

BRACED aims to build the resilience of more than 5 million vulnerable people against climate extremes and disasters. It does so through 15 NGO-consortia working across 13 countries in East Africa, the Sahel and Asia.

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# Assessing gender in resilience programming: Burkina Faso

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This case study is one of four commissioned by BRACED to assess the links between resilience and gender in partners' projects. It documents approaches used to promote gender equality within the Zaman Lebidi project as well as the latent challenges and opportunities faced in the process.



### KEY MESSAGES

- The Theory of Change needs a strong gender component that unpacks the social, cultural and economic barriers preventing women from building their resilience. Results from project assessments, research and learning should be fed into the Theory of Change throughout the project cycle.
- Developing a clear gender approach can be challenging in consortium-led projects that integrate different organisational cultures, value systems and priorities. A shared and clear understanding of gender dimensions in resilience from the beginning is essential.
- Programme funding often depends on its ability to demonstrate a gender perspective which can lead to ambitious claims regarding women's empowerment. Calls for proposals need to take this into consideration.
- Gender training at the start of the project is important to build all partners' capacities and to unpack assumptions with regard to the gender dimensions of resilience.
- Based on the Zaman Lebidi experience, five essential initiatives and tools have been identified to enhance gender dimensions within a project. 1. Incorporate gender-specific activities into the budget; 2. Hold a dedicated gender workshop for staff at the beginning of the project; 3. Write a gender check-list to guide project activities 4. Involve men in community- and household-level discussions on behaviours and attitude to women; 5. Nominate gender champions across different areas of the project.

# 1. INTRODUCTION

Burkina Faso, located in the heart of the Sahel, is increasingly vulnerable to extreme weather events. Flooding and drought have affected an estimated 10 million men and women across the country since 1990 (EM-DAT, 2015). In 2014 alone, such effects had impacts on approximately 4 million people, almost 23% of the population (EM-DAT, 2015; World Bank, 2015).

Climate shocks and extremes have serious impacts on the livelihoods of the most vulnerable, and nearly half of the population of Burkina Faso live under the poverty line. Increasingly erratic

rainfall and delayed onsets to the rainy season mean rain-fed agricultural farmers are experiencing lower crop yields and becoming progressively more vulnerable. In the face of these challenges, increased access to reliable and relevant climate and agricultural information can help farmers plan better and adopt adapted and appropriate farming techniques. Climate information services coupled with community-led resilience-building livelihood activities offer a pathway to respond in the face of climate shocks and extremes (Tall, 2014; World Bank, 2015).

## **The BRACED and Zamen Lebidi project**

### **The Programme: Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED)**

BRACED aims to improve the integration of disaster risk reduction and climate adaptation methods into development approaches.

BRACED is implemented by 15 consortia to build the resilience of sedentary and nomadic populations in 13 countries across Africa, South and South-East Asia.

### **The Project: The BRACED Zaman Lebidi project**

The BRACED project, known as Zaman Lebidi, works with 1.3 million people living in four provinces in Burkina Faso (Gnagna, Passore, Samatenga and Namentenga) who are at risk of drought and flooding. The project works to improve climate information services and carries out community-led livelihood activities in order to help build

thriving and resilient livelihoods. Through a research and learning component, the project also seeks to investigate resilience-building processes in order to address the knowledge gap on how to operationalise resilience-building. Zaman Lebidi brings together partners and expertise from across different disciplines and sectors:

#### **Project partners**

##### *Development partners:*

- Christian Aid
- Oxfam Intermón
- Action contre la Faim
- l'Organisation des Eglises Evangéliques (ODE)
- l'Alliance Technique d'Assistance au Développement (ATAD)

##### *Metereological partners:*

- la Direction Générale de la Météorologie
- the Met Office (UK)

##### *Social scientists:*

- King's College London

##### *Communication specialists:*

- Internews
- Radio Télévision Burkina (RTB)

Gender roles and social norms mean women and men have different livelihood practices and obtain information through different channels. Identifying these gender-differentiated experiences is important for tailoring climate information

services and resilience activities to meet the needs of both men and women and to effectively build their resilience to climate extremes and disasters (CCAFS, 2015; Poulsen et al., 2015; Tall, 2011).

## 2. APPROACH AND METHODOLOGY

This case study addresses the following research questions:

- What do project assessments and activities reveal about gender-differentiated experiences within the project location?
- How have these differences and gender considerations been integrated into the project design, its theory of change and its implementation?

- What are the drivers and constraints in terms of implementing gender-sensitive resilience programming?
- How does the consortium plan to measure resilience and the project's impact on women?

This study was informed by documents and studies from the project development phase (February–August 2014) and the first six months of project implementation (January–June 2015). Interviews were also carried out in person and remotely via

### **BRACED Participatory Assessments (BRAPAs): A tool for determining drivers of women's resilience and a tool for the empowerment of women**

The participatory BRAPA methodology was co-developed by partners across the consortium in line with the project Theory of Change. This involved integrating a focus on gender relations, climate information services, media channels and resilience into a participatory vulnerability and capacity assessment tool. It is both an analysis and an empowerment tool that seeks to give women and men ownership over the design and implementation of their resilience plans.

BRAPAs incorporate a gender perspective by asking probing questions about the different

experiences, vulnerabilities and capacities of women and men. They facilitate discussions around gender differences and power relations and seek to increase women's share of voice and challenge perceptions, thus helping empower women in the long term. The BRAPA tools seek to maximise the involvement of women and are often carried out in groups divided by sex. They involve both women and men in analysing their climate risks and developing community resilience plans. These plans often involve increasing women's access to alternative livelihood markets, through 'garden' agriculture and small commercial enterprises, and other resilience-building opportunities, such as training on nutrition. By increasing women's income opportunities and capacities, the BRAPAs have the potential to challenge gender roles.

Skype in French and English with partner staff at headquarters and implementation level. In some cases, respondents were emailed a questionnaire for their inputs.

In order to inform activities and the approach to gender, project partners carried out a number of studies in the project scoping phase. Table 1 details the four principle studies.

**Table 1: Studies carried out in the scoping phase**

Gender, stakeholder and power analysis (ACF, 2014)	BRACED participatory assessments (BRAPAs) (Christian Aid, 2015b)	Quantitative baseline study (Christian Aid, 2014c)	Wider desk-based literature reviews (May, 2014a, 2014b, 2014c, 2014d; Rigg, 2014a, 2014b)
<p>This used a qualitative approach: 44 focus group discussions (single sex and mixed) across the four provinces were carried out and 1,088 people were interviewed, 567 of whom were women. Gendered power relations were investigated by analysing gender-differentiated rights, responsibilities, rewards and relations.</p>	<p>Seventy-five BRAPAs were carried out across the project locations, assessing vulnerabilities and capacities and investigating climate risk. They also looked at four key themes: gender relations; climate information services; media channels; and resilience. Tools included climate risk analysis, stakeholder analysis, resource mapping, problem tree analyses, historical timelines and seasonal calendars, among others. The BRAPAs were carried out in community groups and in groups disaggregated by sex (see Box 2 for more information on the BRAPAs).</p>	<p>This involved key informant interviews with national and local government officials across the four provinces, and a tailored household survey, carried out in over 1000 households across the four provinces. The survey looked at gender-differentiated experiences of climate extremes and disasters, and people's vulnerability, capacity and resilience to cope with and respond to disasters.</p>	<p>These included an analysis of partners' existing policies, impact assessments and project evaluations to draw out key learning; three case studies on climate information-focused resilience projects; and a wider literature review on climate information services. These studies all looked at gender and the challenges associated with targeting women.</p>

Source: Christian Aid (2015a).

### 3. GENDER-DIFFERENTIATED VULNERABILITIES AND CAPACITIES

#### 3.1 Work responsibilities and rights to the land

The BRAPAs and the gender, stakeholder and power analysis demonstrated that women in the project area have greater workloads with longer days than men. Women are responsible for the welfare of their children and the wider family, all household-related chores, working in the

fields and collecting water. Key informants working at the headquarter and field level stated that women spend more time than men in the fields during the winter and are concurrently involved in small-scale commercial ventures and garden farming. Men are responsible for working in the fields, looking after the livestock and gold-digging (ACF, 2014; Christian Aid, 2015b; Rigg, 2014b). These initial findings are

illustrative of Moser's (1993) well-known 'triple roles' – productive, reproductive and community – that women experience throughout the world. While development institutions often place emphasis on the productive work of women, the other two domains – reproductive and community involvement – are often forgotten about.

The assessments and interviews with partner staff in London and Burkina Faso also revealed that women have different ownership rights. Women are unable to own land; instead, they must rent land from their husbands or from other land-owners. They are also often required to work on their husband's land before working on their own (Christian Aid, 2015b; Internews, 2014; Rigg, 2014b).

### 3.2 Education, decision-making power and access to material assets

Key informants across partners and from headquarter and field levels stated that women have less access to education than men and higher levels of illiteracy (UNESCO, 2012). Results from the BRAPAs and the baseline survey also indicate that women have less household decision-making power: less than 50% of the time women feel they are able to participate in household decision-making, and 27% of respondents stated they did not participate at all in household decision-making (Christian Aid, 2015c).

Furthermore, women are less likely than men to own a mobile phone, and women and men listen to the radio at different times of the day. This is a salient point for communicating climate information, which is communicated through mobile phones, or on the radio in local languages.

### 3.3 Mobility and coping strategies

During the BRAPAs, women revealed that, in periods of drought and food insecurity, men often migrate for long periods of time to look for livelihood opportunities, such as manual labour in neighbouring towns or employment opportunities in another country; at times, men do not send resources back to their families; some do not return to their wives and children at all. This was also confirmed by partner staff at headquarter and field level.

The BRAPAs also revealed that some women relocate to their birth families in other regions of Burkina Faso in periods of drought in order to seek support. However, most women stressed that they were tied to the land and unable to travel because they had young children and dependants or because they were pregnant. During periods of famine, it is the responsibility of the women to feed those not capable of working or supporting themselves, often without the support of the men (Christian Aid, 2015b; Rigg, 2014b). Many women explained that these gendered responsibilities and barriers to mobility made them more vulnerable to droughts and food insecurity (Christian Aid, 2015b; Internews, 2014; Rigg, 2014b). Interviews with partner staff in London and Burkina Faso confirmed these findings.

### 3.4 What do these differentiated vulnerabilities and capacities mean for project activities?

The identification of the roles, work responsibilities and rights of women enables an understanding of gendered-differentiated vulnerabilities, capacities and needs. This is important for informing the next stage of the project.



Partners work with decision-makers at regional and national levels to develop more gender-equitable policies and practices

For example, women and men work the land at different times and thus often plant different crops. This means they need different climate information at different intervals in the year. Key literature, project reports and key informant interviews with partner staff at different levels suggested that because women and men have different access to information tools, such as the radio and mobile phones, communication methods

also need to be tailored and that 'word of mouth' may be a more effective way of reaching women (Christian Aid, 2015b; Internews, 2014; McOmber et al., 2013; Rigg, 2014b; Tall et al., 2014). These gender differences ultimately mean some climate information services and community-level resilience activities would be better adapted for men and others for women.

## 4. INTEGRATION OF GENDER CONSIDERATIONS WITHIN THE THEORY OF CHANGE AND PROJECT AIMS

The Theory of Change examines the underlying problems that prevent poor people from maintaining stable livelihoods and identifies impact pathways to achieve this goal. Three key activities drive this Theory of Change and seek to address the problems identified.

### 4.1 Inputs within the Theory of Change

#### **Climate forecasting and dissemination via radio/SMS provided by DGM Burkina Faso, Met Office, Internews, RTB and Local FM radio**

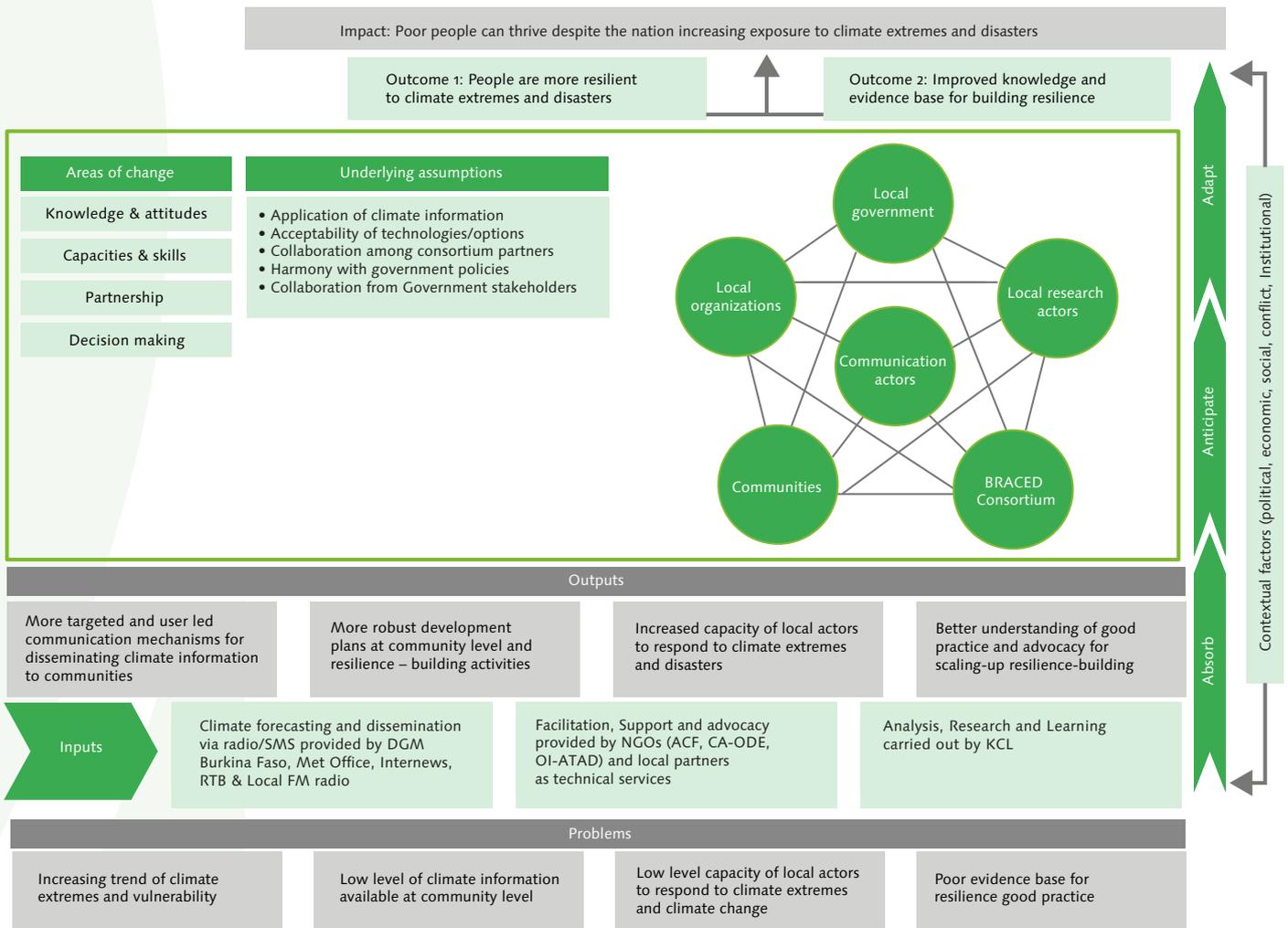
Zaman Lebidi investigates women and men's specific climate information needs and uses through listener groups, baseline surveys, the BRAPAs (see Table 1) and wider research. The project then uses this information to inform the climate information produced to ensure it is user-led, and thus more relevant, timely and reliable for both women and men. Key informant interviews highlighted how climate information services are

co-produced by communities, national meteorological services, communication partners and development partners within the project.

#### **Facilitation, support and advocacy provided by non-governmental organisations (NGOs) (ACF, CA-ODE, IO-ATAD) and local partners as technical services**

The project uses the BRAPAs (see Table 1) to work with women and men at the community level to develop community resilience plans that will help build livelihoods that are resilient to drought and flooding. Development partners then accompany communities in the implementation of these plans throughout the project cycle and set up early warning committees within the villages, which support the communication of climate information. Partners also work with decision-makers at regional and national levels to develop more gender-equitable policies and practices. This includes developing partnerships with l'Alliance Globale pour l'Initiatives sur la Resilience (AGIR), supporting a

**Figure 1: Zaman Lebidi's Theory of Change**



long-term assessment of the National Adaptation Programme of Action (NAPA) and ensuring it is gender-sensitive. Key informant interviews highlighted how these advocacy activities overlap with other relevant projects, including the BRACED project led by the Worldwide Fund for Nature (WWF) in Burkina Faso.

**Analysis, research and learning carried out by King's College London (KCL)**

The project also carries out analysis, research and learning in order to address the knowledge gap on how to build resilience effectively and equitably. The two key thematic areas of this research and learning components are 'gender' and 'transformation': research investigates how the project and the institutional

context affect gender relations and drive or constrain social transformation at the community level. It also seeks to understand the connection between gender relations and resilience (Rigg, 2015). This was highlighted within projects documents and through the key informant interviews.

**4.2 Approaches to gender in the Theory of Change**

The Theory of Change and associated activities incorporate gender differentiated experiences, vulnerabilities and capacities and seek to meet women's practical needs.

The project also seeks to address women's strategic needs by:

- Involving women in the planning of adaptation activities;
- Increasing and diversifying women's livelihood opportunities through access to credit, garden farming activities and other initiatives;
- Working with women on leadership through women's groups and the community resilience plans; and
- Improving their access to land and climate information, thus helping empower women to make more informed decisions regarding their own livelihood activities.

The wider gender and resilience literature indicates that these approaches increase women's share of voice and economic power and may help challenge gender norms, thereby helping empower women and suggesting a gender-transformative approach (Le Masson et al., 2015). However, transforming gender relations requires significant

behavioural and value changes and this project is somewhat conservative in this regard: working with women is not at the core of the Theory of Change, and the link between working with women and improving resilience has not yet been explored in great depth. This study therefore finds the project takes a gender-sensitive approach to resilience-building. However, the current analysis of the BRAPA reports, the research and learning component and the project's strong feedback loops and two-way communication highlight an opportunity to build on the project's gender sensitive approach. The qualitative and quantitative evidence that will be generated over the course of the project will enable project staff to test the assumptions within the project Theory of Change, re-evaluate how gender is approached within this and make revisions to activities accordingly. This could lead to the project working towards adopting a gender-transformative approach.

## 5. DRIVERS AND CHALLENGES

### 5.1 Drivers

#### **The BRAPA methodology and the learning framework**

The BRAPA methodology is a central component of the Zaman Lebidi project and is a driver for ensuring gender-differentiated needs, vulnerabilities and capacities are captured and addressed within the project (see Table 1 and Box 2 for more details on the BRAPA tool). The BRAPA methodology specifically seeks to separate women and men during some of the assessment exercises in order to create an enabling environment where women can speak more freely.

Key informant interviews at the field and headquarter level highlighted that the BRAPAs also explore in full community groups and groups disaggregated by sex the roles of women and gender relations to challenge some of these social norms with both women and men.

Furthermore, the BRAPA takes a long-term approach. It ensures continuous engagement with the community through follow-up trips throughout the three years, and works with community elders and men to encourage greater female participation. This engagement helps develop trust

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between development practitioners and the community members, which the project hopes will help facilitate greater participation of women over time and ensure gender-related power dynamics are explored in more depth. This intention is clear from the project documentation and was confirmed through key informant interviews with partner staff at headquarter and field level (Christian Aid, 2015a; 2015b).

Zaman Lebidi also strives to ensure sustainable outcomes. The project develops partnerships with the government, the private sector and other stakeholders, which are structured through membership in a Zaman Lebidi stakeholder engagement committee and through bilateral initiatives that build on existing connections and networks. The project learning framework supports these initiatives and these partnerships seek to work on gender-sensitive government policies and the development of commercial ventures for women (see Section 4.1)

(Christian Aid, 2014, 2015a, 2015b; Rigg, 2015). This was also highlighted within interviews with headquarter staff.

### **External expectations and internal aspirations**

External expectations and internal aspirations to empower women have acted as a driver for the Zaman Lebidi project. The long-term benefits of focusing on women within development is widely recognised, and the BRACED call for proposals emphasised the need to 'empower women' (Christian Aid, 2014). This, and the internal aspirations of the organisations within Zaman Lebidi to build lasting resilience in the areas in which they work, has led to a strong emphasis on gender within the project and among programme staff. While the Zaman Lebidi approach to gender is not without its difficulties, the willingness of programme staff and the attention they give to gender dynamics have driven a continued focus on building the resilience of women across project activities.



External expectations and internal aspirations to empower women have acted as a driver for the Zaman Lebidi project



Focusing on women within resilience programming involves challenging social norms

Nevertheless, external expectations and internal aspirations can also act as a constraint to effective gender policies. For instance, during interviews, partners were nervous that this study would assess the project's impact on women too early on and that this would have implications for their performance reviews. This tension encouraged both caution with regard to the interviews and ambitious claims regarding the project's potential to empower women. Similarly, it is possible that the requirements of the BRACED proposal for funding were too demanding in terms of the need to empower women, and that this has led to project goals that respond neatly to the donor's demands but that are embedded in assumptions that may be unrealistically ambitious in the given timeframe (see also Section 4 on the Theory of Change).

### **Gender focal points and resources**

Within Zaman Lebidi, gender focal points in Christian Aid, Action contre la Faim and Oxfam Intermón are tasked with embedding more gender-sensitive policies and activities in the project design and implementation. KCL has also hired a gender consultant to inform the research component of the project and the gender-related learning activities, which includes a Gender in Resilience Programming workshop. These focal points are drivers to ensure a more targeted and informed approach to gender is taken within the project as it moves forward. However, it is also important to note that these individuals only have a limited amount of time dedicated to the project. The Christian Aid gender advisor highlighted during an interview that her involvement in BRACED to date had been limited, predominantly involving a presentation on gender-sensitive programming at a workshop in Ouagadougou, providing input into the BRAPA training and giving periodic top-level support.

Research suggests no budget within Zaman Lebidi is allocated specifically to carrying out gender-oriented activities or investigating the differentiated impact of the project on women and men. If there were a specific project-wide budget line for gender-oriented activities, this could lead to greater involvement of the focal points in the project and the development of a gender checklist for project activities and could help establish a consolidated approach to gender across the project. These initiatives could in turn help scale up the project's impact in terms of building the resilience of women to climate extremes and disasters.

## **5.2 Challenges**

### **Social context and the status of women in Burkina Faso**

Programme partners specifically sought, and achieved, a gender balance in the recruitment of enumerators and facilitators. The aim of this balance was to encourage the participation of women in project activities and to facilitate sensitive discussions around gendered power relations.

However, despite this, interviews with staff at headquarter and field levels revealed that it was often difficult to achieve equal representation of women and men during the BRAPAs and that women tended to be quieter and more reluctant to share their views. These challenges undermine the ability of the BRAPAs to capture the different needs and capacities of women and men and to ensure women are also involved in the development and implementation of adaptation activities. These challenges are not unique to Zaman Lebidi or BRACED, and relate to wider structural root causes of gender inequality, the project's social context and the status of women in Burkina Faso. In order

to address this, a transformational shift in attitudes and behaviour is required. Although this project seeks to contribute to these changes in attitudes and behaviours, transformation is a long-term process that is beyond the scope of this three-year project cycle.

### **Working across organisations and the high turnover of staff**

Co-designing the project Theory of Change and activities involves negotiating the roles and responsibilities of organisations and consolidating different policy approaches. While this has led to strong co-ownership of the project and solid cross-partner relations, the project is still in the early stages of implementation and this process of negotiation is still ongoing. This means consortium partners currently have differences in their understanding of how the project approaches gender: interview respondents stated that the project aimed to empower women, but different interviewees emphasised different elements of gender programming in this regard. Similarly, some respondents stressed that gender was not their responsibility or area of focus, and that it was the responsibility of the NGO partners; others perceived it more as a cross-consortium responsibility.

Developing a single coherent approach to gender in the project is made more difficult by the high turnover of staff and the high number of new recruits since the start of the project. A number of the key people on the project and the interviewees were new to BRACED (within the previous six months or less) and were therefore not involved in the project design; nor had they had time to explore the project's approach to gender in great detail prior to this study.

Transferring knowledge within, as well as between, organisations is a challenge and has contributed to a somewhat fragmented approach to gender during the early stages of the project implementation phase. This, if not addressed, could constrain the ability of the project to effectively reach and empower women.

### **Political sensitivities and respect for local cultures**

Many interviewees stated that Zaman Lebidi did not aim to transform social norms. Interviews suggested this owed to a respect for local cultures and reluctance on the part of the partners to be 'political'. However, interviewees in London and Burkina Faso also stated that the project was aiming to challenge gender relations and enhance gender equality. This appears to be contradictory. Focusing on women within resilience programming involves challenging social norms, and these responses suggest the link between gender relations and social norms has not yet been fully explored within the project (Le Masson et al., 2015). This was also observed within the analysis of the Theory of Change.

## 6. MONITORING AND EVALUATION

Zaman Lebidi measures the impact of the project on women, by assessing if there has been improved access to knowledge and use of climate information, improved income and greater involvement of women in family and community decision-making.

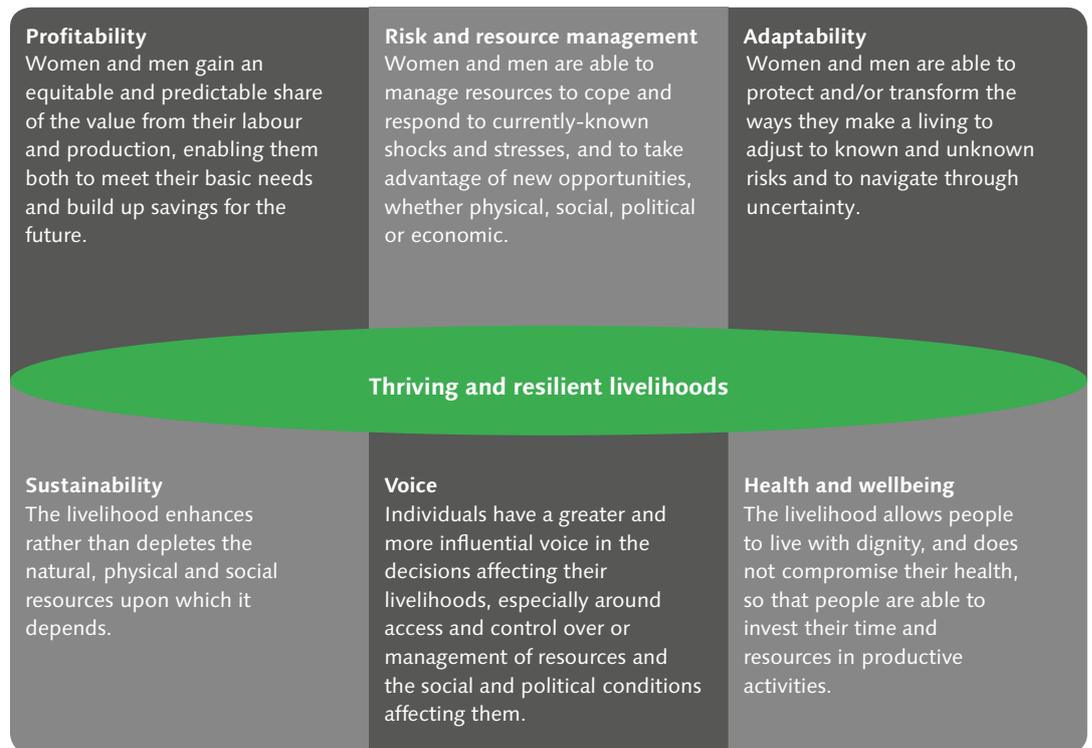
Christian Aid's Thriving and Resilient Livelihoods Framework (TRLF), a risk-based approach to building resilience (see Figure 2), is used to understand changes in resilience for both women and men, although specific indicators are still being developed from the BRAPA reports. The project will measure overall movement in each of these areas for women and men separately. Within the sample, 60–70% of those interviewed will be female heads of households. This is so as to give priority attention to women, as well as to better understand their specific needs and capacities. All monitoring and evaluation will be disaggregated by gender, livelihood, age, disability status and income bracket.

Scores will be presented in histograms that are repeated over the course of the project to generate a sense of movement through time. Quantitative data collection and analysis will be systematically triangulated with qualitative research in order to enable an understanding of the complete picture of the results. This will include focus group discussions, learning and impact case studies and key informant interviews with relevant project stakeholders (local authorities, civil society organisations, private sector actors, traditional leaders) so as to gather different perspectives. This will help provide a picture of change for both women and men, and will highlight any gaps and opportunities for future resilience and gender programming.



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**Figure 2: Components of thriving and resilient livelihoods**



## 7. CONCLUSIONS

The three-year Zaman Lebidi project in Burkina Faso is in the early stages of implementation. This makes it difficult to draw strong conclusions on how it will affect and build the resilience of women. However, this is still an opportune time to reflect on the dynamics, opportunities and challenges involved in addressing gender considerations within resilience and women's empowerment programming. This study found the project had adopted a gender-sensitive approach to resilience programming and identifies key drivers and constraints involved in implementing this. Drawing on this, this final section makes five recommendations on how to effectively integrate a gender-sensitive approach into resilience programming:

- A project Theory of Change needs a strong gender component that unpacks the social, cultural and economic barriers that might prevent it from reaching women and building their resilience. This includes clearly defining complex concepts, such as 'empowerment', and associated indicators for evaluation, as well as investigating the link between gender relations, social norms and resilience. However, Theories of Change are ongoing processes. Results from project assessments, research and learning should be fed into the Theory of Change throughout implementation. This can lead to revisions to activities and the identification of innovative approaches to building the resilience of women during the project cycle.

- Consortium-led projects involve many different moving parts. Different organisational cultures, value systems and priorities are negotiated and different perspectives and policies combined. This can make developing a clear and coherent approach to gender challenging in the early stages of implementation. It is important that a shared and agreed understanding of gender dimensions in resilience be co-produced by the partners and put into writing from the start of the project, and that this be carefully explained and shared among all levels of staff and across all partners. This is applicable to other areas of the project and not just in terms of its approach to gender.
- Many buzzwords are used in development, and the term 'gender' is particularly politically charged. A project's ability to win funding often depends on whether it can demonstrate that it will help empower women. As a result, strong external expectations are placed on projects that operate in very different sociocultural contexts. This can lead to ambitious claims with regard to women's empowerment. Calls for proposals need to take this into consideration. Meanwhile, gender training at the start of the project and across all partners and levels is important to unpack intentions and embedded assumptions and to build partner capacity with regard to the integration of gender dimensions into resilience programming.
- The following initiatives and tools are useful for enhancing gender dimensions within the project:
  - Establish a specific project-wide budget line for gender-oriented activities to support additional technical expertise, capacity-building and specific gender-focused research and analysis;
  - Hold a dedicated gender workshop with implementing staff at the start of the project to discuss issues such as those raised within this case study and to determine the project's approach to gender;
  - Develop a gender checklist and tools to inform and guide the design and implementation of project activities; this will be more relevant for some activities than for others and will not be the same for all partners;
  - Involve men in community- and household-level discussions on behaviour and attitudes towards women;
  - Nominate gender champions for different areas of the programme; these do not need to be experts but should have the ability to see how the project is approaching gender differences and female empowerment. Their role and level of activity will vary depending on the area of the programme.
- Finally, taking a gender-sensitive approach to programming and working on activities that aim to empower women is often considered the responsibility of NGOs rather than all partners collectively. Making gender the responsibility of all partners, not only those working at the community level, could facilitate innovation and a more holistic approach to gender programming. This requires organisations to think reflexively, to question their traditional identities and to think outside of the box.

## ANNEX 1: INTERVIEWS

Interviewee profile	Number of interviewees
Christian Aid London	2
Christian Aid Burkina Faso	3
Oxfam Burkina Faso	1
Internews Burkina Faso	1
UK Met Office London	1
King's College London	1

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