

DISRUPTING INSTITUTIONAL RULES AND ORGANIZATIONAL PRACTICES FOR WOMEN'S RIGHTS AND GENDER EQUALITY

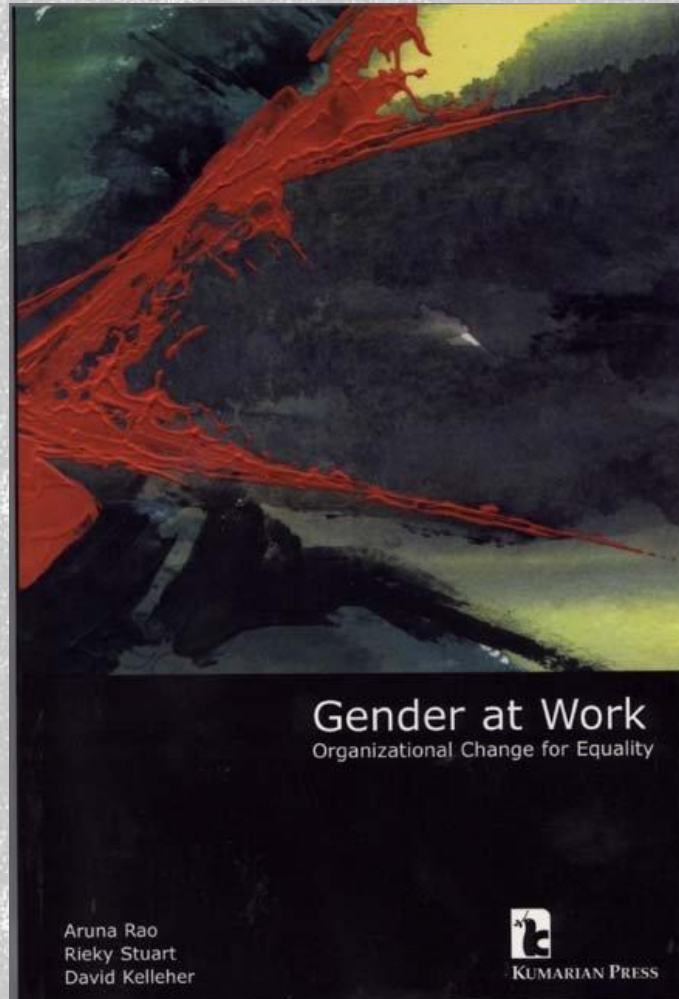
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Economics

January 24, 2014



GENDER AT WORK —WHO ARE WE & WHAT DO WE DO?



- **Gender at Work** is a global collaborative of individuals committed to strengthening organizations to build cultures of equality and social justice, especially gender equality
- In 1999, we wrote ***Gender at Work: Organizational Change for Equality***, a book that laid the seeds for this international collaborative
- Focus on how to uncover and challenge “Deep Structures” of inequality
- We provide capacity building and consulting services to help organizations uncover ***what*** holds gender inequality in place and ***how*** to transform discriminatory structures, values and ways of working
- www.genderratwork.org



INSTITUTIONAL RULES AND ORGANIZATIONAL PRACTICES

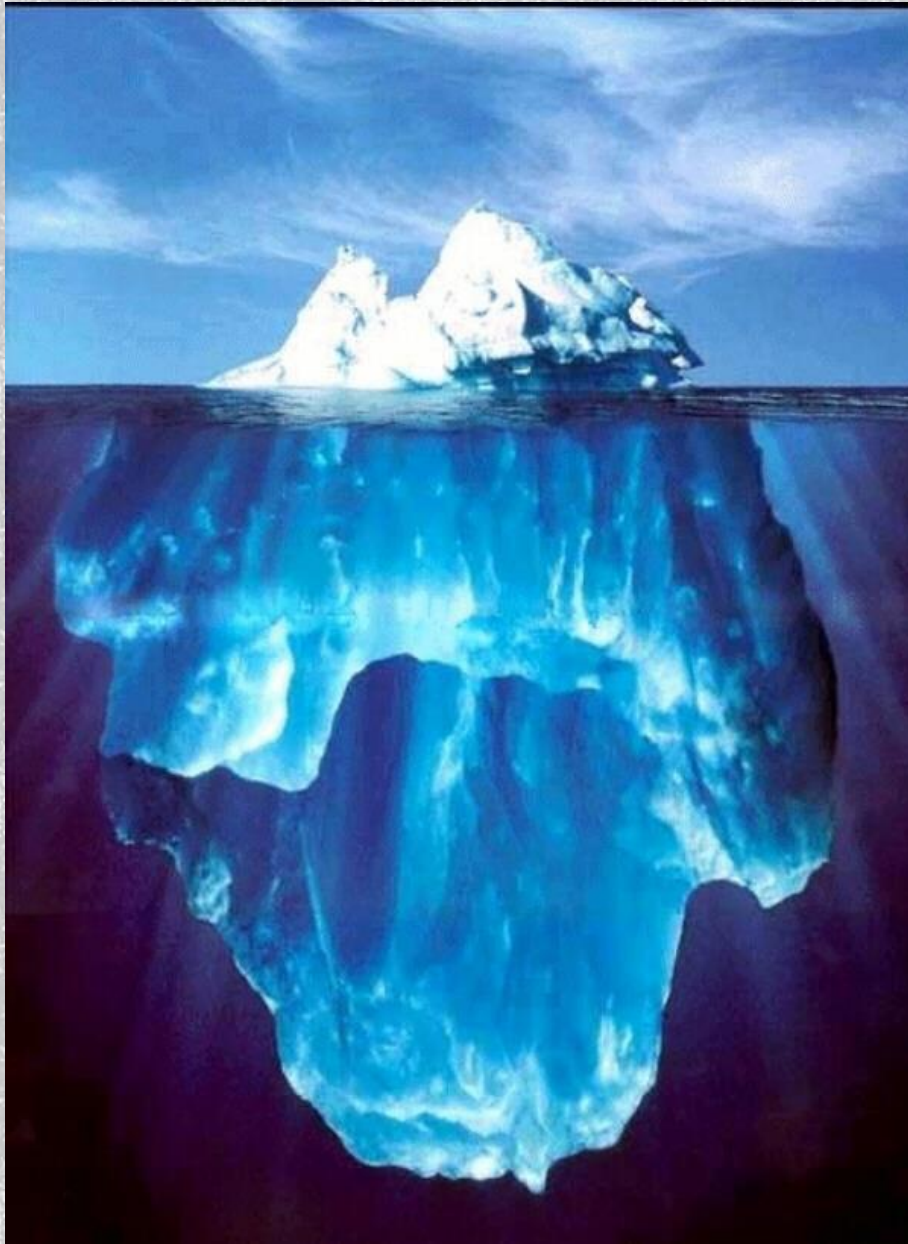
Institutions

- Institutions are the rules for achieving social or economic ends (Kabeer)
- They determine, who gets what, and who decides
- They have formal and informal dimensions
- Some institutions have diffuse patterns of norms and behavior about which there is social consensus – such as kinship systems; some have an organizational form

Organizations

- Organizations are sites where institutional rules play out
- They are often below the surface – and they interweave with the culture, hierarchies, and work processes of these formal systems and organizations
- They constrain the ability of these organizations and systems to challenge gender-biased institutional norms.
- They hinder these systems and organizations' ability to facilitate gender equal outcomes





What's underneath the surface?

- Power to make decisions, set priorities, allocate resources
- Accountability systems
- Cultural norms and behaviors
- Defining what is work; what is of value

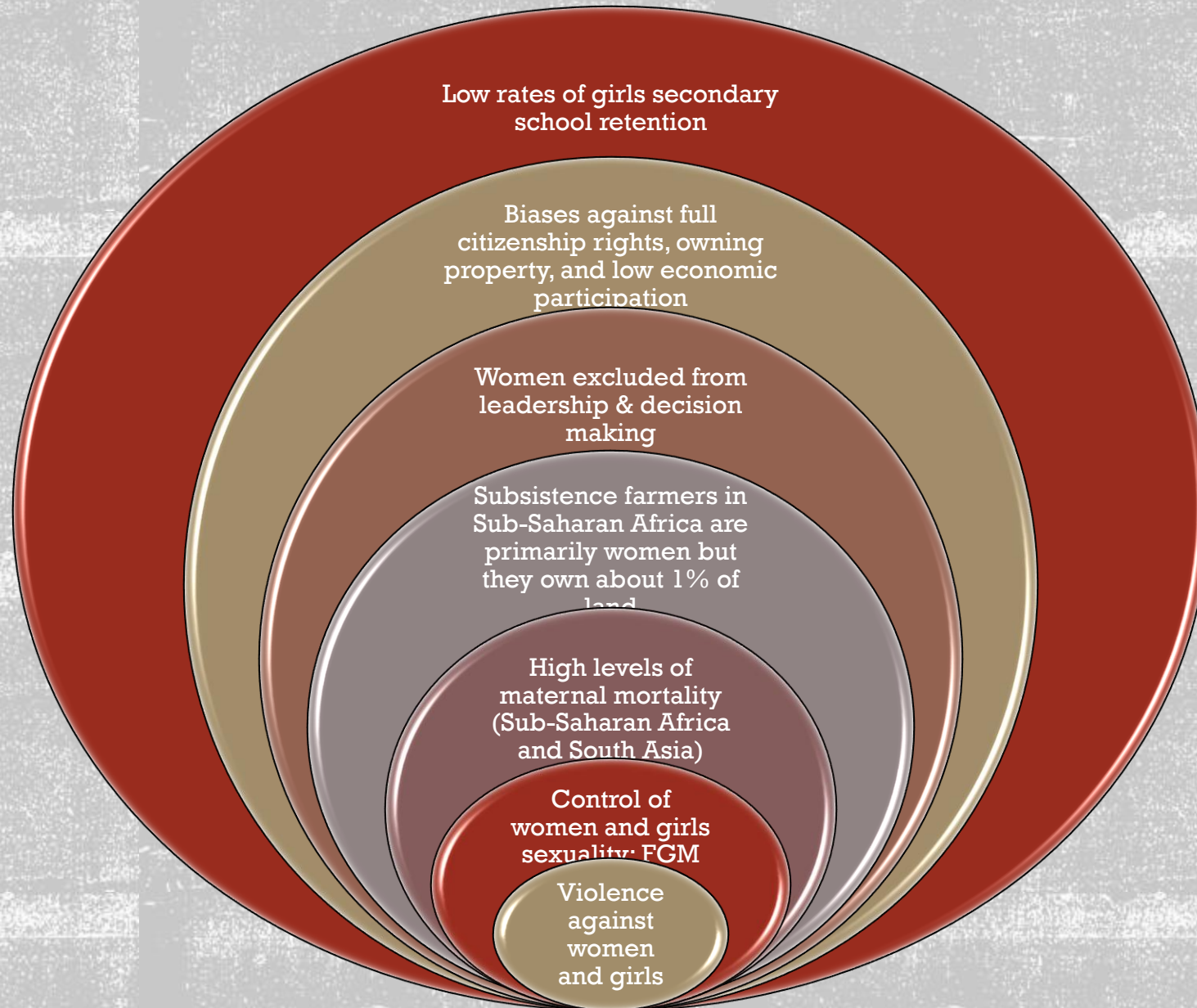


RECOGNITION THAT WE NEED TO CHALLENGE INSTITUTIONAL RULES

- Male bias in development and development institutions meant conscious and determined efforts needed to 'get development institutions rights for women' (Goetz)
- Gender Mainstreaming was a strategy that recognized this bias and tried to put forward a radical approach to address it
- 20 years post-Beijing – focus on addressing the 'implementation gap'
- Gender policies, gender infrastructure, women's programs, using sex-differentiated data to design development programs, looking at differentiated impacts
- Social movements and mobilizing women's voices
- Many gains & many failures

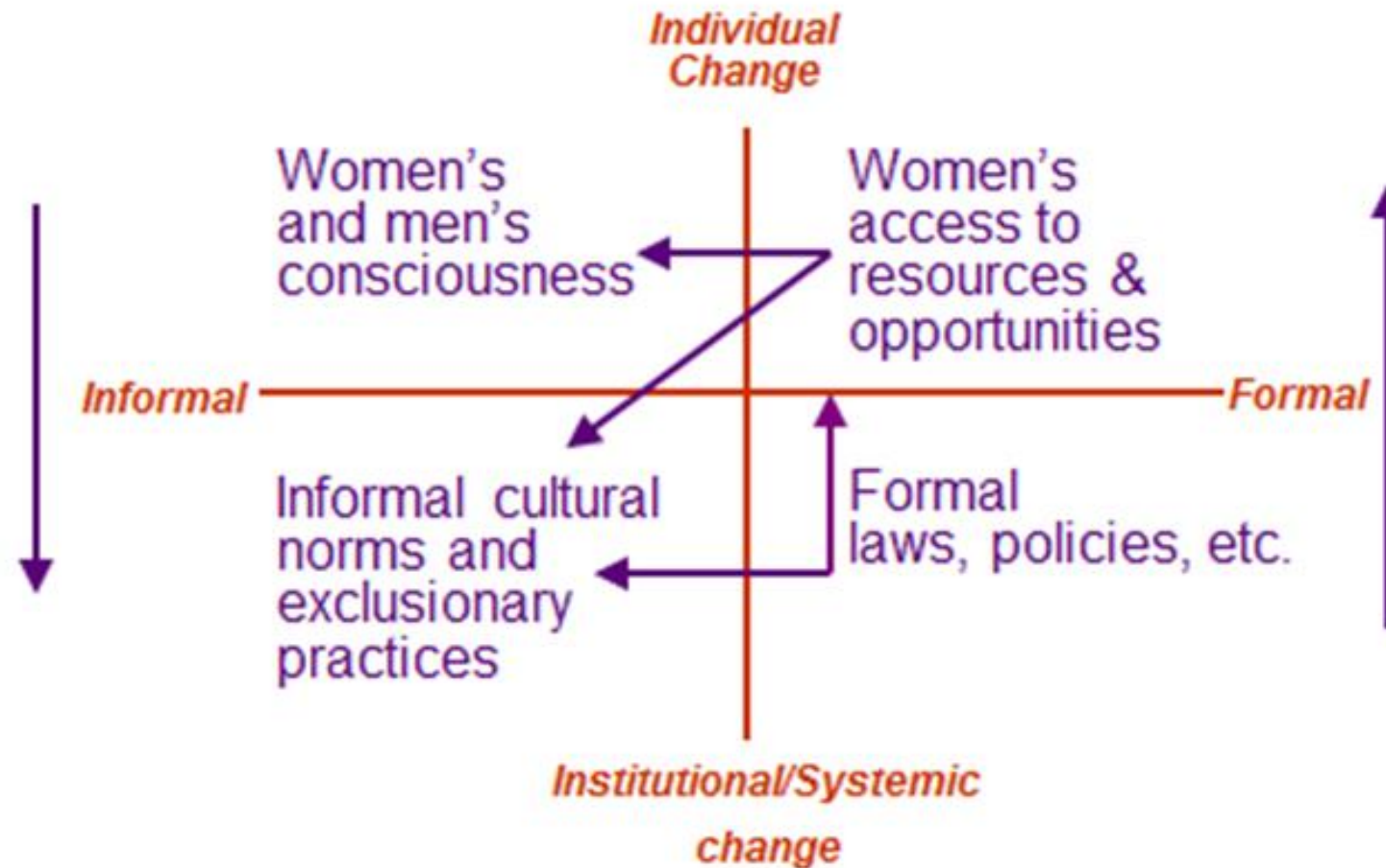


PERSISTENT PROBLEMS/STICKY INSTITUTIONAL RULES

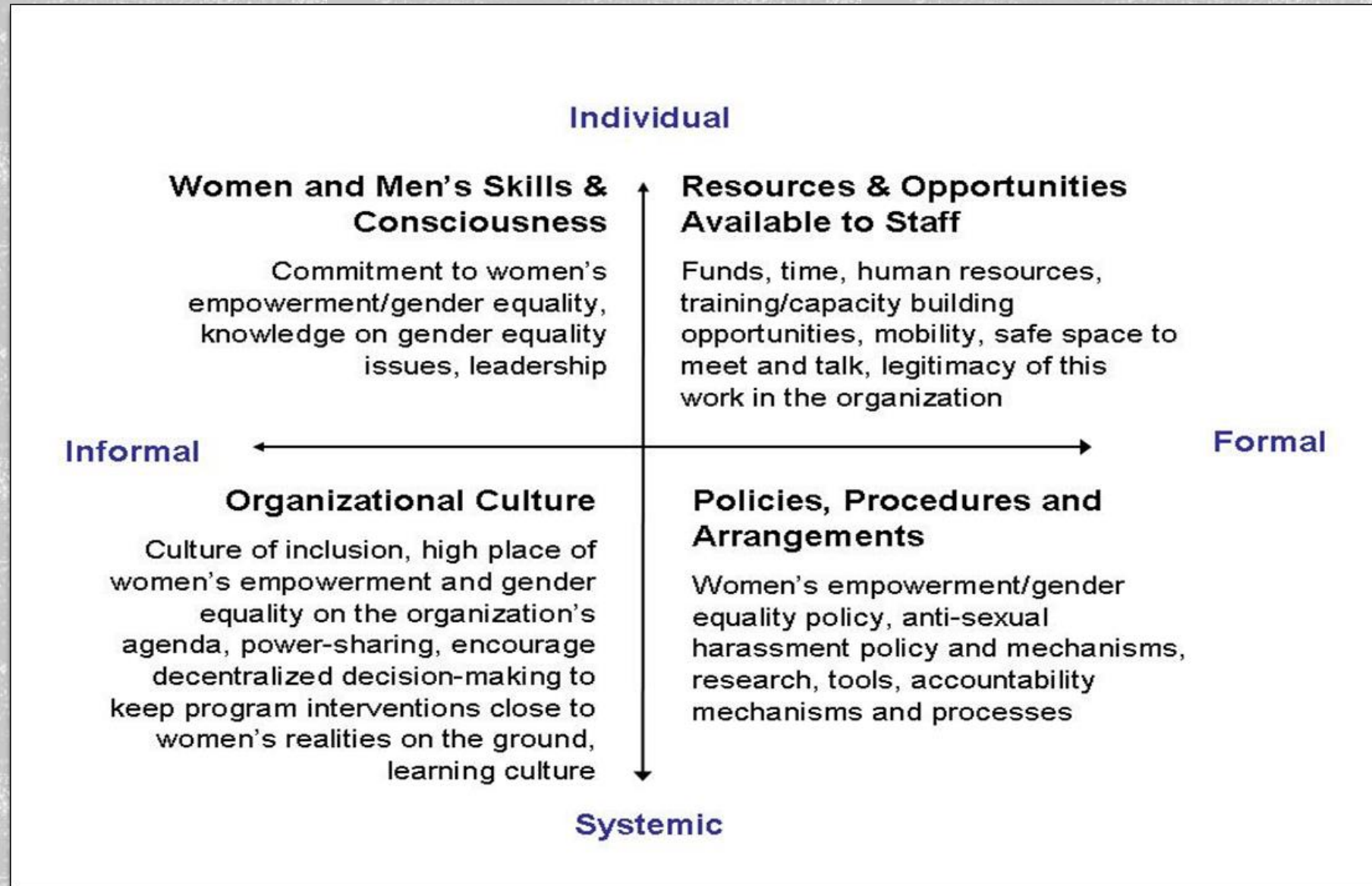


GENDER AT WORK FRAMEWORK

What Are We Trying To Change?



WHAT ARE WE TRYING TO CHANGE IN ORGANIZATIONS?



EXAMPLE 1: DALIT WOMEN'S ACCOUNTABILITY PROGRAM - INDIA

Theory

- MNREGA ensures 100 days' paid employment to each rural household per year
- 33% reservation for women at equal wage between men and women
- Provision that the applicant can claim for unemployment allowance
- Safe worksite facilities such as providing drinking water, shade, childcare and healthcare to workers

Reality

- Poor Dalit women not aware of the Act and its provisions
- No information on how to claim entitlements
- Low women's participation (UP: 21% women force in MNREGA)
- Work is manual work which strengthen gender stereotypes; semi-skilled jobs only given to men
- No facilities provided at worksite
- No social accountability to marginalized populations





दलित महिला मेठ बन गयी रे

सुन लो भइया बहना
घर और समाज के ताने सुनके
इन्ची टेप हाथ के पकड़ के
सत्ता को चुनौती दे रयी रे
दलित महिला मेठ बन गयी रे

लोक समिति कार्यालय
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■ Dalit Women have Become Supervisors

हिन्दुस्तान लखनऊ • रविवार • 27 नवम्बर 2011

गांधी भवन में प्रदेश के कई जिलों से आई महिला मेठ ने मनरेगा में अपनी उपलब्धियों के बारे में जानकारी दी इच्छा शक्ति से तय किया मजदूर से सुपरवाइजर तक का सफर

लखनऊ | निज संवाददाता

दलित महिलाएं काम मांगने जाती तो उन्हें यह कहकर भगा दिया जाता था कि घर-बच्चे सम्भालो। तकनीक काम मांगने पर मजाक उड़ाया जाता था। जालौन के बिजवाहा गांव की पिया दुलारी ने न सिर्फ मनरेगा में पहले मजदूरी की, बल्कि बाद में मेठ यानि कार्यस्थल सुपरवाइजर बनकर इस मिथक को तोड़ा कि कठिन व तकनीक कार्य महिलाओं के बस का नहीं। अब पिया अन्य मजदूरों को मनरेगा में काम पर रखवाती हैं। कार्यस्थल पर रजिस्टर में उनकी हाजिरी लगाती हैं। मजदूरों को बताती हैं कि उन्हें क्या और किस तरह का काम करना है। पिया ने गांव के पंचायत भवन में



गांधी भवन में शनिवार को कई जिलों से आई महिला मेठ ने कार्यक्रम में हिस्सा लिया।

श्रमिक महिलाओं के बच्चों की देखभाल के लिए क्रेच की भी व्यवस्था करवाई है, जबकि मनरेगा में क्रेच का प्रावधान होने के बावजूद

कार्यस्थलों पर इसकी व्यवस्था नहीं की गई है। पिया सहित चित्रकूट की अनीता, ललितपुर की रामकली, वाराणसी की सुदामा सहित कई अन्य

जेण्डर एट वर्क

- कभी दलित महिलाओं को मनरेगा में काम देने से आनाकानी की जाती थी
- अब लिखा-पढ़ी से लेकर नापजोख तक का जिम्मा उन्हीं के कंधों पर

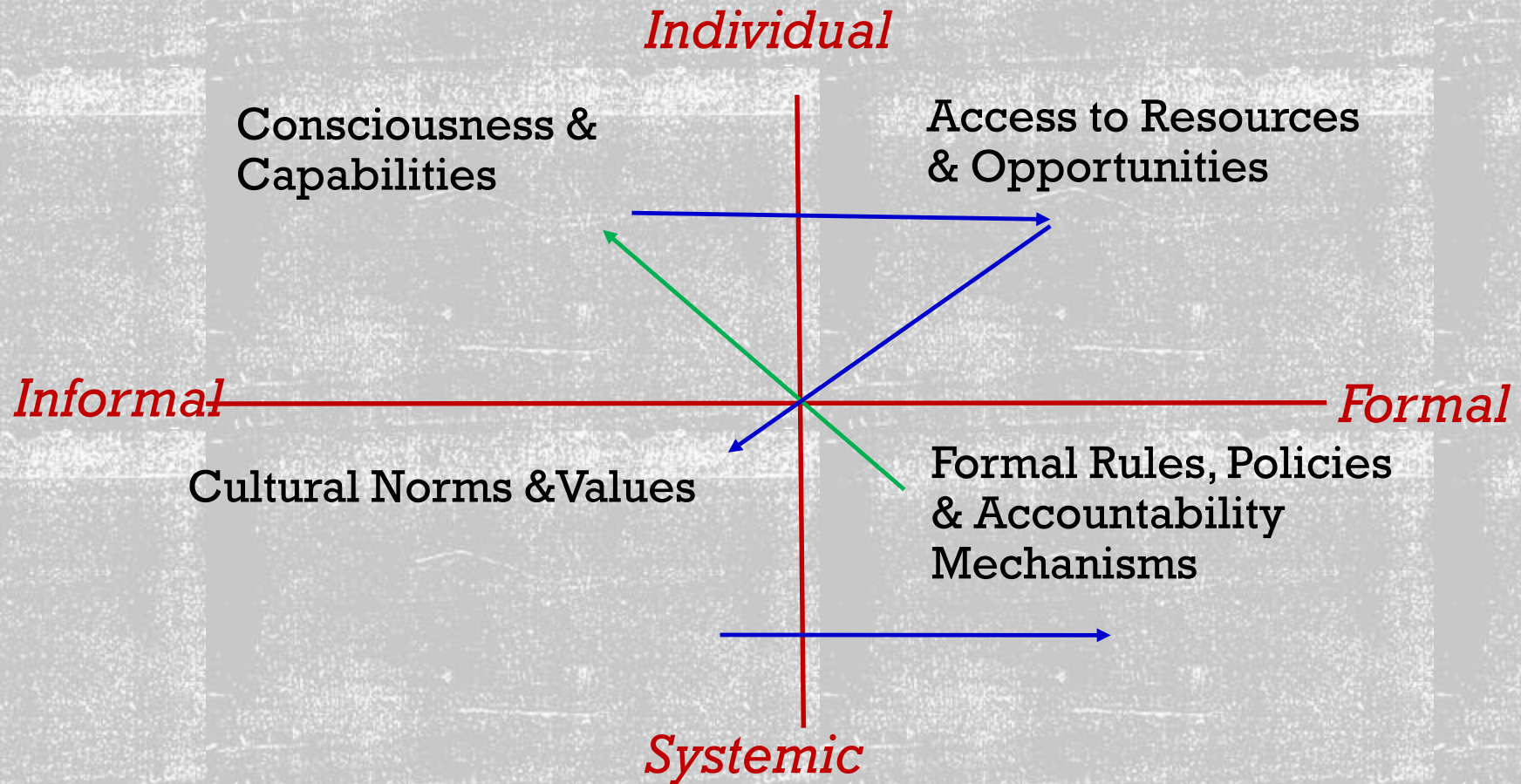
महिलाएं भी मनरेगा में मेठ बनकर नाप-जोख के तकनीक कार्यों को सम्भाल रही हैं।

शनिवार को जेण्डर एट वर्क, लोक समिति, परमार्थ समाज व सहजनी शिक्षण केंद्र व वनोगना संगठन के सहयोग से गांधी भवन में कई जिलों से आई महिला मेठ से बातचीत की गई। मनरेगा मेठ प्रशिक्षण मांड्यूल, महिला सशक्तिकरण के नजरिए से पुस्तक

का विमोचन मुख्य अतिथि ग्राम्य विकास प्रमुख सचिव एनएस रवी ने किया। समाजसेवी माधवी कुंजरजा ने बताया कि मेठ के तौर पर महिलाओं की भागीदारी बढ़ाने के लिए इस मांड्यूल के जरिए प्रदेशभर में 150 दलित महिलाओं को तकनीक कार्यों की ट्रेनिंग दी गई है। एनएस रवी ने आश्वासन दिया कि इस ट्रेनिंग मांड्यूल के जरिए प्रदेश के अन्य जिलों में भी महिलाओं का प्रशिक्षण सुनिश्चित किया जाएगा। आयोजकों ने सरकार की ओर से इस पाठ्यक्रम के उपयोग और प्रशिक्षण प्राप्त महिलाओं को मेठ के पद पर नियुक्ति के संबंध में एनएस रवी को ज्ञापन दिया। इस अवसर पर समाज सेविका अरुंधति धुरु ने भी विचार व्यक्त किए।



DALIT WOMEN'S ACCOUNTABILITY PROGRAM - INDIA



RESULTS

- 30% increase in work days on baseline data
- One model worksite developed with all facilities
- 50 Dalit women trained and working as supervisors on worksites
- Strengthened women's right to food and livelihood security which they got to some extent as a result of their own advocacy and lobbying
- Capacities of staff members of partner organizations built through regular inputs to ensure increase in knowledge and skills for effective implementation of the project



- Change in individual and collective consciousness from the community level to the government machinery
- MNREGA authorities helped to achieve their target of minimum 60% disbursement of funds every 6 months
- MNREGA had reserved 50% of all supervisor posts for women across all Indian states
- *Successfully challenging the gender and caste stereotyping*



EXAMPLE 2: WOMEN FARM WORKERS — SOUTH AFRICA



- Western Cape Province, the area of South Africa with the biggest concentration of farm workers
- The minimum wage for farmworkers is one of the lowest in South Africa's formal employment sector
- Distinct gender division of labor
- “Dop system”
- Agricultural workers very difficult to organize
- Sikhula Sonke – women-led trade union registered in 2004, Western Cape
- Membership –, 5000 women from >120 farms
- Committed to democratic principles - being member controlled; the empowerment of all; the unity of agricultural workers and dwellers; community involvement; and collective leadership.
- Part of its existence - to challenge gender inequality





DEEP STRUCTURE OF THE TRADE UNION

- Ingrained gender and patriarchal norms in women means that they don't believe they can hold leadership positions; they know only a culture of power imbalance and prejudice.
- Within this context, SS tried to encourage women's democratic leadership and create an inclusive organizational culture that is member-driven;
- Enable women to learn how to make decisions, how to deal with conflict, how to respect each other.
- Problems with alcoholism
- Problems with sustaining a culture that supports nondiscrimination against women, including ethical sexual conduct between employees and members
- Problems with negotiating power and managing tensions between staff and officials





Questions:

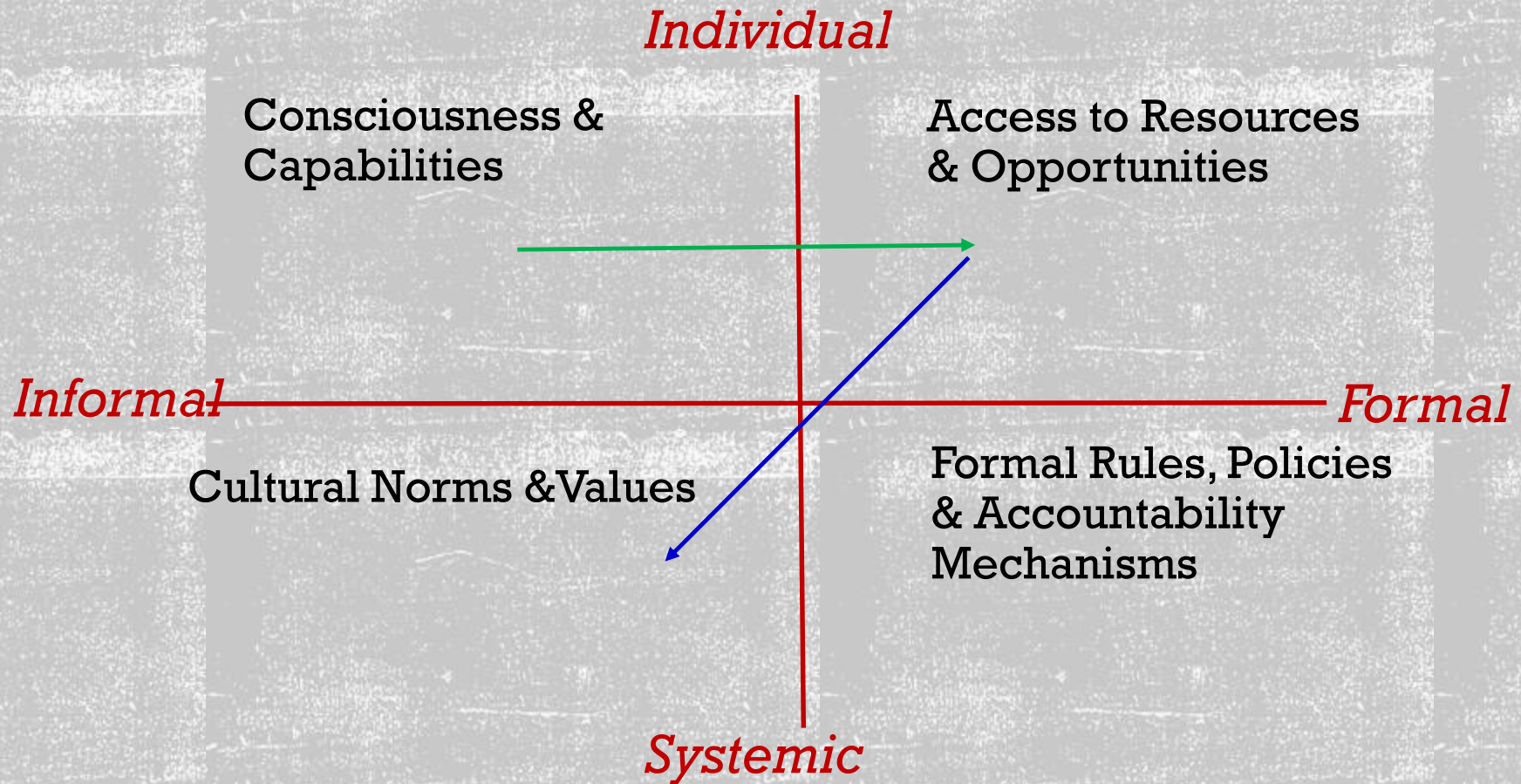
- How to create a truly member controlled organization and more gender equal norms?
- How do you build women's leadership at the branch/farm level?
- How do you deepen democratic practices to ensure that the union is member driven?
- How do you grapple with the meaning of everyday practices of power in relation to accountability issues, attitudes, access to resources and sharing power/responsibilities?

Challenges:

- Lack of self-esteem and confidence in members to hold leadership to account
- Building collective leadership takes time



SIKHULA SONKE — SOUTH AFRICA



HOW WE WORKED

- Invited Sikula Sonke together with 3 organizations to participate in 18 month action learning program with peers
- 3-4 members from each organization formed the 'change team'
- Organizations developed their own change objectives
- G@W helped the organizations reflect on changes achieved; how and why
- G@W organized writing workshops which allowed participants to deepen their analysis and reflect on & built a sense of personal power



RESULTS

- Personal Level: e.g. understanding how personal change is fundamentally necessary for farm worker women to become powerful union leaders; how important it was for leaders to practice what they preach.
- Improvements in their lives
- Relationship between farmers and workers was improving
- Union membership was growing; changes in union culture
- Domestic violence was decreasing
- broader issues of discrimination such as xenophobia, homophobia, and HIV were being tackled

THE TRANSFORMATION OF WORK: CHALLENGES AND STRATEGIES



Bringing Back the Heart:

The Gender at Work Action Learning Process
with Four South African Trade Unions

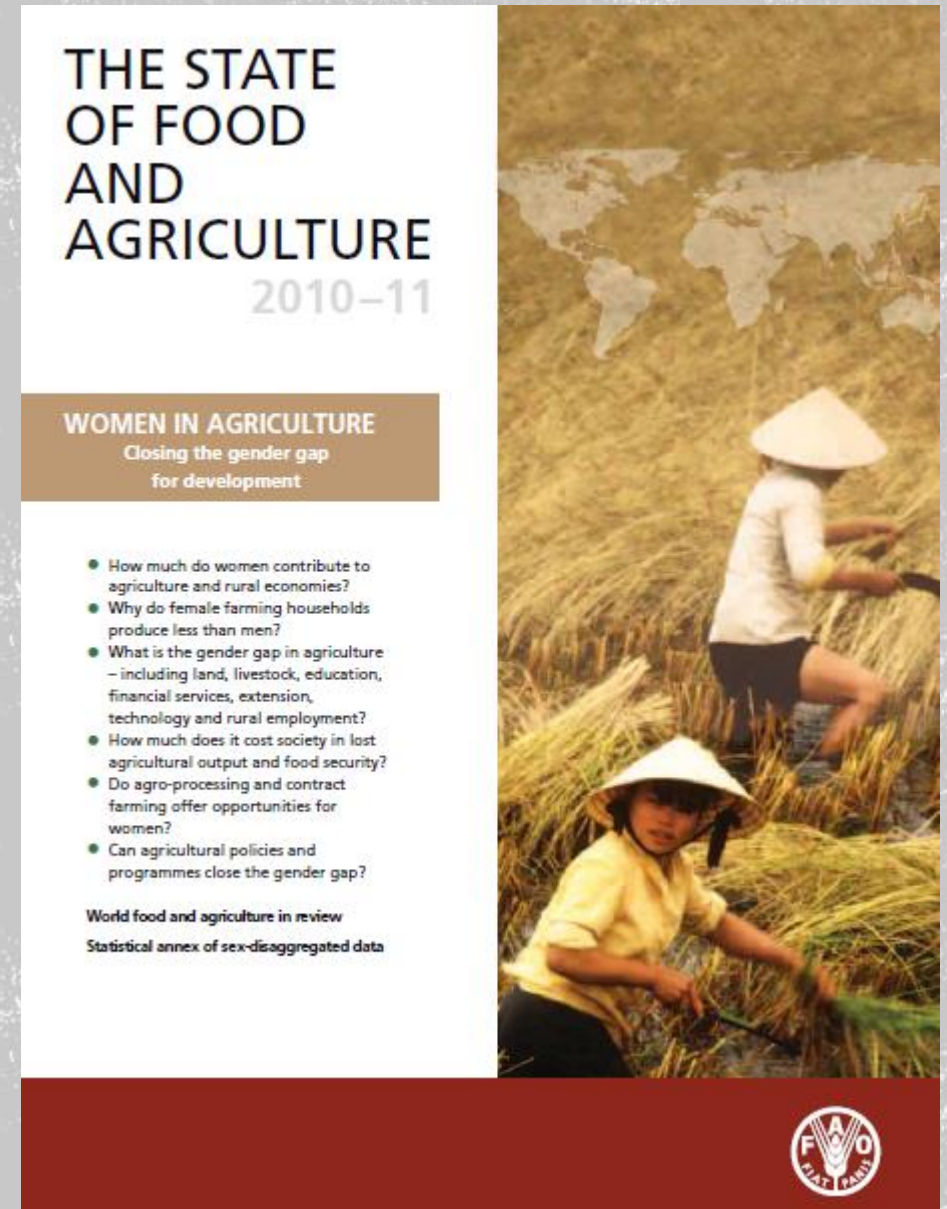


BUILDING FEMINIST LEADERSHIP BUILDING DEMOCRATIC ORGANIZATIONS



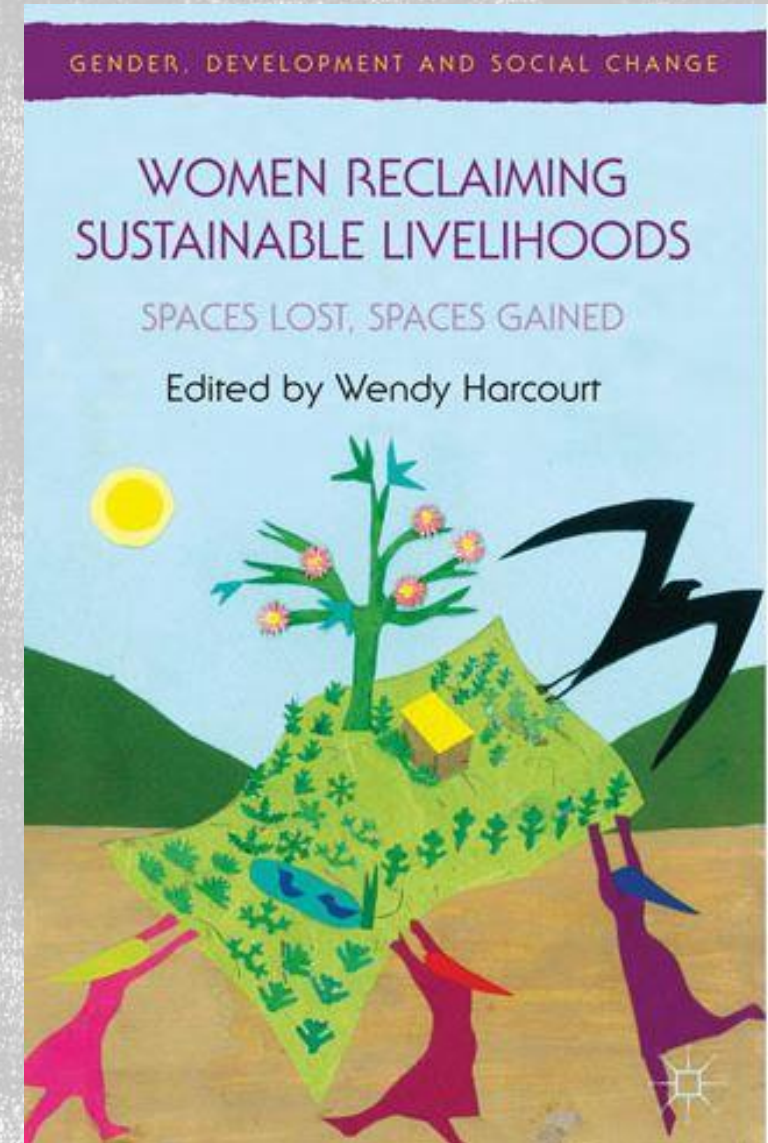
EXAMPLE 3: FAO — CHALLENGING IDEAS, PRACTICES AND POWER IN LARGE BUREAUCRACIES

- FAO estimates that worldwide women constitute 43 per cent of the agricultural labor force (FAO, 2011) and produce between 60-80 per cent of the world's food crops.
- Women's roles are varied
- Everywhere in the world, women face constraints that limit their capacity to contribute to agricultural production
- Decline in aid and public expenditure to agriculture in the past two decades
- Persistent failure of agricultural policies, programs and services in addressing women farmers' needs and interests.



SO WHY CAN'T GLOBAL INSTITUTIONS GET IT RIGHT?

- Lots of Reasons – e.g Political opposition; gender is 'invisible' because it is so deeply subconscious; oriented towards a technocratic delivery model of goods and extension services; Lack of accountability
- Lots of more prosaic reasons – e.g. how are staff required to pay attention to gender dimensions in their work?
- Pay attention to :what kinds of changes are required in day-to-work? How can those changes be made observable, ambitious but realistic, and rewarded? Is it possible to see whether the changes lead to progress on the policy goals? How will that be measured?



FAO POLICY ON GENDER EQUALITY

Attaining Food Security Goals
in Agriculture and Rural Development



The goal of FAO's gender equality policy is to achieve equality between women and men in sustainable agricultural production and rural development for the elimination of hunger and poverty.

Objectives:

1. Women participate equally with men as decision-makers in rural institutions and in shaping laws, policies and programmes.
2. Women and men have equal access to and control over decent employment and income, land and other productive resources.
3. Women and men have equal access to goods and services for agricultural development, and to markets.
4. Women's work burden is reduced by 20 percent through improved technologies, services and infrastructure.
5. The share of total agricultural aid committed to projects related to women and gender equality is increased to 30 percent



FEMINISTS IN DEVELOPMENT ORGANIZATIONS

CHANGE FROM THE MARGINS

EDITED BY ROSALIND EYBEN
AND LAURA TURQUET

FEMINIST ACTIVISM IN LARGE BUREAUCRACIES



QUESTIONS & CHALLENGES

- Is development working for women or are women working for development?
- How much can development organizations do to make positive change for women? Are 'femocrats' changing institutions?
- What isn't changing? – the sticky bits?
- Is the growing backlash against women's rights a sign of our success?
- What are women's visions? How are women organizing to achieve their visions?
- What is the role of social movements in making change happen?
- How do we assess our strategies for ending discrimination and furthering women's rights, and how do we measure the results of our struggles?
- How do we judge if what we do now has transformative potential for the future?





Gender & Development

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The elephant in the room and the dragons at the gate: strategising for gender equality in the 21st century

Joanne Sandler & Aruna Rao

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