DIDACTIC GUIDE:

The gender perspective as an element of quality in NGO management

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INDEX

PRESENTATION

Why this guide?

In this Guide we start from a basic hypothesis: we have inherited a way of understanding and projecting the world that, in its attempt to be generalist, has neglected particularity.

In this globalizing will, the nuances that make up the diverse reality of people and that determine systemic inequalities have been ignored. The analogy has submerged this vision, preventing us from delving deeper into the particularities and ignoring the privileges and discriminatory relationships.

Thus, this heritage has kept many people on the margins. Women in particular.

Precisely, one of the characteristics of this generalist vision is to neutralize reality in terms of gender. That is, to consider as irrelevant the influence of sex/gender on the place people occupy in the world, or to omit the impact of the social expectation placed on people depending on whether they are read as women or men.

To speak of this effect, terms such as blindness, opacity or gender *neutrality* can be adopted.

In addition to this blindness, the globalizing intention we are analyzing identifies the norm with the masculine.

What is interesting is to discover that, while this inherited perspective is presented to us as neutral to any category of differentiation, in reality it pivots around the circumstances of a clearly defined subject. The universality of a supposedly neutral subject responds, in everyday life, to the characteristics, possibilities and aspirations of a masculine subject.

This is the second characteristic of this inherited perspective: androcentrism.

Consequently, when gender-blind management systems are applied in organizations, which allocate resources, activities or services to 'gender-neutral' people, what actually happens is that a single model is taken as universal. The cor- tee that divides the collective into at least two large majority groups (women and men) disappears and, with it, the possibility of contemplating the different experiences, needs and desires of the human group is also eliminated.

From here we can discover the third characteristic of the inherited globalizing vision: uniformity.

This concept is intended to highlight the fact that androcentrism not only makes invisible the female subject *per se*, but also the variety that prevails among both women and men. Uniformity erases the characteristics that differentiate women from each other and men from each other, despite the fact that everyday life reminds us that people are diverse.

There are always edges, factors that reposition us according to circumstances and contexts. Sex/gender is transversal to a whole range of factors that modulate people's lives, determining their rights and their possibilities to fully develop.

Continuing with the starting hypothesis of this Guide, we believe that this heritage may have permeated the way in which NGOs define the needs of their clientele and stakeholders. We also believe that it may have determined the values and commitments of the organizations, their structure, self-imposed norms, the codes that prevail in internal relations, the priorities that are established, the way of understanding the work and the type of services provided. We believe that this heritage permeates everything and that we must stop to observe and question.

Therefore, it is necessary to bring to organizations a non-neutral, non-androcentric, non-uniform vision that combines the gender perspective with the intersectional perspective[1] in an attempt to transform their management processes.

In a simple and orderly manner, this Guide offers a series of keys to help small and medium-sized organizations maximize the quality of their management processes, avoiding the influence of biased views that cause invisibilization, exclusion, inequity and lack of effectiveness.

ICONG proposes this Guide to the organizations that circulate in its orbit as a way to facilitate the adaptation of their management processes to the change of paradigm that, beyond our possible resistance, we are going through as a society.

A change that is feminist and open to diversity, that calls for innovation to strengthen sustainability at all levels. A change that demands a gender approach to quality management.

A change that requires a proactive attitude, are you ready[2]?

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1 We want to be honest. We are aware of the limitations of this Guide in relation to the inter-sectional perspective and that the gender perspective takes center stage.
The truth is that, despite all the theorizing about intersectionality, there is still a long way to go in its practical application, unlike what happens with the gender perspective. We hope that this document may be, in any case, the beginning of another journey that will deepen more intensely the application of the intersectional perspective in quality management systems.

2 The authors of this Guide have tried to use non-sexist language throughout the document. We have avoided at all times the use of the masculine as 'unmarked grammatical gender' which, according to the RAE, includes both sexes, and we have prioritized the use of formulas such as collective nouns (for example: in the document we speak of 'clientele' and not of 'clients'), epicenes (for example: we speak of 'participants' or 'professionals'), grammatical splitting (only when we consider it important, we use the grammatical genders feminine and masculine simultaneously) or, as in this case, the subversive use of the grammatical feminine (i.e., speaking in the feminine).

CHAPTER

I.

As a starting point, the first chapter of the Guide addresses basic and preliminary ideas that help organizations to reflect on people as the indisputable protagonists of their actions, the gender perspective as a necessary conceptual tool for the feminist transformation of organizations and quality management as the commitment of organizations to constant improvement.

This chapter focuses on the proposal of the gender perspective as an element of quality in the management processes of organizations through four consecutive items:

3 - La perspectiva de género

1 - El marco

2 - Las personas

4 - La gestión de la calidad
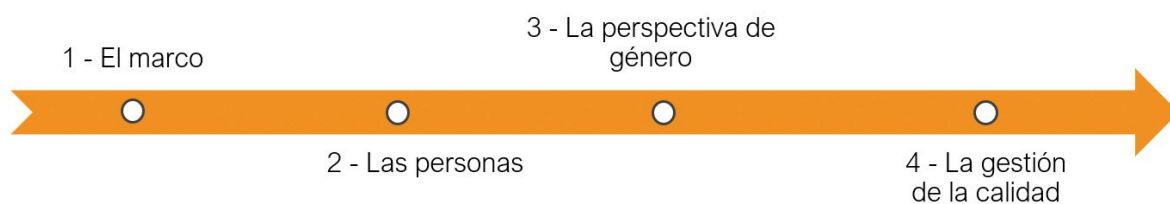
1.1. Marco

At the state level, an extensive legal framework protects and guarantees equality as a right and principle. Among the basic references, some of which are addressed in the following chapter of the Guide, are Article 14 of the *Spanish Constitution and Organic Law 3/2007, of March 22, 2007, on the effective equality of women and men*, with its subsequent regulatory development[3].

In view of the legal precepts contained in these regulations, NGOs, like all other entities, play a key role in the development of society. In their actions, they must adopt both external (access to programs and services) and internal (personnel management) procedures that guarantee the same rights and opportunities to all people.

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3 A basic list of relevant regulations can be found in the References and Resources section.

REMEMBER

NGOs share responsibilities with companies and other public or private entities for the consequences of their actions.

Responsibility for equality translates into the obligation to comply with regulatory mandates and guarantee rights, making an effort to understand and respond to the needs of people in their diversity.

The external as well as the internal line of action also makes it possible to align the practices of organizations with the Sustainable Development Goals (SDGs) and the 2030 Agenda.

SDG 5 'Achieve gender equality and empower all women and girls' pursues different targets:

- End all forms of discrimination against all women and girls.
- Eliminate all forms of violence against all women and girls and eliminate all harmful practices against them.
- Recognize and value unpaid care and domestic work.
- Ensure full and effective participation of women and equal leadership opportunities at all levels.
- Ensure universal access to sexual and reproductive health.
- Undertake reforms that give women equal rights.
- Improve the use of instrumental technology.
- Adopt and strengthen sound policies and enforceable laws to promote gender equality and the empowerment of all women and girls.

UN, Sustainable Development Goals
https://www.un.org/sustainabledevelopment/es/gender-equality/

In response to both the national and international framework, this Guide joins the rest of the publications that ICONG has produced on the concept of *compliance*. In this particular case, dealing with those requirements and elements that are directly affected by gender in a quality management system in organizations.

REMEMBER

***Compliance* covers a broad spectrum of compliance**. From legislative compliance and voluntary codes to the commitments made by the organization with the various stakeholders, including respect for human rights in the development of its operations.

ICONG (2021) *Introductory compliance guide for small and medium-sized social organizations.*
https://icong.org/herramientas/guia-de-introduccion-al-cum-compliance-compliance-for-small-social-organizations.
nas-y-medianas-2/

In short, this general framework of the Guide provides NGOs with a series of keys for incorporating the gender perspective into their management processes as part of their equality *compliance* actions. In this way, it contributes to increasing the quality of their management, regardless of whether they already have a system in place or are in the process of doing so.

1.2. The people

People are the pillar of any organization. They are the ones who drive the processes, who plan the strategies and actions, who manage the knowledge, and who are the beneficiaries of the resources, services and activities provided. They are the ones who perceive, who decide, who evaluate and who redirect.

People are responsible for the management of organizations and, therefore, **the process of transformation that occurs from the incorporation of the gender perspective in their overall operation depends on them.**

For this transformation to be effective, it is necessary to ensure that everyone has the necessary conditions to become involved, but it is also essential to minimize the effects of ideological or structural barriers, such as gender bias or stereotypes, unequal treatment or indirect discrimination.

REMEMBER

- **Gender stereotypes:** preconceived ideas in which we assign to men and women certain characteristics and roles that are determined and limited to their gender.

- **Unequal treatment:** Unfavorable or detrimental treatment that a person receives because of his or her sex, gender identity or expression, age, nationality, race, ethnic origin, ideology, beliefs, religion or disability compared to another person in a comparable situation.

- **Indirect discrimination: a** situation in which an apparently neutral provision, criterion or practice places persons of one sex or group at a particular disadvantage with respect to persons of the other sex or group, unless such provision, criterion or practice can be objectively justified by a legitimate aim and the means of achieving that aim are necessary and appropriate.

European Institute for Gender Equality,
https://eige.europa.eu/thesaurus?lang=es

If it is people who take on the role of identifying needs, projecting improvements and implementing changes in the quality management system, and if the people are diverse, the organization should promote a corporate culture that is inclusive and open to diversity.

Incorporating the gender perspective as an element of quality in the management of organizations implies taking into account all the people who orbit around the entity while providing them with guidelines or requirements on the changes that need to be undertaken.

1.3. The gender perspective

While the principle of effective equality between women and men must guide the management of organizations according to the legal framework, the gender perspective acts as a conceptual tool that guides the application of this principle.

As such a tool, the gender perspective relies on methodologies and instruments designed to study the social constructs of femininity and masculinity, and the power system in which they are related, in permanent intersection with other social categories.

REMEMBER

Equality is a principle and the gender perspective is a conceptual tool that guides the application of this principle.

The gender perspective thus opens the way for organizational processes to achieve effective equality between women and men by transforming, when necessary, the practices, norms, laws, structures and procedures that determine the development of societies.

Integrating the gender perspective as an element of quality in the management of organizations implies a social and political change that seeks to question the power structure between genders and the emancipation of women and subaltern subjects within this structure.

According to the United Nations, the gender perspective involves:

"The process of assessing the implications for women and men of any planned activity, including laws, policies or programs, in all sectors and at all levels. It is a strategy designed to make women's as well as men's concerns and experiences an integral element in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres, so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve [substantive] gender equality".

(ECOSOC, 1997)

The main requirements that organizations have to consider in order to introduce the gender perspective as a quality element in their management system are:

- **The will** to improve the degree of gender equality and equity in the organization and in society.

- **Openness** and trust towards the changes that are going to take place, over and above the resistance that these changes may generate.

As with any process of change, the introduction of a gender perspective in NGO management faces resistance of different kinds, for example:

- Lack of will and internal commitment.

- Suspicion, often unconscious, of the loss of autonomy or privileges.

- The defense of norms or practices contrary t o equality and diversity.

- Insufficient funding or availability of resources.

- The lack of qualified persons in gender and equality among the interested parties.

- **The use of** measurement **instruments** that make visible the impact of changes in gender relations and in inherited visions.

- **The application** of specific actions that allow the balanced participation of women and men in the different areas and processes of the entity.

- **Training** of paid personnel in the use of equality instruments.

- **The generation of** permanent **links** and temporary alliances with stakeholders who are also committed to feminist transformation.

In short, introducing the gender perspective as an element of quality in management processes places organizations in a critical, challenging position. A place that may be uncomfortable for the clientele and stakeholders, because it examines patriarchal patterns of formulation and response to needs, of operation and structure of the entity, of the relationship between agents and of the projection of alternatives.

In other words, incorporating the gender perspective in the management of organizations requires changes in the way of working and in the structure of the organization, involves reviewing policies and introducing adjustments in both internal and external relations.

1.4. Quality management

According to the *NGO Quality Standard Version 5*[4] , a quality management system is any system that serves to *direct and control an organization with respect to quality*. For this system to be operational, it must affect components such as the organization's structure, responsibilities, procedures, processes or resources.

Merging quality management with the gender perspective and presenting it as a way to generate more conscious and sustainable entities is the result of the need for adaptation required by a world in continuous change, which is moving towards a new social order facing new challenges and also old threats of regression.

Quality management is therefore associated with change, with a commitment to constant improvement. Quality management involves a permanent review of the commitments made, the role of stakeholders, strategies, work processes and methodologies used in the organization.

In short, quality management involves the constant observation and checking of the organization's performance and culture through:

An approach in which customers and stakeholders can participate, learn and encourage the continuous improvement process.

A strategy that contributes to improving the entity's positioning.

A practice through which added value is added to the organization's results.

In this scenario, the gender perspective takes on full force as an element of quality in the management of the organization, because it implies assuming that, if the causes and effects of systemic gender inequalities are not taken into account, they can perpetuate themselves, stagnating the organization and limiting the scope of its results.

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4 Institute for NGO Quality (ICONG: 2014).

Quality management necessarily involves the systematic and transversal deployment of the gender perspective, which must permeate all areas, all processes and all agents involved in the organization's culture.

From this perspective, the presumption that the principle of equality affects only human resources management is banished, and the scope of the effects of the management system is also broadened, encouraging it to transcend the limits of the organization to contribute to improving the society of which it is a part.

Accordingly:

The gender perspective in the management system challenges the gender opacity that has been affecting the management of human resources and the development of organizational processes, and therefore implies a cultural transformation sensitive to the power relations between genders and the impact that these relations have on the structure and functioning of the entities and society.

CHAPTER

2.

As specified in the previous chapter, introducing the gender perspective as a quality element of the management system affects all policies, procedures, processes and interactions of the organizations.

As is being addressed in this Guide, a management system with a gender perspective covers aspects of compliance with equality regulations, equal participation, opportunities for all people to assert their views, interests or needs, corporate communication, the setting of equality objectives, the orientation of spending, and a long etcetera.

In this second chapter, the organizations will continue to obtain keys on how to incorporate the gender perspective in the management system, based on the deepening of some basic aspects such as:

1 - Principio de igualdad		3 - Recursos		5 - Partes interesadas
	2 - Compromisos		4 - Requerimientos legales	

2.1. Principle of equality

Every quality management system is governed by a series of principles that determine its course. These principles are oriented towards people, the organization itself as an entity and, finally, society as a whole.

Incorporating the gender perspective as an element of quality in management requires the assumption of equality as a principle that informs the actions of organizations, conditioning the NGO's actions and defining its behavior.

2.1.1. People oriented

The principle of equality focused on people implies:

Assume, respect and protect diversity among NGO staff, but also among volunteers, end-clients and other stakeholders.

Applying the gender perspective as an element of quality from a cross-sectional perspective emphasizes that people are not a homogeneous group, but have different - and often changing - circumstances, needs and expectations, depending on how gender interacts with other social factors.

The lens of intersectionality allows the conjunction of factors to be incorporated into the structural analysis, acting as a feminist tool that avoids marginalization and favors the emancipation of all women.

Identify, name and measure inequalities in the organization's intervention contexts, particularly in terms of clientele.

Applying the gender perspective as an element of quality entails addressing the contextual situation of women and men, and their relationships, to ensure that the NGO's objectives, processes, actions and resources are allocated equitably according to the particular needs of the end clientele.

In relation to the fundamental rights of individuals, this involves observing which rights are threatened because of gender in each context, be they sexual and reproductive rights, economic and financial rights, rights of participation, expression and decision, rights to security, privacy or integrity, etc.

Review, adapt and innovate in the planning of NGO activities in a way that pursues strategic interests of feminist transformation while meeting the practical needs of the end clientele and stakeholders.

Applying the gender perspective as an element of quality in the planning of activities aimed at people makes it necessary to combine a global strategy with specific actions, such as compensatory measures for structural inequalities.

2.1.2. Organizationally oriented

The principle of equality focused on the organization implies:

➡️ Respond to, implement and monitor compliance with the equality regulatory framework. in the NGO.

Applying the gender perspective as an element of quality in the organizational structure makes it necessary to be up to date in responding to equality mandates, which affects larger organizations as well as small and medium-sized ones.

Article 45.2 of *Organic Law 3/2007, of March 22, for the effective equality of women and men* establishes that all entities with 50 or more employees are obliged to have their own Equality Plan, the regulation of which is established in *Royal Decree 901/2020, of October 13, which regulates equality plans and their registration.*

At the same time, according to the aforementioned organic law, all entities, without exception, are required to adopt measures aimed at avoiding any type of labor discrimination (article 45.1). These measures must include specific measures to prevent the commission of crimes and other conducts against sexual freedom and moral integrity at work (Article 48).

Finally, all entities, regardless of their size, are also required to account for Article 28.2 of the W o r k e r s ' Statute, which dictates the preparation of an annual pay register that reports on the degree of deviation of the differences in pay between women and men. The general rules on the pay register are set out in *Royal Decree 902/2020, of October 13, on equal pay for men and women*.

As a consequence of these precepts, the response, implementation and monitoring of the equality regulatory framework in the NGO implies a documentary review of the management system, as well as of other strategic documents of the entity.

➡️ Review and adapt human resources management procedures and documentation to fully guarantee equal treatment and opportunities.

Applying the gender perspective as an element of quality in the organization's human resources management requires objective and transparent recruitment strategies, reception systems, training and professional development plans that are not subject to discretionary decisions that could be conditioned by unconscious discriminatory biases.

➡️ Encourage, promote and adapt channels, formats and spaces for participation, eliminating barriers that cause gender inequality and documenting all processes.

Applying the gender perspective as an element of quality in this area means responding to the participatory approach by ensuring the full involvement of women and men who make up the clientele, volunteers and other stakeholders.

If there is a gender gap in participation, organizations will have to discover its causes as a condition to ensure that all people have a voice and authority in defining their needs.

Classify, organize and prioritize the NGO's resources according to the needs derived from applying the principle of equality.

Applying the gender perspective as an element of quality in the organization's recourse management involves allocating money, people, means and time to processes or activities that might not have been previously contemplated but that respond to the requirements of feminist transformation.

2.1.3. Socially oriented

The principle of equality addressed to society implies:

Active listening, critical thinking and the generation of networks that defend women's rights, denounce gender inequalities and propose emancipatory ways of life for all people.

Applying the gender perspective as an element of quality in the interrelationship with the NGO's clientele and other stakeholders requires attending to the updating and revision of the demands of women and the different groups to which they belong.

This attitude renews confidence in the relationship, as it shows the organization's adaptability without renouncing its core values, avoiding the denial of any discrepancies that may arise or the proposal of uniform solutions that are not adapted to changing needs.

Report, explain and disseminate the results and gender impact of the NGO's activity to stakeholders as part of the accountability process.

Applying the gender perspective as an element of quality and transparency in accountability requires communicating the degree of compliance with the equality commitments assumed by the organization.

To this end, the use of indicators sensitive to gender and other variables of interest in each case contributes to increasing confidence in the NGO's activity and in the veracity of its values of equality.

2.2. Commitments

In quality management, it is essential to exercise forward-looking leadership that acts with social responsibility and is consistent with the mission, vision and values of the NGO.

As is well known, social responsibility implies exceeding basic legal requirements and striving to respond to social needs from a broader point of view.

In order to apply the gender perspective in the management system, it is essential that the organization positions itself as an entity prone to equality, positioning itself in the feminist alliance. Positioning is necessary because it formalizes and communicates to customers and all stakeholders the values and principles of equality with which the organization is aligned.

Obviously, such positioning will be empty of content if there is no real change. Real change appears when the NGO displays behavior in accordance with the acquired feminist commitment. That is, when it is palpable in demonstrable actions, in measurable processes throughout the organization, developing a corporate culture favorable to equality, respectful of differences and inclusive of diversity.

In order to analyze the commitment to equality, the organization can ask itself these two questions:

- **Has** a written statement from the entity's management proclaiming its commitment to gender equality **been documented and disseminated** to customers and other stakeholders?

- **Has the statement of commitment been accompanied by** adequate and sufficient resources for gender mainstreaming in the management of the organization?

2.2.1. Management's role

In order for the process of awareness and transformation that follows feminist positioning to be successful, the entity's management must formulate the commitment through its usual communication channels.

The formalization of this commitment permeates the corporate culture and favors the sensitization of customers and stakeholders to the issue of gender i n e q u a l i t y and feminist strategic interests.

Thus, at the beginning of the process of incorporating the gender perspective as an element of quality in the organization's management, the management plays a proactive and leading role. Its feminist commitment promotes the motivation of paid staff and volunteers and their involvement in the defense of the values associated with it.

Before accepting an agreement, contract, agreement or grant aimed at positioning the entity with respect to an issue, planning projects or facilitating the provision of services, the Management, as the responsible agent of the entity before the interested parties, must:

Clearly identify the requirements, noting whether they promote gender mainstreaming.

Check the consistency of the requirements with the commitment acquired in terms of equality and non-discrimination.

Examine the potential risks assumed in complying with the requirements for the viability of the commitment made to equality and diversity.

Analyze the internal capacity to correctly meet the requirements while simultaneously responding to the entity's feminist commitment.

For the commitment to be effective and known, at least three circumstances are required:

- That the NGO's management expresses by mandate an explicit willingness to incorporate the gender perspective in both existing and new projects, programs and policies.

- That the NGO's management publicly communicates its commitment to equality through any of its usual channels of communication.

- That the NGO's management sets aside resources (economic, human, material, time, etc.) to support the process of incorporating the gender perspective into the organization's management.

2.2.2. Vision, mission and values

In response to management's commitment, the NGO's vision, mission and values shall make explicit reference to the principle of equality between women and men, equity and non-discrimination. This reference serves both as a guideline for the organization's actions and as a message to stakeholders.

From the application of the gender perspective in the mission, vision and values of the NGO, the advances in its feminist positioning will be translated into its action strategies, affecting the global proposal of the entity and marking its own nature.

Therefore, it will be incompatible for the entity to assume any agreement that is not consistent with its mission, vision or values in terms of equality.

GOOD PRACTICE

Peace and Development

Social Organization for Cooperation and Development
https://www.pazydesarrollo.org/que-es-paz-y-desarrollo/

Mission: We promote sustainable development processes based on gender equality, the participation of the population and the involvement of our environment to achieve social justice and the exercise of fundamental human rights and the improvement of the quality of life of the most vulnerable people.

Vision: Peace and Development is committed to putting an end to inequalities, especially gender inequalities, which cause situations of poverty and exclusion among the most vulnerable populations, promoting a critical awareness that fosters change.

Principles: Among others, the organization responds to the Principle of Gender Equity as a strategy for reducing inequalities; and to the Principle of Non-discrimination on the basis of ethnic origin, sex or religion.

Objectives: Our main objective is to ensure that both men and women can exercise their rights on equal terms, thereby putting an end to poverty and social injustice and achieving true sustainable development in each of the areas where we work.

2.3. Resources

In a broad sense, 'resources' are all the means that organizations need to implement their strategies, projects and activities. In order to implement any intervention and achieve its objectives, the organization must know what resources are available.

Considering the gender perspective as an element of quality in the NGO's management implies ensuring that these resources are used to pursue the organization's commitments to equality.

To check whether the NGO allocates resources with a gender perspective, several or all of the following questions can be planned:

- **Have** specific economic items been **introduced in the budget** to achieve the objectives set in terms of equality? In particular, what are these items aimed at (training, awareness-raising, hiring specialized services in equality consulting, facilitating women's participation in the organization's activities, etc.)?

- **Has a** specific **equality architecture been built within the** organization? That is, have persons responsible for equality and diversity been designated within the organization?

- **Are these people qualified in the area and** do they have sufficient time to attend to the gender mainstreaming process in the management system and ensure compliance with the feminist commitments acquired?

- **Are material resources distributed equitably** among **the** different activities and programs of the organization, without reducing those destined to the fulfillment of equality objectives in favor of other types of commitments?

- **Have measures been taken to avoid the existence of gender barriers** in the access, use and control of the material resources that the organization makes available for its activities?

- **Does the organization build an environment and relationships attentive** to the physical and emotional well-being of people from the point of view of provision and self-care? In this regard, does the corporate culture foster a climate of respect, listening and active communication between staff, customers and stakeholders?

2.3.1. Financial resources

When the funds are external, the orientation of the NGO's activities is determined by the financing parties. When they are own funds, the orientation of the resources is mainly determined by the organization's strategy.

Following the commitment made by the organization, in both cases quality management will be fulfilled when the principle of equality has its own place in the pre-supposition.

Thus, regardless of the source of funding, the budget distribution must be in line with the organization's stated commitments. This consistency is a guarantee of quality and avoids situations in which organizations contemplate equal objectives that do not have their own budget items.

A sign that the entity responds realistically to the fulfillment of its equality commitments is when it allocates budget to activities such as:

✓ Equality training for your staff

✓ Awareness-raising for volunteers

✓ Contracting of specialized services in equality consulting

✓ Facilitating the participation of women in the organization's activities by supporting the care of dependent dependents.

2.3.2. Human Resources

Gender mainstreaming in human resources means that the NGO will determine both the number of people needed to achieve its equality objectives (strategic or project-specific) and their qualifications in the f i e l d, both in terms of paid staff and volunteers.

In addition, other aspects will be taken into account that speak for themselves when it comes to assessing the actual scope of the principle of equality in the organization. For example:

- That the employment situation of people who assume responsibility for the achievement of equality objectives is stable and adequately remunerated.

- That the functions of these persons are formally established and known.

- That the labor position is valued and that its decisions can be binding.

In the allocation of human resources, some organizations create among their personnel a figure specifically destined to assume the responsibilities derived from the equality commitment.

GOOD PRACTICE

Staffing of projects with a gender perspective

Under the Adaptation Fund Project on Strengthening Land-based Adaptive Capacity in Communities Adjacent to Protected Areas (Armenia), the social and gender consultation phase and the legal and policy analysis **concluded that it was imperative to include a gender specialist recruited in the project management unit**.

The actions entrusted to this person included:

1. Organize a gender and equality training activity for staff involved in project management and implementation.
2. Incorporate an equality action plan into project planning.
3. Establish project performance and monitoring indicators by gender.
4. Follow up in the territories on the scope of the action plan and report on activities related to gender issues within the project.
5. Conduct periodic socioeconomic and gender assessments.
6. Recommend measures to avoid, minimize or mitigate negative gender impacts, and organize awareness-raising workshops.

UN Women (2020), Handbook for mainstreaming gender in transformative land degradation neutrality projects and programs.

https://www.unwomen.org/es/digital-library/publications/2019/09/manual-for-gen-der-responsive-land-degradation-neutrality-transformative-projects-and-programmes

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2.3.3.   Material resources

They refer in particular to the instruments, equipment or infrastructures that organizations make available for their activities. From specific units such as technological devices, vehicles or consumables, to facilities such as care or activity centers, or mobile units or housing, but also care and support services in different areas (health, psychological, social, legal, labor) and in different formats (workshops, groups, communities...).

The management of material resources with a gender perspective must pay attention to different aspects. On the one hand, care must be taken to avoid any gender barrier that clients, staff, volunteers or other interested parties may encounter in accessing, using and controlling these resources.

On the other hand, material resources will be distributed equitably among t h e different activities and programs of the organization, so that **the fulfillment of the equality commitments will have the necessary resources and will not be prejudiced t o   t h e   benefit of the fulfillment of other types of commitments.**

Organizations take into account the gender perspective in the management of material resources when:

- They prevent clients and stakeholders from encountering gender barriers in the access, use and control of these resources.

- They allocate the necessary resources to the fulfillment of equality commitments, without being disadvantaged to the benefit of others.

2.3.4. Intangible resources

Along with the above, there is another set of resources that can be called intangible because they have no materiality. Therefore, this type of resource is difficult to measure or quantify. In this sense, intangible resources may not fit with the requirements of any quality management system, which is always attentive to documentation and measurement.

However, **these resources contribute to the success of the organization's activities, and appeal to a human, interrelational dimension that cannot be ignored when a feminist transformation in the management of the organization is pursued.**

Time is one of these resources. But not the linear and measurable time devoted to the activities or projects contemplated, but the informal and spontaneous time - if it can be defined in these terms - that each person in the organization devotes to questioning and reeducating his or her outlook, the time spent in dialogue, debate, research, reflection or sharing....

Along with time, or 'within' time, there are those 'little things' that allow the NGO to function, its strategy to be properly implemented, and its objectives to be achieved. From a feminist approach, the term "care" could be used to refer to **all those tasks or actions that each person linked to the organization makes available to others in response to the commitments made and to help produce a good or improve a service: a phone call on time, a hot coffee while waiting for a service**, a hint to help with a decision, a moment of active listening, a hug in a difficult moment.

Incorporating the gender perspective as an element of quality in the management of organizations also speaks to each person's way of behaving, to their attitude and behavior, to what they make available to other people in relationships and in the generation of links. All of this expands the basis for change and strengthens alliances, providing indisputable value in the process towards a feminist management model.

REMEMBER

People are vulnerable and interdependent. Throughout our lives we all need to be cared for.

In the system of gender segregation, the provision of care has been assumed to be a duty that women cannot be separated from men. In this gender system, men have been disassociated from caregiving because a model of masculinity that is alien to these responsibilities has been naturalized.

An organization that incorporates the gender perspective as an element of quality questions the traditional gender model associated with care and assumes that everyone has the right to receive care, but also the duty to provide it.

In an NGO, staff, volunteers, clients and stakeholders depend on each other's work, time and affection. An organization that is committed to gender equality seeks to build an environment and relationships that are attentive to the physical and emotional well-being of people from the perspective of provision and from the perspective of self-care.

2.4. Legal requirements

As mentioned at the beginning of this Guide, **considering the gender perspective as an element of quality in the management of organizations makes it necessary to respond to legal requirements in terms of equality and non-discrimination.**

In order to do so, the NGO must consider its different fields of action, for example:

- Project planning.

- Provision of services.

- Product design.

- Performance of activities.

- Process documentation.

- Personnel management.

REMEMBER

The NGO shall make available to employees, clients and stakeholders the equality mandates binding on the organization, in addition to the self-imposed commitments in this area.

The provision of information should be facilitated through channels accessible to all people, avoiding gaps in accessibility to information.

In this regard, the NGO will take into account:

State and regional regulations on equality and non-discrimination between women and men, as well as in relation to the different groups to which women staff, volunteers or end clients belong.

At the state level, there are numerous regulations that consolidate the principle of equality and protect people against situations of discrimination, extending rights and establishing obligations for entities.

The most relevant are:

- **Organic Law 1/2004**, of December 28, **2004**, on Comprehensive Protection Measures against Gender Violence.

- **Organic Law 3/2007**, of March 22, **2007** for the effective equality of women and men.

- **Law 15/2022**, of July 12, **2002,** on equal treatment and non-discrimination.

- **Organic Law 10/2022**, of September 6, on the Integral Guarantee of Sexual Freedom.

In addition, all but 2* of the Autonomous Communities have their own law on equality between women and men.

* At the time of writing this Guide, the Autonomous Communities of Madrid and La Rioja do not have their own equality laws; in the latter case, the Riojan law is in the process of being approved.

The existence of social clauses on equality between women and men in the bidding terms and conditions for contracting with Public Administrations.

Article 145 of Law 9/2017 of November 8, 2017, on Public Sector Contracts establishes that qualitative criteria in addition to economic criteria shall be taken into account in the award of contracts to determine the best value for money.

Among the qualitative criteria, characteristics of a social nature are identified, among which the following are contemplated:

✓ gender equality plans applied in the execution of the contract and, in general, equality between women and men;

✓ the promotion of female recruitment;

✓ the reconciliation of work, personal and family life;

✓ the promotion of the social integration of persons with disabilities, disadvantaged persons or members of vulnerable groups among the persons assigned to the execution of the contract and, in general, the social and labor insertion of persons with disabilities or in a situation or at risk of social exclusion;

✓ criteria relating to the supply or use of products based on fair trade during the execution of the contract;

✓ Etc.

Adherence to feminist initiatives, declarations or manifestos that are of social or institutional initiative and strengthen the entity's public commitment to equality.

➡️ **Public or private certification in the area of equality** between women and men or in the prevention of and action against gender-based violence. In this line, the organization may seek to ensure that supplier companies or other partner or allied entities also have this type of certification or recognition.

EXAMPLE

"Companies for a society free of gender violence".

The Government Delegation for Gender Violence, attached to the Ministry of Equality, proposes this public innovation initiative in the field of public-private collaboration and corporate social responsibility.

Joining the "Companies for a society free of gender-based violence" initiative as an entity is a commitment to a society free of sexist violence and in favor of equality between women and men.

https://violenciagenero.igualdad.gob.es/sensibiliza-cionConcienciacion/inicitativaEmpresas/home.htm

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2.5. Stakeholders

Applying the gender perspective as an element of quality in the management of organizations requires, on the one hand, knowing the particular needs of the people who make up the final clientele and other stakeholders and, on the other hand, facilitating their participation in the consultation processes so that their needs can be known.

Compliance with these requirements will help the NGO to achieve better results in its change processes and greater sustainability of the management system.

To assess whether the gender perspective is being effectively taken into account in the stakeholder consultation, the organization can ask itself the following questions:

- **Have feminist organizations and** women's **groups been taken into account** in the stakeholder consultation?

- **Have the priority issues** for women **been identified** in relation to the feminist agenda? (For example: higher quotas for women's participation; guarantee of security and privacy; protection of sexual freedoms and reproductive rights; recognition and access to decision-making spaces; greater responsibility for care...) Are these issues included in the agenda and do they receive similar attention to other issues?

- **Have specific services or supports been considered** to facilitate participation, such as promoting childcare or transportation?

- **Has attention been paid to groups of** particularly vulnerable people whose voices have traditionally been marginalized in decision-making processes? If needed, has tailored support been provided to facilitate their participation?

- **Is there a balanced participation of women and men in the** team in charge of the consultation? Are they trained and sensitive to gender issues?

- **Has a communication plan been designed** for the consultation process based on channels, media and messages adapted to the possibilities of the different groups of women?

2.5.1. Classify

The first step in a consultation process is to identify and classify all stakeholders who may be linked to the NGO or to a particular project, observing them in a gender-sensitive manner.

This list of cases can be followed:

- Relatives and people related to the clientele

- Influencers of public opinion

- Experts on the NGO's field of action.

- Personnel paid by the entity

- People active in volunteering, former volunteers or potential volunteers

- Neighborhood associations, local collectives, citizen participation networks

- Feminist organizations or groups

- Authorities

- Financing entities or persons

- Suppliers

Following the above list is helpful, but does not necessarily guarantee gender mainstreaming.

To do so, **the NGO must consider where women are, which groups represent their interests and which pursue feminist objectives.**

Thus, in order to classify the clientele and stakeholders during mapping, the following questions, among others, can be answered:

Which persons or groups are affected by what the organization does or proposes to do? In what proportion and with what characteristics are women and men present among these persons and groups?

Who possesses knowledge useful for the organization to incorporate the principle of equality or respond to legal requirements in this area?

Which individuals or groups can influence the success of the NGO's objectives or project in terms of equality?

How are women and men distributed in positions of responsibility and decision making in the organization's structure? And in other relevant organizations with which it interacts?

REMEMBER

✓ **Incorporate groups or individuals with expertise in gender and equality** in the classification of organizations.

✓ **Respect the scale of balanced composition** in the presence and classification of women and men.

✓ **To include groups of women in a situation of vulnerability** aggravated by the intersection of gender with other factors, such as migrant women, racialized women, or women with functional, sensory or intellectual disabilities.

2.5.2.   Weight

The second step in organizing the consultation process is to prioritize the people and groups that will play an active role in the change of the organizations. That is, **who at any given moment are key agents for the successful application of the principle of equality and feminist transformation.**

In order to apply the gender perspective in the weighting of the degree of relevance of e a c h stakeholder, the following criteria are suggested:

- **(Legitimacy - L)** To what extent does stakeholder participation respond to pre-existing equality agreements or rules?

- **(Contribution - C)** Does the stakeholder have useful information, advice or experience to support the feminist transformation of the organization?

- **(Influence - I)** What power does the stakeholder have? Does the stakeholder have the ability to persuade or coerce third parties to make pro-equality decisions or to comply with their equality obligations?

- **(Importance - Im)** Can the stakeholder facilitate the achievement of the organization's feminist commitments? In this sense, is it in the NGO's interest to meet their needs and interests?

- **(Necessity - N)** If the stakeholder does not participate in the project, can the scope of the equality commitments be jeopardized?

- **(Willingness - V)** To what extent is the stakeholder willing and motivated to participate?

GOOD PRACTICE

Staffing of projects with a gender perspective

To assess the relevance of the participation of each stakeholder in the consultation process, it is suggested that a table be drawn up showing the score obtained in response to each of the questions posed above:

	L	C	I	Im	N	V	Result
Part 1							
Part 2							
Part 3							
Etc.							

A simple scale contemplates a range of points from 0 to 3, which are applied to each interested party according to the relevance of each of the criteria. The qualitative correspondence could be:

- 0 points = Not relevant
- 1 point = Low relevance. Superficial.
- 2 points = Medium relevance. Considerable.
- 3 points = High Relevance. Essential.

Source: "Mapping stakeholders, their interests and objectives". Riconfigure.
Reconfiguring Research and Innovation Constellations,
https://ccs.upf.edu/wp-content/uploads/2.6_Guia-stakeholders-y-roles_ES.pdf

2.5.3.   Identify

The third and final step of the mapping for carrying out the consultation processes consists of identifying the particularities of the stakeholders. This requires focusing on the voice of the people and groups that have been selected in the previous stage.

The fact that the identification of the particularities is sensitive to the gender conditioning factors that surround and shape the needs and expectations of the final clientele and stakeholders is a guarantee that the principle of equality is being taken into account in the organization's management.

Thus, the process of change towards a feminist management acquires a clearly open component, understanding that the only way to challenge the neutrality, normalization and uni- formity of the inherited mental models is through the facilitation of spaces for participation and reflection that gather the first-person voice of the stakeholders.

The participation of women in consultation processes may be more limited than that of men, due to the effects of the gender system on people's daily lives, for example:

- **Women have less time of** their own, as they assume most of the care responsibilities.

- **Women organize the response to their daily responsibilities in** a circular fashion, as their role as primary caregivers requires them to respond in a multi-faceted and permanent manner that reduces their participation in participatory processes.

- **Many women face external prejudices and self-limiting conceptions** about their capacity for advocacy and trans- formation, since in many settings they are still conceived as having less authority than a male voice.

Some aspects may favor women's participation in consultation processes. For example:

Inclusive communication plan

The NGO must design a communication plan for the consultation process based on channels, media and messages adapted to the communication possibilities of the clientele and other stakeholders.

For example, it is advisable that messages, communications or documents can also be disseminated in the easy-to-read method, so that the rights and opportunities of people with special communication needs are guaranteed.

GOOD PRACTICE

ICONG has developed its NGO Quality Standard Version 5 in easy-to-read format.

https://icong.org/herramientas/norma-ong-de-cali-dad-version-5-easy-reading/

At the same time, it is necessary for the organization to employ non-sexist formulas in the language and images used, in order to avoid reproducing gender stereotypes that limit or condition the involvement of women.

Sensitivity and equipment composition

In order to ensure meaningful participation in which issues related to the gender system, the constraints it implies and the opportunities for transformation that currently exist emerge, the team in charge of carrying out the consultation process must be trained in equality and, as far as possible, meet the balanced composition standard.

Equality training will predispose the team to perceive subtle aspects of behavior during consultation processes, and will facilitate the offering of solutions.

REMEMBER

✓ **That some women** may feel more comfortable talking to other women.

✓ **That in some contexts** it may be preferable to organize non-gender-mixed consultation spaces.

✓ **That in some mixed groups** the underrepresented group may need more encouragement to communicate openly.

Practical and logistical arrangements

When consultation processes require attendance or travel, the effect of the gender division of labor on the daily organization of some women's lives cannot be ignored, which, as is well known, has a negative impact on their possibilities of participation.

It is recommended that the NGO can provide, for example, a child or dependent care service to cover the required participation time.

Likewise, the differential impact of gender, as a sociocultural factor, on women's perception of safety or on the ways in which women and men travel, as well as the difficulties that some people with motor disabilities may encounter when traveling due t o the existence of architectural barriers, cannot be ignored.

It is recommended that meetings be held in accessible locations, well connected by public transportation, preferably not isolated and well lighted.

In short, applying the gender perspective as an element of quality in the management of organizations **requires organizing the logistics of consultation processes in such a way as to facilitate the participation of all people.**

CHAPTER

3.

Applying the gender perspective as an element of quality in the management of organizations requires multiple tasks that readjust the internal and external activity of the organization.

When this readjustment occurs permanently, following a procedure and planning, the entity responds to the principle of continuous improvement, which is a requirement in quality management. In relation to the principle of equality, the organization would always be at the beginning of the next commitment, allowing its improvement to be permanent and the feminist transformation not to stagnate.

Gender mainstreaming therefore involves planning, reviewing and revising in a chained fashion in a cycle that feeds back on the gender i m p a c t s   that occur internally and externally.

This chapter explores some key elements of this improvement cycle, providing information of interest to the organization in its gender mainstreaming process:

1 - Planificar los cambios

2 - Revisar las necesidades

3 - Replantear los objetivos

4 - Reorganizar las relaciones

5 - Adaptar la comunicación

3.1. Planning changes

Changes to the management system and its key processes should be carried out in a planned manner. Equality improvement planning is a strategic process that is aligned in a core way with the organization's mission, vision and values. As such, it permeates all other organizational processes and involves all stakeholders.

In other words, when organizations assume the commitment to apply the gender perspective as an element of quality, they must take into account the changes that may occur in the external or internal context of the organization and that may have an effect on the equality commitments acquired.

REMEMBER

In the continuous improvement cycle, organizations should pay attention to the following circumstances, insofar as they have an impact on the equality commitment acquired:

✓ **Changes in** equality and non-discrimination regulations affecting the organization.

✓ **Requirements to adapt the management system** to the legal or regulatory requirements set forth by the labor authority.

✓ **Substantial changes in the organization** that affect the working conditions of the organization's workforce, the organization's work organization or the organization's strategy.

✓ **Appearance of new feminist social demands** that affect the organization's scope of action or its relationship with its clientele and stakeholders.

3.2. Review needs

The identification of needs is the starting point of any planning process, but it also coincides with the moment to provide feedback to processes already underway. This is the essence of continuous improvement.

Incorporating the gender perspective as an element of quality in the review of needs requires streamlining communication among stakeholders, describing and analyzing emerging situations from a gender perspective, and establishing equality priorities. These three aspects are discussed below.

The needs review involves assessing the effects of changes on gender relations among the organization's staff, volunteers, clientele or other stakeholders.

In other words, it is necessary to find out:

✓ To what extent the previous gaps or differences are maintained or have changed.

✓ How do personal expectations remain static or transform in relation to the process of feminist trans- formation.

✓ How fluid is the communication between the parties to ensure that all voices are taken into account.

3.2.1. Stakeholder communication

In quality management, the review of needs transcends the optimization of resources and encompasses consultation and communicative interaction between the different parties. Effective needs identification is not unilateral, but occurs through the perceptions, insights, discourses and accumulated experience of the different stakeholders.

This perspective gains strength from the commitment to feminist transformation because it proposes an integrative vision of the diversity of voices and experiences that are crossed by the intersection of different factors.

In this way, it is possible to abolish the defense of a single vision of needs - purportedly general, but in reality linked to the decision-making power of the dominant parties - by breaking with the idea that knowledge is something neutral, uniform, definitive or absolute.

Here then appears the feminist demand to make women's experience and voice visible and to grant them authority as full participants in change.

Together with sex/gender as a conditioning factor of the place that people occupy in the world, and from which they identify their needs, there is the intersection with other circumstances that again determine people's experience and points of view and, therefore, their opinion on the needs that arise. The union of the gender perspective with the intersectional perspective is a requirement in processes of change that are inclusive and open to diversity.

REMEMBER

People do not respond to a homogeneous pattern, nor are their experience or understanding of needs neutral to their sex/gender or the conjunction of this factor with others such as age, origin, disability or functional diversity, desire orientation, gender identity or socioeconomic status.

✓ **The gender perspective** is a theoretical tool for analyzing the way in which gender differences are defined and represented in the social context, including the variation in people's experiences, perceptions and opinions.

✓ **The intersectional perspective** broadens the binary difference between women and men by introducing a range of variables also embodied by individuals who, in their mutual influence, determine people's experiences, perceptions, opportunities and rights.

3.2.2. Description and analysis of situations

The reactivation of consultation and participation processes makes it possible to refresh information on the different needs of the clientele and stakeholders, with emphasis on the causes and consequences of the problems.

Reviewing the description and analysis from a gender perspective requires the use of specific theoretical and methodological tools. For example:

➡ **Relevant and precise data** that provide clues as to how inequality systems (gender and others) are articulated and, in the case of providing statistical information on individuals, should always be disaggregated by identifying variables of analytical interest.

➡ **Analytical framework** that gives coherence to the description and analysis of situations based on the data and information collected, in accordance with the parameters of gender relations and other relations crossed by factors of discrimination.

REMEMBER	
Disaggregated data	**Gender theories**
They seek to establish differential information between people to explain existing situations.	They make it possible to define, explain and understand the differences in people's life experiences based on their experiences as segmented and *generalized* subjects.
To delve into the relationship between women and men as a binary relationship, the data will have to be disaggregated by sex.	Depending on the sex of the person, different expectations are attached to the person.

Both in the disaggregation of data and in the framework of analysis, the analytical category "gender" should converge with other categories of analysis as required by the realities and needs of the context and stakeholders.

DEEPEN

The application of the analytical framework of gender theories in the field of health has led to the conclusion:

✓ That women and men suffer from some different diseases and that even the risk factors, modes of transmission and symptoms of the same disease may be different.

For example, women and men show different symptoms in heart disease.

✓ That women and men do not have the same patterns of access to health care systems.

For example: women, in greater proportion than men, seek health services in response to their reproductive role, accompanying other people in the family.

Pan American Health Organization (2009) Elementos para un análisis de género en las estadísticas de Salud para la Toma de Decisiones.

https://www.paho.org/es/documentos/elementos-pa- ra-gender- analysis-health-statistics-for-decisions-taking

3.2.3. Prioritization

The review of needs from a gender perspective determines the rethinking o f the findings regarding the clientele and stakeholders.

Although, obviously, in addition to the principle of equality, other criteria may determine decision-making on the priorities established, the NGO should take into account the following:

> **That the establishment of priorities involves people representing all** groups that form part of the clientele and other interested parties, taking into account the balanced participation of women and men.

> **That the new priorities contemplate the possibility of establishing differential actions** among the different groups involved, respecting the principle of equity in the distribution of resources.

The review of how the problem-situation has been described and analyzed makes it possible to re-establish the priorities for action and, subsequently, to redefine new objectives.

In some circumstances it is advisable for organizations to develop their activities in non-mixed groups.

To obtain optimal results and generate collective empowerment links, it is sometimes preferable to design homogeneous groups in which the people in them share a common characteristic, such as gender identity, socioeconomic status or family situation.

3.3. Rethink objectives

The commitments acquired by the organization, legal requirements, identified needs and other factors of an internal or external nature, such as political will, are what inspire the direction of change.

From the approach proposed in this Guide, **the objectives of the organization, its programs and actions must respond to the principle of equality and be based on the framework of analysis offered by the gender perspective.**

It is very important to maintain an internal logic that cohesively links the strategic objectives and those set forth in the programs and actions with the commitments acquired by the organization.

Only in this way will the vision, mission and values promoted not contradict the proposed objectives.

For example, it is incompatible to maintain an organizational mission that seeks to put an end to inequalities between women and men with executive objectives that are opaque to gender.

Applying the gender perspective as an element linked to quality implies transposing the principle of equality at all levels:

The general objectives of the entity shall include the achievement of a greater degree of equality and equity among people, contributing to the elimination of the gender inequality system and the rest of the inequality systems with which it intersects.

Answering this question can provide guidance in the formulation of the general objectives:

- Is the achievement of the objectives expected to have any impact on the relations between women and men or on the gender inequality system?

➡️ **The specific objectives will delimit the improvements expected by the entity** with the implementation of its programs, aiming at the reduction of gender gaps between women and men and in relation to the needs or problems of each area of intervention.

The following questions can be used as a guideline for your formulation:

- The needs of which groups of people are to be covered?

- In relation to which problem or dimension of gender inequality are these needs articulated?

- Are they articulated around other categories of discrimination in addition to gender?

➡️ **The operational objectives will concretize the transformations of equality pursued through the activities**, ensuring the equitable satisfaction and use of the resources, services and products of each area of intervention.

The following questions can be asked to check whether or not they respond to the principle of equality:

- What means, instruments or methods are being used to favor an equitable benefit from the implemented activities?

- Are resources allocated in a differential manner and are the specific characteristics of the beneficiaries taken into account?

The establishment of objectives with a gender perspective will take into account:

✓ The target groups.

✓ The current needs and expectations of the clientele and other stakeholders in terms of equality.

✓ The economic, human, material and intangible resources available.

✓ The organization's previous experiences and results in the area of equality, as well as those of similar organizations in the sector.

✓ Social, legal or organizational changes that have occurred in the organization's environment and that have an impact, or may have an impact, on the future or needs of the organization itself, its customers or other stakeholders.

DEEPEN

About the following pre-pandemic data in Spain:

The application of the analytical framework of gender theories in the field of health has led to the conclusion:

✓ **Occupancy gap**
   10 employed women for every 12 men, despite the fact that there are 5.4% more women than men of working age.

✓ **Gap in the unemployment rate**
   Women outnumber men by 3.3 percentage points

✓ Job **insecurity gap**
   9 out of every 100 women and 4 out of every 100 men suffer from precariousness due to temporary and part-time contracts.

✓ **Gap in the choice of career and studies** Only 27% of those graduating in technical degrees are women compared to 70% in health sciences.

✓ **Qualification gap**
   Thirty-seven percent of men and 49% of women have a level of education corresponding to higher education and a doctorate.

✓ **Gap in senior management**
   Women represent 45% of the labor market, but only 10% reach top management positions in companies.

✓ **Wage gap**
   The wage gap between men and women is 14.2% based on average earnings per hour worked.

✓ **Gap in time spent on housework and care work**
   Women spend 2 hours more per day on household chores and 46 minutes more on childcare.

INE, EUROSTAT and Closing Gap PWC (2020) Opportunity cost of the gender gap in employment.

https://closingap.com/wp-content/uploads/2020/09/Employment_Report_compressed.pdf

3.4. **Reorganizing relationships**

One of the factors that demonstrate the quality of management systems is the maintenance of an ongoing relationship with stakeholders, especially those considered a priority for the fulfillment of the NGO's mission.

There are different forms of relationship between the different stakeholders, such as networking, joint learning, cooperation in common projects or other types of alliances. All these forms must meet the requirements established in the commitments made by the organization, among which is the guarantee of the principle of equality.

Applying the gender perspective in relationship management leads to the identification of parties **working from a feminist perspective for equality and non-discrimination.**

As a result of the change process involved in incorporating a gender and intersectional perspective in the management of the organization, **there may be effects that disrupt the nature of previous relationships or require a renewal of the parties involved.**

In the resulting reorganization process, it is recommended that the following aspects be taken into account.

Coordinate the implementation of actions with other parties that have also acquired a feminist commitment and are orienting their activity towards the visibility and elimination of systematic multifactorial inequalities.

The organization thus shares its efforts and generates learning and advocacy synergies in situations where gender intersects with other categories such as age, functional diversity, migrant status, homelessness, etc.

Use neutral terms, not marked in feminine or masculine, in the denomination of positions, posts and roles associated with the organization chart or network of integrated parts linked to the organization.

This will avoid self-excluding associations and the activation of gender stereotypes that occur as a result of the sexist use of language.

Document the basic **requirements** of training, experience, availability, skills, values and competencies necessary for the performance of positions, jobs or roles.

This will promote objectivity in the processes, curbing the influence of discretionary decisions based on gender or other discriminatory biases.

Describe the roles, responsibilities and interrelationships expected of and among the organization's stakeholders.

This will delimit the place and role of each party, reducing the possibility that gender expectations associated with individuals may lead to unequal treatment or a segregated and unfair distribution of tasks.

Draft a Code of Conduct to prevent undesirable behavior or behavior contrary to the equality commitments acquired by the organization, requesting its endorsement by all interested parties.

This will encourage the prevention of sexist or discriminatory behavior, favoring the sensitization of the parties and supporting a corporate culture free of any form of violence or discrimination.

Establish criteria for gender **balance** in the composition by gender of stakeholder groups over which it has the capacity to influence, such as paid staff or volunteers.

This will avoid male or female over-representation, challenge patriarchal power distribution inequalities and favor parity as a truer reflection of social reality.

Apply affirmative action measures aimed at women, provided that there are circumstances that justify it.

This will promote a balanced presence of women and men in situations of under-representation of women and will help to compensate for the historical discrimination that has been directed against them.

Affirmative action measures:

✓ These are **specific measures** aimed at correcting situations of inequality produced by systems of inequality.

✓ They are **temporary** because their validity depends on the continuation of the situation of inequality.

✓ They are designed under the criteria of **reasonableness and proportionality** to the objective pursued.

✓ They must be **explained and contextualized** in a rigorous manner.

Many of these aspects can be materialized in a specific planning of measures directed either to the organization's paid personnel or to the rest of the stakeholders with whom it relates, either collectively or individually, if deemed appropriate.

In the application of the gender perspective to the operation of organizations, there are generally two types of instruments that encompass the above-mentioned aspects: **personnel equality plans (internal impact) and strategic equality plans (external impact).**

REMEMBER

Staff Equality Plan

Internal planning of objectives and evaluable measures that an organization has in place to achieve effective equality between women and men in its workforce.

All entities with 50 or more people are obliged to have an Equality Plan negotiated and approved with the Legal Representation of the Workers following the requirements established in the current regulations.

Strategic equality plan

Planning of the master lines that define the entity's external action to favor the achievement of effective equality between its client and stakeholders.

Organizations are not obliged to follow a strategic equality plan that benefits their expert stakeholders, but its design and implementation reinforces the acquired equality commitments.

3.5. Adapting communication

The communication process is a substantial part of management systems. It must be understood as a process of exchange which, the more fluid and effective it is, the greater the impact it will have on the relationship with customers and stakeholders.

REMEMBER

Communication channels the relationship with stakeholders and reinforces the legitimacy of the organization in key areas. **Therefore, communicating is not only about informing, but also about listening, explaining, dialoguing, building together, participating and being accountable.**

ICONG, Communication with quality

https://icong.org/modulos-2/7-modulo-de-comunica-cion-with-quality/

Applying the gender perspective in the management of organizations requires that the Communication Policy replicates the commitment to the principle of equality. This translates into two main results.

In relation to the form, egalitarian communication requires representing social plurality and not reproducing discriminatory imaginaries (sexist, racist, ableist, transphobic, homophobic...). In relation to substance, feminist communication demands giving centrality to contents, information and themes related to the process of transformation towards a management that incorporates the gender perspective.

Including the gender perspective in communication means including women in the power of communication and information.

Women are left out of this power when they are not named, when they are made invisible, subordinated or appear stereotypically in images.

There are many reasons to adapt organizational communication and turn it into an instrument for feminist transformation:

Generate emancipatory social **meanings.**

Combat androcentrism as the predominant vision of interpretation of social reality that relegates women to a secondary plane and makes them invisible.

To foster an egalitarian organizational culture that promotes the achievement of the feminist objectives previously set.

Ensure stakeholders**' right to information** on the measures being implemented in the area of equality.

To report the results of the monitoring of the different projects and activities of the organization in the area of equality.

Share with stakeholders relevant **information** and best practices related to equality actions for which they are responsible or in which they collaborate with the organization.

These are some of the questions that the organization can ask itself to check whether its communication replicates its commitment to the gender perspective:

- **Are communication channels used** that are accessible to all clientele and other stakeholders?

- **Does the organization make** gender information **available** to stakeholders that is useful and relevant to them?

- **Is** the reproduction of discriminatory imaginaries, such as the sexist, racist or ableist imaginary, **intentionally avoided**?

- **Is there a non-sexist use** of language in written and graphic communication in all the organization's channels?

- **Do** the persons responsible for the entity's communication **have training** in gender issues?

4.

Any management system must be continuously monitored, as this is the only way to ensure compliance with commitments in a changing environment.

From the gender perspective, system monitoring consists of **verifying that** the **objectives set in terms of equality are being achieved or, in any case, identifying the obstacles that hinder this.**

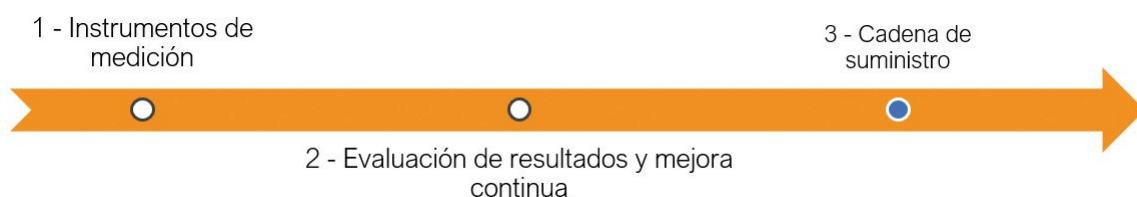<div style="border: 2px solid orange;">

REMEMBER

The purpose of monitoring is to generate information **on how the gender mainstreaming process is developing and whether it is working adequately.**

At the same time, it makes it possible to communicate to the interested parties the relevant aspects that, in the form of achievements or obstacles, are emerging during the process.

</div>

These are some of the questions that the organization can ask itself in order to adjust its review systems to the gender perspective:

- **Does it allow for measuring progress and setbacks** on the degree of gender mainstreaming?

- **Does it make it possible to learn** what has worked well and should be replicated, and what should be changed?

- **Do you offer differential information** on female and male clients and stakeholders?

- **Does it measure the change** in gender gaps?

In an attempt to close the circle of the gender mainstreaming process in the quality management system, this chapter offers some recommendations on the following aspects:

1 - Instrumentos de medición

3 - Cadena de suministro

2 - Evaluación de resultados y mejora continua

4.1. Measuring instruments

There are two types of fundamental instruments for monitoring the degree of gender mainstreaming in the organization's management system: documentary instruments, such as internal audit reports and annual reports, and measurement indicators.

The combination of these instruments makes it possible to document the monitoring and evaluation processes and, therefore, promotes continuous improvement in the terms expressed in this chapter.

4.1.1. Documentary instruments

Two are the documentary instruments referred to in this Guide: the internal audit report, as a product prepared by a team external to the organization, and the annual report, as the NGO's own document.

> One of the pillars on which the quality management system is based is the documentation of all commitments, policies and processes of the organization, including evaluation and continuous improvement.
>
> **In this way, the documentation will reflect the organization's conception and scope of equality as well as witnessing how it is evolving.**

Internal audit report on gender mainstreaming

In the audit, an independent team analyzes and evaluates the reliability of the process of mainstreaming the gender perspective in the management of the organization.

Different aspects such as compliance with legal requirements, achievement of objectives or effectiveness in implementing actions in line with the expectations placed on the application of the principle of equality in the organization must be taken into account.

The audit report should identify areas for improvement so that the NGO can continue to increase the quality of its processes and value as an organization.

In the event that the organization would like to be able to apply this measurement tool and implement the internal audit, it could consider these guiding questions:

- Have differential **needs and expectations been taken into account** when assessing the implementation, effectiveness and appropriateness of the organization's policies and business objectives?

- **Have the areas** leading to a progressive improvement in the satisfaction of these differential needs and expectations **been identified**?

- **Do the persons conducting** the audit **have specialized training** in gender?

Equality Annual Report

In an annual report, the organization does not require the intervention of an external audit team, but unifies all relevant information to report and account to stakeholders on the actions that have been implemented in the application of the gender perspective in the management process.

It is therefore a crucial requirement that the report be published and communicated to stakeholders in accordance with their communication needs.

In the report, attention should be paid to the new commitments acquired, the priorities set in terms of equality, the scope of results, the activities implemented and the gender impact they have had on customers and other stakeholders.

The people involved in supervising the process of gender mainstreaming in the management of the organization must have demonstrable experience and knowledge in the field.

To check the adequacy of the annual report, the organization can ask itself:

- **Does the report contain technical information** on all equality measures being implemented?

- **Is the scope of results included by** means of quantitative and qualitative information?

- **Does the report include a list and explanation of incidents** resolved or pending regarding gender mainstreaming in the management process?

4.1.2. Indicators

Both the audit report and the internal report must be supported by gender-sensitive indicators that provide verifiable information on the extent to which the gender perspective has been applied and equality objectives have been met.

The feminist transformation of organizations suggests that, in addition to quantifying facts and results, indicators should provide qualitative information on the processes, perception or experience of clients and stakeholders.

Thus, organizations are called upon to make use of both quantitative and qualitative indicators.

Basically, quantitative indicators are used to measure the repetition of a reality, while qualitative indicators are used to interpret the causes and consequences of such repetitions.

✓ **Quantitative indicator:** How many hours per day do the entity's employees dedicate to the care of family members?

✓ **Qualitative indicator:** How do workers perceive the distribution of care tasks in their family environment?

The organization can ask itself questions such as the following to assess the construction of indicators with a gender perspective:

- **Are the indicators** defined disaggregated by variables relevant to the identification of individuals, such as gender, age or origin?

- **Are** both quantitative and qualitative indicators **combined**?

- **Are the defined indicators useful** to make visible the progress made in the coverage of differential needs?

- Do the indicators allow measuring the gender results of each outcome?

The following are some examples of how to establish and select gender-sensitive indicators as tools for measuring change:

Indicators that measure the participation of women and men in the processes.

For example: participation rate by gender in decision-making spaces, technical teams, forums and advisory bodies, etc.

Indicators that measure the scope of project activities in relation to beneficiaries.
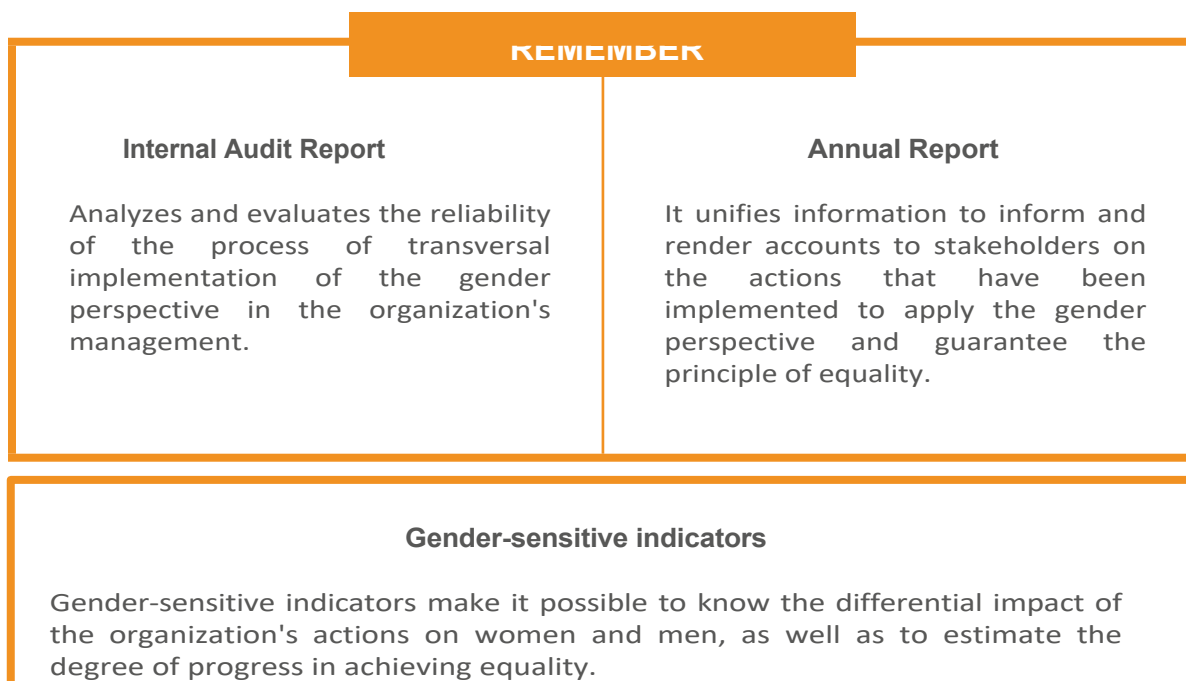
For example: percentage of women and men in the workshops implemented, number of women and men who have benefited from the services offered, etc.

Indicators that measure the results of the equality objectives.

For example: female entrepreneurship rate, labor market insertion rate by gender and field, gender gap in volunteering, etc.

Indicators that measure people's perception.

For example: degree of satisfaction of women and men with the services and activities offered, degree of evaluation by women and men of the organization's equality changes, type of complaints, suggestions or claims made by women and men, etc.

REMEMBER

Internal Audit Report	**Annual Report**
Analyzes and evaluates the reliability of the process of transversal implementation of the gender perspective in the organization's management.	It unifies information to inform and render accounts to stakeholders on the actions that have been implemented to apply the gender perspective and guarantee the principle of equality.

Gender-sensitive indicators

Gender-sensitive indicators make it possible to know the differential impact of the organization's actions on women and men, as well as to estimate the degree of progress in achieving equality.

4.2. Evaluation of results and continuous improvement

In order to centralize some of the issues that have been addressed in previous pages of this Guide, this section contains some basic recommendations to ensure that evaluation is assumed as an intrinsic part of the process of continuous improvement in the application of the gender perspective in the management system.

4.2.1. Data analysis

First, the organization will use gender-sensitive indicators as a tool to assess the degree of compliance with the equality commitments undertaken.

The analysis of the information provided by these indicators will inform the organization about the specific progress or setbacks that may have occurred in a given period of time in relation to the gender mainstreaming process. Thus, it will be possible to obtain a clear picture of the performance of the management system in general and of the different processes and projects of the organization.

The following guidelines can guide the organization in analyzing data with a gender perspective:

Individuals with expertise in gender impact assessment **will participate in** the project measurement and monitoring team.

Efforts will be made to ensure a balanced composition in the project evaluation team, and equal opportunities in the decision-making spaces regarding the needs and areas for improvement identified.

The data will be analyzed according to all the variables that are relevant and possible to identify and collect, starting from a basic breakdown between women and men.

A starting scenario or baseline **will be established** with the initial statistical situation of the groups and realities to be measured, in order to serve as a reference in the measurement and analysis of the changes that have occurred during the gender mainstreaming process.

Attention will be paid to changes in the **gaps** and measurement results, emphasizing the variation in the data on presence, participation and position of people according to their sex/gender or other factors relevant to the analysis.

Based on the above guidelines, the evaluation of results will make it possible to draw conclusions on the lessons learned during the process of feminist transformation in the organization.

4.2.2. Improvement

Any effective management system is characterized by the fact that it is capable of continually evolving and improving, based on the analysis of the results obtained in the evaluation. Therefore, **improvement must be a recurrent activity of the organization that progressively increases its capacity to comply with equality requirements.**

To ensure that the continuous improvement of the system takes into account the gender perspective, the organization needs to learn from the results obtained from the analysis of the data and its related areas for improvement, duly reflected in the internal audit report or in the annual report.

REMEMBER
From a gender perspective, the continuous improvement process seeks to **reduce gender gaps and increase the transformational impact of the changes introduced in the management system.**

Based on the analysis of the results, the organization will consider possible modifications to the management system, its inherent processes, programs or activities implemented, and will propose recommendations for their application.

4.3. Supply chain

A final aspect to be considered by organizations in incorporating a gender perspective into their management system is to transcend their commitment to the supply chain.

As far as possible, the organization shall ensure practices and conditions consistent with the principle of equality.

Here are some ideas:

Communicate the organization's **commitment** to gender equality in the supply chain, encouraging or requiring suppliers to comply with it.

Formalize equality **requirements** for suppliers through contract clauses that require compliance.

Cooperate in the establishment of rules and codes of joint control in matters of equality with supplier entities.

Verify the equality **requirements** of supplier entities through questionnaires, visits, registration of activities, etc.

Facilitate good practices in this area to supplier entities and that have to do with the management system as well as with other types of initiatives, programs and actions in this area.

Benefit through affirmative action to supplier entities managed by women or owned by women, with feminized staff or groups in vulnerable situations.

To check whether the organization is managing its supply chain with a gender perspective, questions such as the following can be asked:

- **Have** equality requirements **been included** in the supplier selection/approval procedure?

- **What value is placed on responsible behavior** with equality when selecting, extending or terminating the contract with key supplier entities?

- Are measures taken when a supplier's non-compliance with its equality commitments is detected?

5.

Throughout the document we have tried to propose an approach that, ascribed to the so-called "gender perspective", questions patriarchal gender norms and relations in order to **prevent the survival in the management of organizations of male privilege, or that of any other social group, to the detriment of subordinate groups.**

The Guide has argued that guaranteeing the application of the principle of equality is a way of preventing the inheritance (and inertia) that we often have in organizations from favoring relations of power and subordination between women and men, segregation, gender stereotypes or the naturalization of assigned roles.

It is known that many entities express that mainstreaming the gender perspective in a management system is still pending or that it is being done little by little, as far as p o s s i b l e , sometimes even while improvising steps and actions, or while the teams rely on available instruments that they do not know adequately.

Up to this point, the Guide has attempted to provide an orderly and accessible overview of the most relevant aspects that organizations must take into account in order to proceed and plan their process of change towards the full incorporation of the gender perspective in the management system.

In this last chapter, and as a conclusion to all of the above, we illustrate some examples that many entities take as a guarantee of feminism or of mainstreaming the gender perspective, although, in reality, they are no more than incorrect assumptions or insufficient practices.

All the cases included are the result of the professional experience of the Guide's writing team; surely, many of them are known to those of you who have this document in your hands. All of them serve as small calls for attention that complement the propositive part of the previous pages and contribute to the usefulness of this work to accompany the processes of full and effective integration of the gender p e r s p e c t i v e in the management system of your organization.

5.1. Incorrect assumptions and insufficient practices

INCORRECT ASSUMPTION

"In our NGO there is no inequality because we are an entity committed to social equity".

The fact that the organization's vision, mission and values incorporate the gender perspective or promote the empowerment of women does not automatically imply that its management system favors equality or is free of gender bias or androcentric inertia.

If the vision, mission or values of your organization contemplate feminist values, it is an important step, but you should not be satisfied with that. You need to continue to identify the rest of the requirements to solidly incorporate the gender perspective as an element of quality in organizational management.

POOR PRACTICE

"In our NGO, equal pay for women and men is guaranteed because salary supplements do not depend on internal discretionary decisions and are stipulated in the agreement.

The fact that the organization's salary supplements derive from the provisions of the applicable collective bargaining agreement only guarantees the absence of direct discrimination, but does not prevent the occurrence of other causes of indirect wage discrimination.

Differences in the types of working hours or time worked by women and men, the gender imbalance in the highest paid positions or the unequal value attributed to feminized or masculinized positions determine the wage gap between women and men, both in the labor market as a whole and in the NGOs themselves.

If in your organization the salary supplements are regulated by the Board or do not depend on internal discretionary decisions, it is a reinforcement of equality, but it is not the only way to avoid the existence of differences in remuneration between women and men.

Additional goals should be pursued to incorporate the gender perspective as an element of quality in organizational management, such as, for example, accountability, the presence of women in the highest paid positions and equal pay in positions of equal value (publication on the web of the salaries received by the entity's employees could help, in addition to serving as an example of transparency).

INCORRECT ASSUMPTION

"In our NGO it is not necessary to implement equality m e a s u r e s because most of the staff are women."

The fact that the majority of people working in the organization are women does not necessarily mean that the management system incorporates the gender perspective or is egalitarian. The feminization of NGO staff is, in fact, a consequence of the gender system.

If there is a greater presence of women in your organization's staff, it will be necessary to analyze whether the proportion is similar in all types of positions or positions of responsibility. In addition, it will be necessary to incorporate the gender perspective in other aspects beyond personnel, such as the commitments or general and specific objectives of the organization, the classification of economic and material resources or the communication strategy.

POOR PRACTICE

"Our NGO joins numerous feminist initiatives, which attest to a transformative and non-androcentric culture."

The fact that the organization adheres to social or institutional feminist events or initiatives is a good example of a formal commitment to equality, but does not directly lead to the revision or improvement of the management system as a whole.

Planning changes to incorporate the gender perspective as an element of quality in your NGO requires a set of external and internal actions that go beyond communication and strategic positioning initiatives. Therefore, it is necessary that your NGO complements its 'outward' actions with 'inward' actions that involve a real process of revision and implementation of organizational management.

BY WAY OF CLOSING

All the proposals and warnings contained in the pages of this Guide will only be useful when your organization feels a conscious desire to transform gender relations and the norms and values that regulate them.

That desire is what drives the intention and will to change and, ultimately, the feminist attitude and behavior that transforms the management of organizations. This desire is the main guarantee that the generalist, androcentric or uniform vision does not dominate and is not unconsciously reproduced in your organizations.

We know that the importance of shining the spotlight on the gender system has consequences of enormous magnitude that impact not only on the management system of an organization, but also on the way each of its members understands the world, the way they relate to each other, the way they project themselves outwardly and inwardly.

We know that the process takes time and that its effects are not immediate. We know that it will not be free of conflicts. But we firmly believe - perhaps because we have embodied and witnessed it in some of the organizations we have worked with - that the result is emancipatory.

If there is a real desire in your organization to incorporate the gender perspective in the management system, all you will find in this Guide are requirements, instruments, guidelines and recommendations that will favor this process. If you make use of them, your willingness to transform will be the beginning of a real change.

Let's go for it!

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