the severity and multiplicity of risks facing many vulnerable communities often

makes it difficult to know where to start.

Against these challenges, there are reasons to be optimistic. The introduction of new planning and assessment approaches has been shown to reinvigorate broader organisational thinking and practice in some cases, for example the adoption of vulnerability and capacity assessment tools by several agencies. Much thought is currently going into developing disaster risk management mainstreaming indicators at national and organisational levels, for example in Tearfund’s new assessment methodology. Well designed participatory processes share knowledge, analyse, create consensus and build alliances between different stakeholders (e.g. recent ‘Future Search’ workshops on two Caribbean islands to explore what a disaster-resilient society would look like and plan the first steps towards creating this). Finally, we should note that major disasters – sadly, there is no shortage of these – are primary drivers of organisational learning and development (e.g. the Orissa cyclone in 1999 led the Government of India to rethink disaster management and planning) and offer opportunities that must be taken to advance disaster risk management.

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- Twigg, J. and Steiner, D. (2002) ‘Mainstreaming Disaster Mitigation: challenges to organisational learning in NGOs’, *Development in Practice* 12(3&4): 473–79. www.stkitts2020.org and www.montserrat2020.org describe the application of ‘Future Search’ to disaster reduction in the Caribbean.

Drowning in the Mainstream: Some Critical Reflections on Gender Mainstreaming

Despite the prominence of gender within development over the past 30 years and the adoption in 1995 of ‘gender mainstreaming’ as a principal strategy to achieve gender equality, many feel that limited progress has been made. Indeed, there is still much debate and confusion surrounding the concepts of gender equality and gender mainstreaming. What they mean in practice and how they can be effectively achieved still remain somewhat elusive.

It was hoped that gender mainstreaming would help transform the policies and procedures of development organisations, contribute to gender equality, and perhaps even change the mainstream of development itself. So, ten years on, why has it not been as successful a strategy as expected?

For me the answers relate both to issues of the overall concept of what it means to undertake gender related work, i.e. what is the agenda, and what we are trying to achieve?, and the process of mainstreaming, i.e. what does mainstreaming mean in practice, how is it operationalised, and what mechanisms need to be adopted to achieve gender related goals (whatever these may be)?

One of the problems is that, despite the assumption that the development community is ‘talking the same language’ with relation to both the aims of ‘gender related work’ and the mechanisms to achieve these aims, there is an overall lack of conceptual clarity and consensus, with the same terms being used with different meanings by different actors. Thus, before we can discuss why ‘gender mainstreaming’ may be failing, let alone the strategies that can be adopted, we need to revisit what the gender related goals of such mainstreaming are, as this may in fact present the real impediment.

In relation to what is means ‘to do gender’ there remains a multiplicity of approaches taken within the development community, in part captured in the evolution of ‘gender’ within development. This

includes women in development (WID) approaches aimed at targeting women to address their practical needs, but without addressing the underlying power relations; gender and development (GAD) approaches which have a more transformative agenda of empowerment and addressing issues of structural gender equality (Porter and Sweetman 2005), and a range of variations in between. Until there is some consensus regarding what the development community aims to achieve when it talks about ‘gender’, the concept and process of gender mainstreaming will remain elusive. Added to this are additional complications of what ‘gender equality’ might look like and mean in different cultures and contexts and who sets the agenda.

However, even if consensus existed regarding the overall aim and goal, the process of mainstreaming could be approached in a number of different ways, as distinguished by Jahan (1995, cited in Porter and Sweetman 2005) and outlined in the Viewpoint of this issue of *Ontrac*. As discussed by Jahan, an *integrationist* approach entails *adding* gender onto the existing development framework, and thus risking marginalising women and gender issues, whereas an *agenda-setting* approach involves transforming the path of development and fundamentally challenging gender inequality.

Much gender work and gender mainstreaming within development falls into the categories of integrationist WID policies – despite claims to the contrary, by many development actors, of a GAD approach. Indeed, for a transformative GAD approach to be undertaken an agenda-setting method of mainstreaming would need to be adopted in order for any meaningful change to take place. However, such an approach poses real challenges to development organisations in terms of their philosophies (vision, mission and values), the ways in which they work and their programmes, due to the complex and political nature of striving for and achieving gender equality. For example, there would be internal

challenges related to the culture and structure of the organisation, implications regarding their development work, and the challenge of how gender equality can be achieved at a practical level. In addition, staff would not only need to have an awareness of ‘gender’ and ‘gender equality’, but would require a firm personal commitment, evident and practised within their personal lives: as it would be necessary for those involved to live, breathe and sleep this commitment throughout every aspect of their lives.

It can be argued that far from being mainstreamed – either by challenging and altering the flow, or merely through integrating ‘gender’ into the current mainstream – the transformative and political agenda of true gender equality is more often than not drowned in the mainstream of the current development framework.

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Notes and references

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 United Nations (1997) ‘Report of the Economic and Social Council for 1997’ A/52/3, 18 September 1997.

INTRAC Training

Managing Change within Organisations 25–27 January 2006, London

Everybody says change is good but many reject it when it comes to reality. Learn how to undertake change and how to have a culture open to change.

Managing Human Resources 1–3 February 2006, London

Managing teams and individuals is not an easy task. Know how to make the best of people's skills and keep them motivated.

Impact Assessment: How do we know we are making a difference? 8–10 February 2006, London

This successful course will give you the tools to measure long-term initiatives. You will learn to differentiate between evaluation and impact assessment.

Organisational Development 20–24 February 2006, Oxford

One of our milestones courses, OD is all about the issues and challenges that organisations face to be more effective and efficient. Get the skills to make a difference in your organisation.

Advocacy and Policy Influencing 6–10 March 2006, Oxford

Our advocacy courses are booming. Don't miss the opportunity to know how to strategise advocacy plans, implement and monitor and evaluate such an important strategy in an NGO's work.

NEW Participatory Development: Principles and Good Practice 20–24 March 2006, Oxford

Enables practitioners to understand what participatory development is all about. It also provides the tools, the framework, and the best practices.

NEW Evaluating Empowerment 29–31 March 2006, London

Empowerment is an accepted word nowadays, but how do we know if we are really empowering?

NEW Strategic Planning 10–12 April 2006, London

Establish a set of key measurements, match these with targets, and plan appropriate resource levels.

Training of Trainers 26–28 April 2006, London

Get enough skills, tools, and creative techniques to deliver training events in a way that makes learning enjoyable and effective.

Early payments get discounts! Contact training@intrac.org or +44 (0) 1865 263040. Also check our website (www.intrac.org) for more information on these courses and for the new calendar!

INTRAC People



We are happy to announce that we have moved offices this month and are now a 10-minute walk from the station and a short bus ride to the city centre. The meeting rooms and library are on the ground floor, giving easy access to our visitors. We are also able to offer parking space.

Our contact details for telephone and email remain the same, as does our PO Box number address. The visiting address, however, is now: Oxbridge Court, Old Fruiterers Yard, Osney Mead, OXFORD, OX2 0ES.

At the end of the summer we welcomed Elery Algma, from Estonia, who joined us as our Office Administrator. Volunteers continue to support our work and currently we have Joan Powell who continues to give us

excellent help in the library. January is a month of new beginnings and Oliver Bakewell and Mia Sorgenfrei will be moving on from INTRAC – in fact Mia is relocating to France! We wish them both well. We also gave our best wishes for the future to Pete Howlett when we said goodbye to him at the end of September.

Written by Shelagh Windsor-Richards Resources Manager, INTRAC Email: swindsor-richards@intrac.org

ontrac is the newsletter of INTRAC (the International NGO Training and Research Centre). It is published three times a year. The contents of the newsletter may be freely reproduced and translated, providing the source is acknowledged. INTRAC wishes to thank the following organisations for their contributions towards the production of **ontrac**: Concern Worldwide, Cordaid, DanChurchAid, MS Denmark, Novib, Save the Children Denmark, Save the Children Sweden, and World Vision UK.

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ISSN 1476-1327

Editor: Hannah Warren, Researcher, INTRAC and Jacqueline Smith, Publishing Manager, INTRAC

Design: Sophie Johnson, Colophon Media

Printing and Distribution: Warwick Printing Ltd.

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