

# Learning Together: Tool Kit on Gender Transformative Approaches (GTA) in Rural Development

Sector Network on Rural Development (SNRD)  
Asia and the Pacific



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193/63 Lake Rajada Office Complex 16th Fl.  
New Rachadapisek-Rama 4 Road,  
Klong Toey, Bangkok, 10110 Thailand

**Author:**

Kasumi Nakagawa

**Contact SNRD AP Task Force on Gender:**

Meekha Hannah Paul, Task Force Co-Lead, meekha.hannah@giz.de  
Susanne Milcher, Task Force Co-Lead, Susanne.milcher@giz.de

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E: [snrd-asia@giz.de](mailto:snrd-asia@giz.de)  
I: [www.snrd-asia.org](http://www.snrd-asia.org)

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# About the Sector Network on Rural Development (SNRD) Asia and the Pacific, and the Gender Task Force

SNRD Asia and the Pacific is a GIZ internal platform for learning, sharing sector specific knowledge and networking of likeminded professionals in the field of natural resources and rural development. This platform hosts the task force on 'Innovations in gender transformation for rural development in Asia.' The key objective of the task force is to facilitate knowledge exchange for sharing key innovations, best practices, challenges and learnings from different projects across countries regarding their gender-responsive and gender transformative approaches in rural development. The task force organizes in-depth virtual discussions for enabling knowledge exchange as well as for exploring the potential for a contextualized adoption in other projects and countries, thus promoting cross-learning beyond borders.

The task force currently includes members from the following projects:

- Multisectoral Food and Nutrition Security (MUSEFO), GIZ Cambodia
- Securing Nutrition, Enhanced Resilience (SENU), GIZ India
- Soil Protection and Rehabilitation for Food Security Project, GIZ India
- Water Security and Climate Adaptation in Rural India II (WASCA-II), GIZ India
- Green Innovation Centres for Agriculture & Food Sector- India, GIZ India
- Enhancing Rural Resilience through Appropriate Development Actions (ERADA), GIZ India
- Sustainability and Value Added in Agricultural Supply Chains (Agri Chains), GIZ India
- Forest and Climate Change (FORCLIME), GIZ Indonesia
- Land Management and Decentralize Planning (LMDP), GIZ Laos
- Institutional Strengthening of the Biodiversity Sector in the ASEAN Project II, GIZ Philippines
- Green Resilient Agricultural Productive Ecosystems (GRAPE), GIZ Nepal
- Protection and Sustainable Management of Aquatic Resources in the North Eastern Himalayan Region of India (NERAQ), GIZ India

The task force is organized from May 2022 to April 2023. All projects in the task force have a GG1 marker. According to definition, GG1 gives gender equality “significant” status in a project and is explained as follows: “Gender equality is an important and deliberate objective, but not the principal reason for undertaking the project.”

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**The key objective of the gender task force is to facilitate knowledge exchange for sharing key innovations, best practices, challenges and learnings from different projects across countries regarding their gender-responsive and gender transformative approaches in rural development.**

# Key Terms

## ▶ **Gender Transformative Approach (GTA)**

is an approach which brings a positive social change for gender equality

## ▶ **Gender indicator**

is designed to measure women's empowerment and progress toward gender equality between women and men, including women's and men's status, gender roles and relations in social, economic, cultural, and political life.

## ▶ **Gender Action Plan (GAP)**

is a key gender transformative tool and mechanism for ensuring gender-inclusive design and implementation of projects. The GAP is closely aligned with the outputs of the results model and results matrix and planned activities.

## ▶ **Note for diverse genders**

The GIZ projects acknowledge unjust social norms underpin unequal power relations that disadvantage women, girls and people of non-binary gender identities and diverse sexual orientations. With this acknowledgement, most examples in this toolkit sighted are taken with the context of achieving gender equality between men and women farmers because most of the projects operational in rural areas work directly for the farming communities as the major beneficiaries, and among these women farmers are the backbone of rural economy.

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# Introduction

## 1.1. Why Gender Transformative Approach (GTA)?

With its declared feminist development and foreign policy, the federal government of Germany places gender equality at the centre of its policy making and its development policy actions. This is reflected in the current G7 Feminist Development and Foreign Policy - 20th legislature as a political goal and guiding principle. A new, comprehensive and financially backed gender action plan is to be drawn up for the 20th legislative period. The federal German government plans to further develop and ambitiously implement the cross-departmental national action plan for the implementation of the Feminist Development Policy. The cornerstones of the new political orientation include the three “Rs” in both the Foreign Office and the BMZ: strengthening the rights, resources and representation of women and girls worldwide and promoting social diversity. Therefore, gender equality is no longer “just” an

integral part of a quality feature within the framework of the BMZ 2030 reform strategy but a political goal and guiding principle.

According to the BMZ, a gender-transformative approach supports attitude changes and social change and acknowledges that unjust social norms underpin unequal power relations that disadvantage women, girls and people of non-binary gender identities and diverse sexual orientations. The GTA takes into account multiple discrimination and an intersectional perspective (Leave No One Behind). People of one gender are not a homogeneous group. Depending on social categories or other characteristics of identity such as age, origin, disabilities, social status, ethnic and religious affiliation or attribution, refugee or migrant status, urban or rural affiliation, they may face multiple forms of discrimination that interact and reinforce each other. People with non-binary gender identities and diverse sexual orientations can be particularly affected by discrimination.

Within the GIZ Gender Strategy (2019) it is stated that

**“Gender equality is one of the key values of GIZ and of the work we do. It is a prerequisite for and driver of sustainable development and a viable future of our society, both at national and international level. At GIZ, we take a gender-sensitive and where needed a gender-differentiated approach and consistent action to eliminate existing gender-based discrimination and to foster equal rights and opportunities for everyone, regardless of their gender, sexual orientation and gender identity.”**

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Based on those policy documents of the BMZ and GIZ, all the GIZ projects need to be designed and implemented to contributing to the realization of gender equality. For this purpose, Gender Transformative Approaches (GTA) are practical approaches that can facilitate the enhancement of gender equality through the GIZ's projects interventions.

## 1.2. Who is this Toolkit for?

The Toolkit is designed primarily to support GIZ project staff in the Asia-Pacific region who are working in rural development. It was

designed for them to obtain practical steps for utilizing Gender Transformative Approaches (GTA). It also highlights a range of possible entry points for readers to consider taking actions to intergrade GTA into their programming. There are some concrete sample methods from GIZ's projects in the region that can navigate readers to think of how to incorporate a GTA into each stage of a project cycle.

## 1.3. How was this toolkit crafted?

This Toolkit is a part of the SNRD Asia and the Pacific Gender task force activities (May 2022- April 2023), and members of the task force proactively contributed in the entire process. The crafting process was a self-reflection about members' project activities with gender lenses, which provided an effective learning process by enhancing the information sharing on GTA and programming.

**Promoting gender equality in all GIZ projects is a key feature of our work and an indicator of its quality.**

- GIZ Gender Strategy, 2019



## 2. Gender Transformative Approach (GTA)

Gender Transformative Approach (GTA) is an approach which brings a positive social change for gender equality through an intersectional lens. GTA has become more prioritized at the global level in the past decade, with recognition of the pressing needs for effectively mainstream gender perspectives into any kind of programming, especially for development projects. GTA is a method to address the unbalance of power relationship and relations, rigid gender norms and roles, unhealthy practices, unequal formal and informal rules. It also challenges laws and policies which are gender-blind or discriminatory and thereby creating and perpetuating gender inequality. To summarize, GTA aims to change social and structural inequality and fix them by empowerment of women, girls and other disadvantaged populations and transforming negative masculinities.

### Box 1: Examples of Gender Transformative Approaches (GTA)

**Goal:** Promote more equitable gender relations, tackles structural dynamics and underlying power relations that reinforce gender inequality

**Focus:** Strategic interests to shift power relations in systemic ways, often long-term horizon with immediate benefits

#### Examples:

- Women take on professional and leading positions with the implementation of the project
- Awareness raising activities about project focus (such as organic farming) are taken as an opportunity and entry point to also talk about further gender-related issues within the community that ultimately contribute to power imbalances between women and men
- The project supports the implementation of laws that promote gender justice
- Provide soft skill trainings for women to gain knowledge and confidence to make their own decision for their lives



GTA is an approach that goes beyond gender-sensitive or gender responsive approaches. GTA intends to create an environment for positive social change that includes not only women as a target group or as participants in project's interventions but also other marginalized populations such as non-binary population, ethnic minorities or sexual minorities groups. In addition, GTA is a process significantly contributing to changing

cultural, social and institutional frameworks and approaches for realizing gender equality. Through GTA, your project can challenge and contribute to change rigid gender norms and power imbalances in societies. GTA needs to become an integrated part of a continuum process of integrating gender issues into all aspects of the design, development, implementation and evaluation of the GIZ projects.

## Transforming what?

GTA is concerned with redressing gender inequalities, removing structural barriers, such as unequal roles and rights and empowering women and other disadvantaged populations.



# 3. What are gender issues in your project?

## Why Gender?

In most societies, children are educated since early childhood to be “good girl/woman” or “good boy/man”. This means that people learn how to behave as women or men from their family members, relatives, teachers, religious people or by community and society. Some teachings are important as human being while some are discriminatory or impose oppression to girls and women and other disadvantaged groups in the community.

On the other hand, men grow up with more freedom and decision-making power, and men may be expected to “control” women; for example in many countries in Asia such as in India, land title is owned by only male names. Such norms and practices are created and reinforced by gender norms or gender stereotypes. It is therefore essential to have a thorough understanding of the starting point of the existing gap including the differences between men, women and other disadvantaged groups or vulnerable communities in terms of their relative position in society, distribution of resources, opportunities, constraints and power

in the given context. Gender equality is crucial for accelerating the attainment of sustainable development goals and ending gender discrimination is essential in all areas including legislation, policies, strategies and programs.

## What are gender issues in rural development projects?

What are major gender issues that maintain and reinforce imbalance of power between women and men or other vulnerable groups in the rural development sector? In rural areas across Asia and the Pacific region the most pressing gender inequality issue is that women are provided with limited access to education, health and sanitation services, knowledge, information and training, despite the fact that women are playing key roles in rural economy. General gender issues identified in rural development projects are listed in BOX 2. Readers may reflect on their own project and identify different issues, or more issues that need to be considered as gender issues to be tackled in the project implementation for bringing gender equality outcome.

### Box 2: Examples of gender issues in rural development

- Women’s limited access to productive resources
- Domestic work including unpaid care prevent women in securing time for productive activities
- Women are often underrepresented in rural organizations and institutions
- Gender-based violence including domestic violence
- Women's limited engagement in higher end rural economic functions such as marketing of produce and financial transactions.

## Simple questions in gender analyses

- a) How do socio-cultural norms affect the degree of women's participation in rural development and rural economy?
- b) To what extent do women own or have access to land, capital, equipment, and other factors of agricultural production?
- c) What are the dynamics of decision-making power at different levels such as household, farm, community, institution level?
- d) Who has the social entitlements or benefits with the individual? (Bank account, voting card, membership in a relevant institution, etc.)
- e) Are rural women getting equal benefit as rural men from digitalization?
- f) How are disadvantaged groups such as non-binary people included/excluded from the community?

A society that values women and men as equals is safer and healthier and benefit everyone. However, most societies that GIZ projects are operating with are not yet gender equal. For this, GTA can be applied to fix attitudes and behaviors that disadvantage women, girls and other vulnerable population including non-binary persons.

### Box 3: Gender gap in rural areas - Gender Digital Divide

In low-and middle-income countries, 83% of women possess mobile phones. This percentage is 7% lower than that of men. The gap is even wider for smartphone ownership with a 15% gap. Further, 58% of women use the internet through mobile phones while 73% of men do. (GSMA, Connected Women: The Mobile Gender Gap Report 2021). With such a reality, how can we still utilize digital devices for GTA?



**Through targeted awareness-raising and other measures, many GG-1 projects can, for example, strengthen not only equal participation and involvement by women and men but support in achieving benefit and empowerment for the disadvantaged genders involved in the project.**

## 4. Why is GTA important in rural development projects?

Gender-based discrimination and gender inequality are problems in rural areas. In the implementation of rural development projects, if GTA is integrated the project can help to address gender-based discriminations. Ultimately, integration of GTA into the project can contribute to building a fairer society. The improved condition that results from the project's GTA intervention for gender equality can be sustained because GTA addresses the root causes of inequality.

### GTA can help build a fairer society

Rural women and other marginalized groups often face discrimination, and they are put in a disadvantaged position at home and in the society because of their gender, and they are prevented to achieve their full potential. However, everyone has an inherent right to economic and social participation and benefits of development, irrespective of gender, ethnicity, and social status. GTA in rural development projects is indispensable to realizing a society where both women and men and other disadvantaged groups can enjoy such rights, achieve their potential, and live with dignity.

### GTA can promote effective rural development

For realizing a gender equal society, an environment should be created where women and other marginalized groups can fully and safely play an active role in society. It is estimated that if women do not suffer heavy workload, use their knowledge and experience, participate in decision-making, household economy will be improved and family welfare is enhanced, including family nutrition, medical care, and opportunities for children to access to education.

### GTA can enhance sustainability of outcome from the project intervention

A long-term sustainability of the project outcomes can be maintained if the project interventions meet the needs of women, or they may contribute to the reduction in women's workload. By applying GTA, changing gender dynamics and responsibilities in family and communities can lead to the improved livelihood of women to be sustainable.

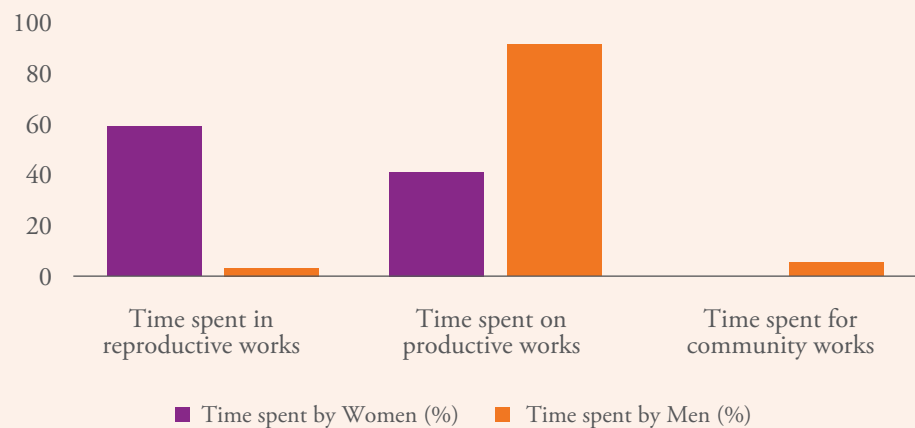


Community dialogue on household tasks between women and men as part of the Nutrition-Participatory Learning and Action approach of SENU. ©WHH

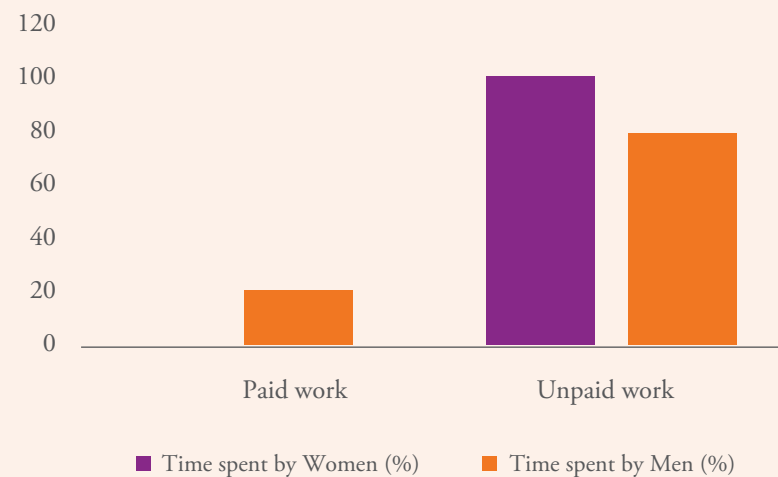
Example of men and women division of workload documented in GIC India's report on 'Gender Analysis of Tomato Value Chain' conducted by its implementing partners in Chittoor district, Andhra Pradesh in 2018

## Activity Profile: to assess work done by women and men in 24 hours

Productive, reproductive and community works



Paid work and unpaid work



## 5. Practical actions for GTA

**Tool 1: Crafting a “Gender action plan” including gender indicators**

**Tool 2: Carry out Reach-Benefit-Empowerment (RBE) exercise**

**Tool 3: Promoting positive masculinities by engaging men**

**Tool 4: Evaluation for visualizing outcome from GTA**

**Tool 5: Gender transformative leadership coaching**

### **Tool 1: Crafting a Gender Action Plan or Strategy including gender indicators**

Crafting a “Gender Action Plan” of your project is an easy entry point and start for GTA. This is because making a Gender Action Plan requires (1) gender situation analysis,

(2) data collection for evidence to back up situation analysis, and (3) analysis for providing good recommendations for the direction of the project. By developing a Gender Action Plan of your project, you can effectively carry out GTA and measure the outputs with GTA view. Therefore, proposing to the management team for crafting a gender action plan is a desirable entry point for any project. This gender action plan should be based on the GIZ gender analysis which is usually carried out at the beginning of each project. The Gender Action Plan should be a part of the annual operational planning.

As a good example, the “Securing Nutrition, Enhancing Resilience (SENU)” project 2021-2025 set up a gender strategy with increased focus on Gender Transformation. Also, Gender Action Plan was made by the project Enhanced Land Tenure Security (ELTeS 2)<sup>1</sup>. With this Gender Action Plan in place, the project embodies GTA as a part of its implementation. Regular monitoring can track the progress of GTA and evaluation can identify challenges and success from GTA., The project "Green Innovation Centre - India" first conducted a gender sensitive value-chain mapping, second identified Gender Based Constraints (GBCs) at various levels within

different value-chains based on which a Gender Action Plan was developed focusing on women empowerment in agriculture.

**“The primary objective of the gender strategy document involves improving nutrition situation of women through adopting a GTA approach across all its activities.”**

**Securing Nutrition, Enhancing Resilience (SENU) project 2021-2025**

To have a synergy impact from your GTA with your government implementing partners, check if your counterpart has set a “Gender Action Plan” or “Gender strategy”. In many countries, it is mandatory that each ministry has its own gender action plan (name can differ such as Gender Mainstreaming Strategy).

<sup>1</sup> This gender action plan was made with a guidance note titled “Gender Road Map” which was policy document of the Global Project “Responsible Land Policy” and the BMZ special initiative “One World No Hunger”.

Check if some indicators can be utilized in your project, so that the project can assist the ministry's implementation of the specific gender strategy. Forest and Climate Change (FORCLIME) project in Indonesia supported its counterpart (Ministry of Environment and Forestry Indonesia); with the FORCLIME's proactive support to implement the ministry's gender action plan. It is now rolling out to the GTA implementation at provincial level across Indonesia. Also, the MUSEFO project in Cambodia proactively supports the Gender Action Plan of the Ministry of Women's Affairs in regard to the service provision for the economic empowerment of women in rural areas, which was appreciated by the ministry as a good collaboration to strengthen the capacities of the ministry. Therefore, a project intervention through GTA can influence the process of achieving gender equality related goals of the government.

When formulating a Gender Action Plan, it is essential to collect basic gender data (female/male/non-binary segregated), which is also the key step for GTA. Understanding structural inequalities including gender inequality and other socio-economic groups requires disaggregated data, which can be addressed by applying GTA in the project cycle.

In summary, making a gender action plan can guide the project implementation to ensure GTA in the project cycle.

### Tips for GTA:

- By making a Gender Action Plan, the project can make sure that GTA is explicitly included in the project design, and result framework.
- By checking your counterpart's Gender Action Plan you can examine how some gender indicators can be used by your project, or how your project can effectively support the government initiatives for GTA.

### Setting gender indicators

Your project may have already started and there may be no space to set up a gender action plan anymore. Even if your project may not have

time to develop a dedicated gender action, you can review your project's results model and define dedicated activities during the operational planning and develop indicators to monitor progress. Also, carefully check your project's result model and results matrix: are there any gender-related indicators? If not, creating some gender specific indicators can help to effectively integrate GTA. An example is below, the easy entry point is to specifically note number and percentage of female participants to the training sessions or awareness raising campaigns. Below indicator from "Soil Protection and Rehabilitation for Food Security (ProSoil)", India, is a rare sample that an Outcome Indicator is a gendered indicator.



Photo1: Exposure & capacity building programme on food processing at Kotgarh Fruit Bageecha Pvt. Ltd, Himachal Pradesh conducted after Gender Analysis of Apple Value Chain in GIC India project  
© Vineet Photography Services

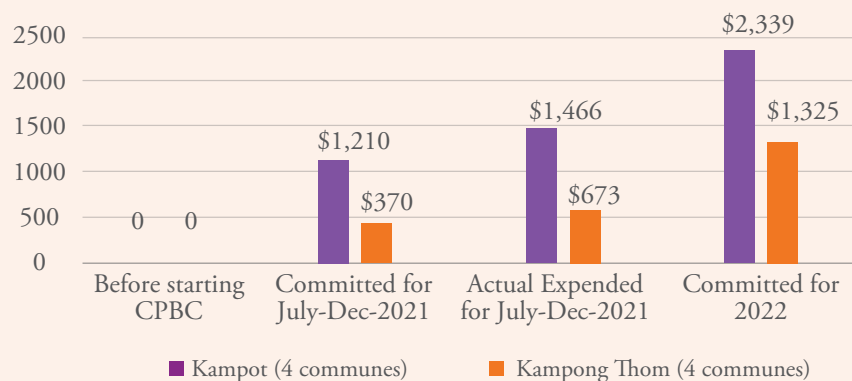
When gender-related indicators are formed, it is possible to compare baseline, mid-line and end-line to assess progress and challenges from GTA implementation. The BOX 4 (MUSEFO, Cambodia) shows how baseline data (before the project) can be utilized to assess the success from the GTA intervention can increase public investment for social matters (health care and nutrition). MUSEFO project provided a bike to commune office so that commune officer

can join the project activities and learn about the importance of local government initiatives for improving health and nutrition in their commune; and they learn how to add budget line for health and nutrition related expenditure in budgeting. This evidence-base is a strong back up to demonstrate how GTA can bring transformation in the attitudes of the local authority.



### Box 4: Result from GTA (MUSEFO, Cambodia)

Commune Budget Invested in MUSEFO Activities



This graphic shows a clear increase of the budget allocation for health and nutrition after the project intervention.

### Gender Outcome Indicator (ProSoil, India)

50% of women in 13,900 households involved in the soil protection or rehabilitation measures in the target.



Empowerment through skills - The Green Innovation Centre India trains youth and women by supporting business ideas of high potential trainees. ©GIZ/Kala Motion Pictures Pvt Ltd



Also, an approach taken by a project titled “Protection and Sustainable Management of Aquatic Resources in the Northeastern Himalayan Region of India (NERAQ)” is a good sample (BOX 5). The gender focal person of the project has made a table extracting gender-related indicators in the action plan for the monitoring of progress of GTA.

### Box 5: A table summarising Gender-related indicators for monitoring on GTA

Activities	Target	Group Indicators
Protection and Sustainable Management of Aquatic Resources in Manipur: Participatory approach for management of Chakpi River as a pilot project	Riverine communities of Chakpi river	xx % of the target population participate in conservation of resources & improved their livelihood with 50% of the beneficiaries being women
Quantitative assessment of freshwater aquatic resources to facilitate preparation of People's Biodiversity Register (PBR) Nagaland	Villagers settled near Doyang River Nagaland	xx % of the target population facilitated for preparation of People's Biodiversity Register (PBR) and 50% of the beneficiaries being women

Source: Protection and Sustainable Management of Aquatic Resources in the Northeastern Himalayan Region of India (NERAQ), Gender Strategies & Action Points

#### You may contact the following colleagues for more information on this tool:

**SENU:** Susanne Milcher, susanne.milcher@giz.de  
**MUSEFO:** Sanne Sigh, sanne.sigh@giz.de  
**NERAQ:** Shaikhom Inaotombi, shaikhom.inaotombi@giz.de  
**ProSoil:** Divya Sharma, divya.sharma@giz.de  
**FORCLIME:** Mohamad Rayan, mohamad.rayan@giz.de  
**GIC:** Suhasini Huddone, suhasini.huddone@giz.de  
**ELTeS:** Chansamone Souvanhsai, chansamone.souvanhsai@giz.de

## Tool 2: Try Reach- Benefit- Empowerment (RBE) analysis

An analysis tool named “Reach- Benefit- Empowerment” is a good entry point for GTA as well. Most projects under SNRD Asia and Pacific task force already carried out this exercise as a collective learning process. GIZ projects may differ in the extent to which they seek to change gender relations, and this exercise can help project staff members to pay additional attention to GTA, especially those working for GG1 projects as their main focus is not gender equality.

### Box 6: Reach - Benefit - Empowerment: RBE approach

#### Reach

- **Objective**  
Include women in program activities
- **Strategy**  
Invite women as participants by reducing barriers for them to join, and introduce quota for women
- **Indicators**  
Number and percentage of women

#### Benefit

- **Objective**  
Increase women's well-being (security, income, health)
- **Strategy**  
Consider gendered needs and constraints to ensure women benefit from the program activities
- **Indicators**  
Sex-disaggregated data for outcome (e.g. productivity, income, assets)

#### Empower

- **Objective**  
Strengthen abilities of women to make strategic life choices
- **Strategy**  
Enhancing women's decision making power in household and communities
- **Indicators**  
Women's decision making power over agriculture production, income, food security etc.

The RBE framework helps you to clarify project objectives by asking differences between approaches that “reach women participants”, such as by including them in program activities; those that “benefit women”, by improving their circumstances in some way (such as increase of income) and those that “empower women”, by strengthening their ability to make and put into action strategic life choices. The RBE approach can raise awareness about gender inequality in the project target areas, as well as power dynamics in the project implementing team, and those processes can benefit the GTA implementation.

For example, the “Water Security and Climate Adaptation in Rural India’ (WASCA-II)” identifies gender-sensitive measures (improving access to safe water, sanitation facilities, etc.), thereby addressing women’s critical needs with respect to common property resources. It improves women’s participation and inclusion through the implementation of Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) works- the single, largest government sponsored flagship program aimed at providing employment to the rural populace in India. In doing so, it facilitates processes to involve women as worksite supervisors for implementation of

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), to ensure gender equity in terms of management aspects at implementation level. The project is thus, enabling women members of implementation cadre to contribute to decision making processes particularly related to developmental programs of government partner(s).

“The Green Resilient Agriculture Productive Ecosystems (GRAPE)” in Nepal also proactively approached women who are often marginalized in the community due to their disadvantaged situation. The project provided training exclusively for women to learn digital literacy, which positively ended with the

increased income and self-confidence, resulting a positive transformation of gender dynamics in the household and in the community. The “Enhancing Rural Resilience through Appropriate Development Actions” (ERADA) project in India works on enhancing the participation of women from tribal and other vulnerable communities in community level planning processes and livelihood activities through orientation and trainings for women Self-Help Groups and community resource persons on increased income, accessing government programmes, attending village council meetings etc. leading to their improved participation in community level decision making processes.



MGNREGA workers are monitoring the work progress during a farm pond construction project under WASCA in village Khaliya, Rajasthan (© Travelling Tripod Films)

The “Green Innovation Centre - India” project has applied RBE framework as an initial step for their Gender Action Plan. One key activity in the Action Plan is the process adopted for selecting trainees for the Women

Entrepreneurship programme by using a gender transformative intersectional lens. It includes Orientation Session, Group Discussion and Business Challenge which were

designed in a simplistic manner to encourage women participation irrespective of literacy level or their economic, cultural or social background (see Box 7).

## Box 7: Selection of women participants for a Women Entrepreneurship Programme

There is a structured approach for selecting the participants. The screening and selection process is conducted across two days. It begins with an orientation session that introduces the programme to potential participants. We would also look at including women who have some entrepreneurial experience including attempting to strengthen existing enterprises and helping them to scale and utilise the networks.

### The following are the key components:

- **Application Form:** This used to collect demographic information and the participants are also required to get it endorsed by two people, to ensure their seriousness in participation in the programme.
- **Aptitude test:** This test for basic number skills, fluency in local language (Marathi/Hindi or Telugu) and written skills (7th grade level)

- **Business Challenge:** The applicants are divided into teams and are provided with Rs. 1000 as investment. They get 3 hours to use this investment to do business in groups of 4 and make a profit. This tests for the participant’s ability to step out of their comfort zone and show an entrepreneurial mindset.
- **Group Discussion:** The candidate will be shown a short clip on stories of enterprise failure and will be engaged in a group discussion. Through this, two key characteristics are assessed: a resilient mindset and ability to work in a team environment.
- **Personal Interview:** A persona interview by an expert panel using a comprehensive framework (9 Square Mandala) for assessment. The framework looks at participant and her ecosystem through a holistic lens.



Women Entrepreneurship Programme in Maharashtra and Andhra Pradesh, Green Innovation Centres- India

### You may contact the following colleagues for more information on this tool:

**WASCA-II:** Debashree Roy; debashree.roy1@giz.de  
**GRAPE:** Binija Nepal, binija.nepal@giz.de  
**GIC:** Suhasini Huddone, suhasini.huddone@giz.de  
**ERADA:** Meekha Hannah Paul, meekha.hannah@giz.de

### Tool 3: Promoting positive masculinities by engaging men

Success stories demonstrate that engaging men meaningfully in gender transformation is one of the most important keys for success. If we want women (especially mothers and wives with care and domestic work) to join in the training sessions provided by the projects, they may often say their male relatives or husbands are not supportive. Unless men see the visible outcome from the training (such as an increase of the family income) they may not be supportive to their wives in attending activities. Interestingly, MUSEFO project in Cambodia saw a positive attitude changes by husbands of the female participants to the training; when their wives became more digital literate and expanded their business resulted in increased income, their husbands became very supportive to their wives' learnings and activities in public (business). The AgriChains project in India also recorded a similar positive change as a result of women receiving vocational training on self-employment and entrepreneurship that provided their families with additional income. Further, AgriChains introduced a gender sensitization training for male and female project field staff and cotton farmers, linking gender considerations with agronomic practices and showcasing the positive

outcomes like increased productivity and incomes. The lessons from GIZ projects demonstrate that to change such norms, it is essential that men are reached out to understand the importance of the empowerment of their wives, other girls and women and marginalized groups in their society.

#### Delivering gender equality messages exclusively to men

While it is important that projects continuously deliver messages about gender equality, targeting exclusively men to receive such a message is also a promising approach. Such approach can and should be taken in the contexts of positive parenting training, agriculture extension training, or leadership training, by inserting explicit messages in the general training which are participated by males. For example, the SENU project involves men in nutrition trainings, shifting its approach from training pregnant or lactating women to training couples. With dedicated messages for fathers, the responsibility of child nutrition is placed not only on women. Through gender dialogues in the community, street theatre and dedicated gender trainings, gender norms and stereotypes around nutrition, child-care and food production are being challenged.



Father who is very knowledgeable and invested about nutrition and wellbeing of his girl child. (c) SENU

**You may contact the following colleagues for more information on this tool:**

**MUSEFO:** Sanne Sigh, [sanne.sigh@giz.de](mailto:sanne.sigh@giz.de)  
**ProAgriChains** Vanessa Berghoff, [vanessa.berghoff@giz.de](mailto:vanessa.berghoff@giz.de)  
**SENU:** Susanne Milcher, [susanne.milcher@giz.de](mailto:susanne.milcher@giz.de)

## Tool 4: Evaluation for visualizing GTA

Most GIZ projects have a component of gender sensitive training, which is often a good starting point of GTA in the project cycle. However, the challenge is how transformation (change) can be articulated, assessed and evaluated. Training for gender equality has often struggled with evaluation long-term change or transformation of attitudes (especially that of men). Evaluation of gender training programs is key to identifying what training participants learn and if training programs truly bring the desired social and political transformation, but those need to be done to make results visible.

How can we measure transformation? There is a relationship between individual transformation and institutional (group of people) transformation. For example, when a training for gender equality targets GIZ project staff members, it targets staff as individuals but also it can be a starting point of a collective transformation that can influence workplace, programming, and target communities. While individual transformation can influence organizational change, and vice versa, this relationship is not automatic. Institutions must be ready to support such individual changes inside. Evaluation is often carried out by gathering

numbers and percentage, but documenting stories of personal transformation can bring huge impact as well; can be one story or many transformative stories. For example, evaluation of training for gender equality activities moves beyond merely counting number of participants, and evaluating the capacities, skills but also it must investigate transformation of behaviors among individual participating in the training. For example, GIZ has a **Practitioner's Guide on Social Behaviour Change (SBC)** that provides detailed guidance on implementing and evaluating behaviour change. The SENU project has developed a systematic and evidence-based **SBC strategy** that outlines activities to overcome key (gender) barriers that prevent the target group members from following the selected nutrition, hygiene and food production practices.



Photo: Women entrepreneurs under GIC project selling their products at an exhibition organised by the state government in Himachal Pradesh, India. Photo credit Mrs. Soni Mahant for GIC India.

## Individual change linking to institutional change

Translating individual change into organizational change requires an organization to be supportive of training for gender equality and to enable staff to apply their new knowledge across the organization's external and internal dimensions. This could entail encouraging staff to discuss and seek to transform the organization's internal gender culture, while applying the new skills to external projects.

You may contact the following colleagues for more information on this tool:

SENU: Susanne Milcher, [susanne.milcher@giz.de](mailto:susanne.milcher@giz.de)

## Tool 5: Gender transformative leadership coaching

A gender transformative leadership coaching named “Accelerating gender-transformative leadership in rural development” was introduced by GIZ Sector Network Rural Development in 2021 with participants from Network members in Africa. The main purpose was to accelerate GTA in rural development by transforming leaders into gender-transformative leaders who are able to

use GTA frameworks and tools in working with your teams. This coaching applied innovative methods with self-driven learning through group sessions (5 times x 2 hours) and individual coaching (3 times x 1 hour). The coaching spread to over seven months, and participants had a flexible schedule to meet with their coach to discuss about the methods and approach of gender issues in their project. During the training, intersectionality issues are thoroughly examined, and participants expanded their understanding about GTA’s

application. Such an initiative can also occur in Asia-Pacific region in order to enhance strong and collective leadership by GIA projects to proactively promote GTA.

**You may contact the following colleagues for more information on this tool:**

**SNRD GTA WG Africa:** Rita Weidinger, [gta@giz.de](mailto:gta@giz.de)

### Coaching for transforming leaders

“Individual coaching was an effective way to transform leaders, because the coach can guide us individually by responding to our requests and capacity gaps in implementing GTA”.  
A participant to GTA leadership coaching



## 6. Recommendations: Success factors for GTA

The GTA becomes successful when individuals, households, communities, associations, organizations and government come together to ensure that gender equality will be achieved. State authorities must promise and ensure that laws and policies are in place to enhance gender equality and protect the rights for all genders. Some successful factors to GTA are listed below.

### 1. Strong leadership for GTA:

The GTA process requires skills, time and budget allocation and commitment. For this, the paramount importance is the leadership's commitment to addressing unequal power relations and to challenging oppressive norms, behaviors and structures in the course of project implementation. Holding the top management to be accountable for gender equality should be guaranteed.

### 2. Technical expertise with commitment for transformation:

The GTA requires certain skills in gender analysis, gender statistics, and monitoring and evaluation with gender lenses. Technical skills must be accompanied by strong commitment by staff in the project to focus on GTA. Some staff members of the projects under this task force have obtained technical skills by joining gender specific training, while some projects outsourced analysis or project implementation to the expert/partners who have strong skills in GTA.

### 3. Awareness raising and gender training for successful GTA:

Setting gender indicators is important, however, for sustainable transformation, changing negative norms is essential. Most GIZ projects have a component of gender training, and this should be an integral part of the project; both for project partners, implementing partners and for beneficiaries. Transforming the negative social norms is a starting point for wider transformation and training or awareness raising seminars are the best venue for this.

### 4. Ensuring women's participation to be leaders and active agenda for transformation:

Proactively invite women to participate in the project activities; introducing quota for women is a good approach in this regard. Family and social expectation that women are primarily responsible for unpaid care work and domestic work influences the participation of women in rural development activities. The GIZ project must try to address these challenges, and proactively approach women to join in the project activities. Bearing in mind that gender equality needs everyone's engagement, the GIZ project also need to proactively reach out to men to change harmful stereotypes and change their attitudes for gender equality such as doing household chores and share family burdens with their wives, daughters and mothers.

### 5. Documenting success stories for advocacy:

Success stories demonstrate that engaging men meaningfully in gender transformation is a key for success. Other success stories are empowering women by providing opportunities for them to learn skills to improve income or to be leaders. The project that documents those stories and use them as advocacy tools can bring more positive outcomes from continuous efforts to do GTA.

### Strong leadership changed quota for women to 100% in the project

“Integrated and Sustainable Urban Transport Systems for Smart Cities in India (SMART-SUT)”

The project initially set a quota of 30% for women to join the project, however, the top leader in the counterpart institution (Capital Region Urban Transport) suggested to increase this to 100% and include transgender women. So far, the project reached more than 120 women/transgender women.

## Contact persons and further resources

**SNRD Asia and the Pacific:** Task force on ‘Innovations in gender transformation for rural development in Asia’

**FMB:** TOPICS Page on Gender Equality; MS-Teams Room Feminist Development and Foreign Policy

**SNRD Africa:** Lighthouse Talks & Harbour Talks of the SNRD Africa GTA WG: Sector Networks - Gender-Transformative Approaches in Rural Development - All Documents (sharepoint.com) & Summary of the expert talks: Sector Networks - 221221\_GTA-Highlightpaper\_final.pdf - All Documents (sharepoint.com)

**GTA Narrative:** Sector Networks - SNRD-GTA-Narrative-Publication.pdf - All Documents (sharepoint.com)

**Rural Development goes Feminist:** Rural Development goes Feminist (sharepoint.com)

**Training on Gender in Agricultural Value Chains:** Sector Networks - 2021\_Online Training Gender in Agricultural Value Chains - All Documents (sharepoint.com)

MS-Teams Room GTA WG SNRD Africa

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Photo: GIZ team interacting with women entrepreneurs from Maval, Maharashtra under Women Entrepreneurship Programme, GIC India Photo credit © Suhasini Huddone, GIC 2022



Photo: Women entrepreneurs from Chittoor, Andhra Pradesh during a travel workshop at Indian Institute of Millets Research (ICAR-IIMR), Hyderabad under Women Entrepreneurship Programme (WEP), GIC India Photo credit © Mr Venkata Suresh from WEP implemented by Chitrika under GIC, 2022.





Deutsche Gesellschaft für  
Internationale Zusammenarbeit  
(GIZ) GmbH

193/63 Lake Rajada Office  
Complex 16th Fl., New  
Rachadapisek-Rama 4 Road, Klong  
Toey, Bangkok, 10110 Thailand

E: [snrd-asia@giz.de](mailto:snrd-asia@giz.de)  
I: [www.snrd-asia.org](http://www.snrd-asia.org)

