



Mainstreaming gender equality through the project approach

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Table of Content

Introduction

I. Gender in the project approach

The project approach
Projects, Programmes and Policies
The project cycle
Engendering the project cycle
The Quality Frame
Gender dimension in the Quality Frame

II. Logical Framework Approach

Engendering the Logframe

III. Programming

Engendering the Programming stage

IV. Project identification

Engendering the Identification stage
From Problems Tree to Objectives Tree
Highlighting gender equality criteria at project identification stage
Relevance at identification stage
Feasibility at identification stage
Management at identification stage
Quality check of the identification stage

V. Project formulation

Engendering the Formulation stage
Ensuring accountability on gender performance
Highlighting gender equality criteria at project formulation stage
Feasibility at formulation stage
Management at formulation stage

VI. Project implementation

Engendering the inception period
Engendering the main implementation period
Highlighting gender equality criteria at project implementation stage
Management at project implementation stage
Gender in monitoring and review
Monitoring as engine for project effectiveness
Gender in the ROM system
Engendering the Phasing-out period

VII. Project evaluation

Engendering the Evaluation stage
Engaging experts for a gender-sensitive evaluation

Introduction

From the founding Treaty of Rome (1957) to the current Treaty of Lisbon¹ (2009) gender equality had been enshrined as a common value for the European Union (EU). Equality is one of the five values on which the EU is founded, and the Union is bound to strive for equality between women and men in all its activities.

To renew its commitment to gender equality and to strengthen the gender perspective in all its policies the European Commission (EC) spelled out actions in five priority areas with the Communication of the Commission² on the Strategy for equality between women and men (2010-2015) on 21 September 2010. One of these five areas is 'Gender equality in external action'. Here reference is made to international and European commitments, defining the implementation of the 'EU Plan of Action on Gender Equality and Women's Empowerment in Development (2010-2015)' as one of the key actions for the EC.

The 'EU Plan of Action on Gender Equality and Women's Empowerment in Development (2010-2015)' is an operational framework to enhance the implementation of the existing EU policy frameworks and to ensure accountability about this, especially regarding the following commitments:

- *The European Consensus on Development (2005)*: Gender Equality and Women's Empowerment (GEWE) is included in the common development agenda as a crucial goal, a fundamental human right and a question of social justice. GEWE are prerequisite for poverty reduction and instrumental for achieving the MDGs.
- *The Communication of the EC on Gender Equality and Women Empowerment in Development Cooperation (8 March 2007)*: Based on a twin-track approach consisting of a) gender mainstreaming in order to pursue changes in political dialogue, in development cooperation and in capacity building of the EU, and b) promote gender specific actions in the areas of governance, employment & economic activities, education, health and gender-based violence.
- *The EU guidelines on violence against women and girls and combating all forms of discrimination against them (2008)*: Marking EU's clear commitment to take women's rights as a priority for long-term action to prevent violence against women and girls, to protect and support the victims, and to prosecute perpetrators.
- *The Comprehensive approach to the EU implementation of the UNSCRs 1325 and 1820 on Women, Peace and security (2008)*: Ensure that EU's external actions are shaped to protect women from violence and to contribute to increased equality between women and men during and after armed conflict and in fragile states

¹ Treaty on European Union (2009):

Article 2: *The Union is founded on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are common to the Member States in a society in which pluralism, non-discrimination, tolerance, justice, solidarity and equality between women and men prevail.*

Article 3: *The Union shall (...) combat social exclusion and discrimination, and shall promote social justice and protection, equality between women and men, solidarity between generations and protection of the rights of the child.*

² COM (2010) 491 Final.

EU Member States, the EC and many EU partner countries are signatories to international agreements and declarations relative to the promotion of gender equality, such as *CEDAW (1979)* the *Cairo Programme of Action (1994)*, the *Beijing Platform for Action (1995)*, and the *Millennium Declaration and Millennium Development Goals (2000)*.

In this paper we will focus on mainstreaming gender equality through the project approach. The main sources used for this paper are:

- Toolkit on mainstreaming gender equality in EC development cooperation (EC/AIDCO-Brussels, - 3rd edition, 2009)
- Project Cycle Management Guidelines. (EC/AIDCO, Brussels, March 2004)
- On-line Training Course 3: Gendermainstreaming in the Project Approach. (AIDCO/EU Gender Advisory Services, 2010)

The European Consensus on Development (2005), Article 19:

"The promotion of gender equality and women's rights is not only crucial in itself but is a fundamental human right and a question of social justice, as well as being instrumental in achieving all Millennium Development Goals and the respective objectives of the Beijing Platform for Action, the Cairo Programme of Action and the Convention on the Elimination of all Forms of Discrimination Against Women. Therefore the EU will include a strong gender component in all its policies and practices in its relations with developing countries".

The objective of this paper is providing information, tools and skills to effectively promote gender mainstreaming in Project Cycle Management.

The paper is of specific interest for:

- EU staff in Delegations and at Headquarters involved in development cooperation, international security and trade (the RELEX Family)
- Executive Officials of EU Member States at Embassies or Headquarters who are involved in EU development cooperation
- Executive Officials of Partner Governments or Partner Organizations involved in EU development cooperation.

Those who read this paper are supposed to be familiar with the approach of Project Cycle Management (PCM) and to have basic knowledge on key concepts and EU Commitments regarding Gender and Development.

Thera van Osch
EU Gender Advisory Services
Brussels, 2010

I. Gender in the project approach

Overview

This chapter gives an overview of the process and entry points of mainstreaming gender equality through the project approach.

A project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget. Gender equality needs to be mainstreamed at each phase of the project cycle.

The information provided in this chapter is complementary to the 'EC Project Cycle Management Guidelines (2004)' (PCM) with which you are already familiar, and should be used in conjunction with them.

In the following chapters each phase of the project cycle will be highlighted. You will find guidelines to use the checklists and tools in the '*Toolkit on mainstreaming gender equality in EC development cooperation*'. Special attention will be given to the gender specific application of the standard PCM Quality Assessment Criteria, which are established for each phase of the project cycle.

The European Consensus on Development (2005), Article 104:

"Equality between men and women and the active involvement of both genders in all aspects of social progress are key prerequisites for poverty reduction. The gender aspect must be addressed in close conjunction with poverty reduction, social and political development and economic growth, and mainstreamed in all aspects of development cooperation. Gender equality will be promoted through support to equal rights, access and control over resources and political and economic voice."

The project approach

The project approach is a specific aid modality consisting of a series of activities aimed at bringing about clearly defined objectives and results within a given time period and with a specified budget.

Gender mainstreaming in the project approach means that objectives and results are defined in such a way that aspirations, wishes and needs of women and men are equally valued and favoured through the project activities. Projects with a gender perspective contribute to the achievement of the policy goals of partner governments and the EC regarding women's rights and gender equality.

A development project is a way of clearly defining and managing investments and change processes. Gender blind projects can change in a negative or positive way the existing gender relations; however they do not render accounts of the differentiated effects and impact on the lives of men and women, boys and girls.

A project should also have:

- Clearly identified stakeholders including the primary target group and the final beneficiaries. A gender sensitive project identifies gender aware stakeholders and gender specific target groups and beneficiaries;
- Clearly defined coordination, management and financing arrangements. In a gender sensitive project, these arrangements include equal opportunity policies, gender balanced human resource management, and gender budget initiatives;
- A monitoring and evaluation system (to support performance management). In a gender sensitive project this includes gender-disaggregated data collection and gender performance indicators; and
- An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs. In a gender sensitive project this includes gender budget analysis.

Projects, Programmes and Policies

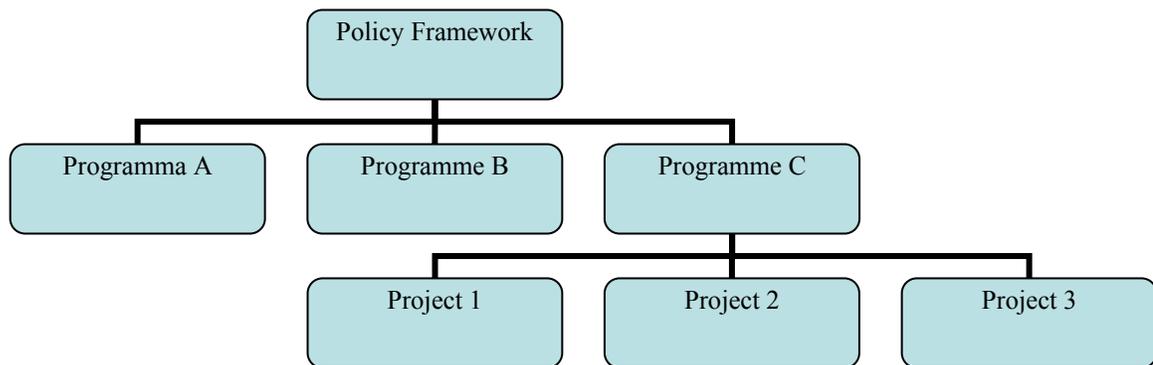
Projects are not 'stand-alone' initiatives. They are embedded in a broader context. There is a relation between projects, programmes and policy.

The policy is reflected in a broad framework of legal and political commitments, such as the PRSP (Poverty Reduction Strategy Paper) or the Country Strategy Paper. It is important to identify the political commitments on Women's Rights and Gender Equality of the EC and the partner country in order to **create a gender responsive policy framework for development cooperation**.

Programmes are broad areas of work, which are required to implement the policy priorities. There are sectoral programmes that cover a whole sector, such as the health sector or the transport sector. There are thematic programmes that are focused on a specific theme, such as "combating gender based violence" or that consist of a package of projects with a common focus or theme, such as "ecological innovation". To identify gender issues in a sectoral or a thematic programme, it is important to **make a gender analysis of the sector or the theme previous to the identification phase**.

Project objectives should contribute to the broader programme areas, which in turn contribute to the national policies and priorities.

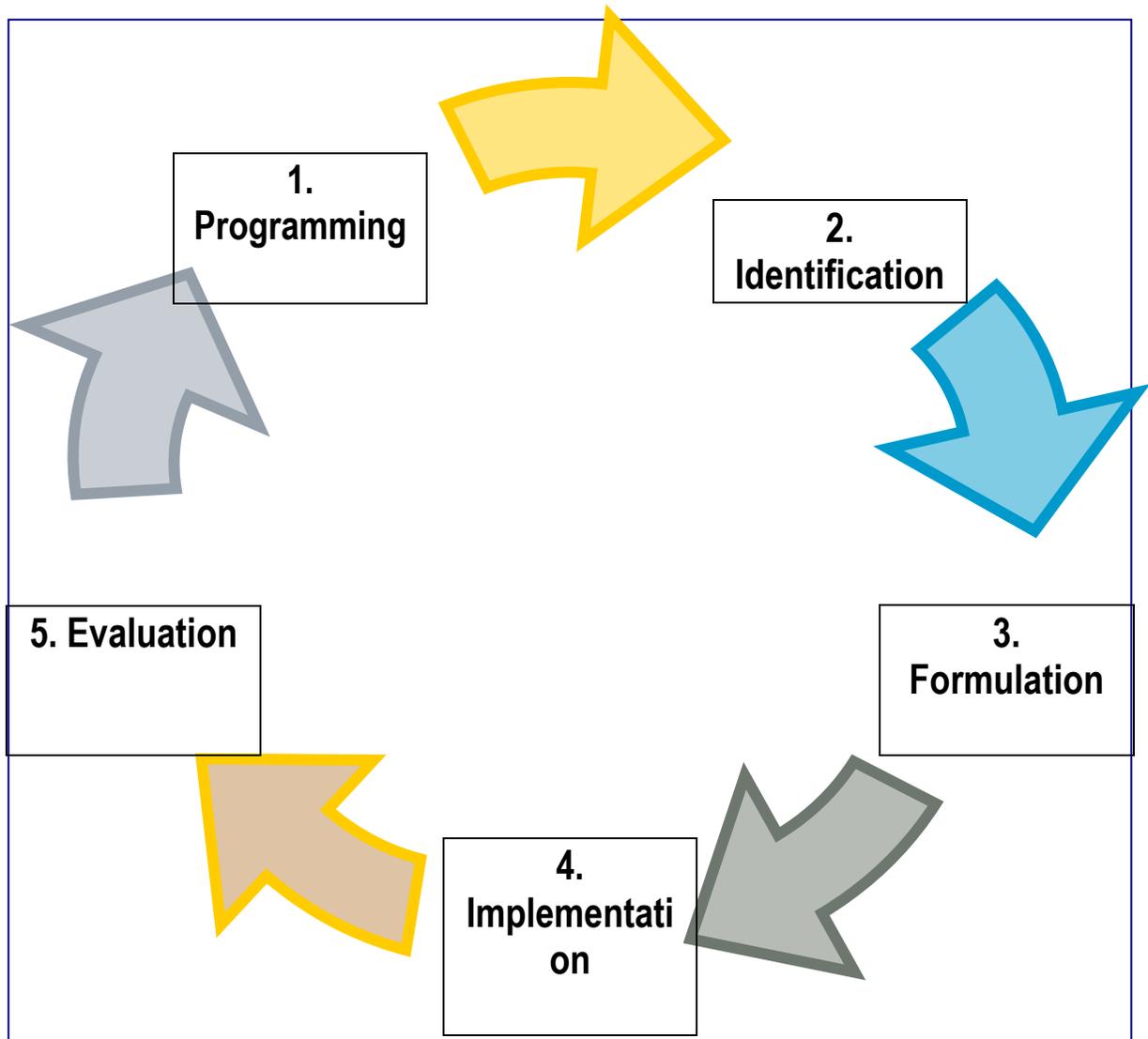
Relation between Policy, Programmes and Projects



The Project Cycle

The cycle of operations for managing the EC's external assistance projects has five phases. In each phase gender equality issues should be taken into consideration:

1. Programming
2. Identification
3. Formulation
4. Implementation
5. Evaluation/audit.



The project cycle highlights three main principles (Source: *PCM Guidelines*, p.16)

- Decision making criteria and procedures are defined at each phase (including key information requirements and quality assessment criteria);
- The phases in the cycle are progressive – each phase should be completed before the next can be initiated with success; and
- New programming and project identification draws on the results of monitoring and evaluation as part of a structured process of feedback and institutional learning.

Engendering the project cycle

Key questions to mainstream gender equality in each phase of the project cycle are reflected in the following overview:

Phase	Key EC decision points	Some Key Questions for gender mainstreaming
Programming	Agreement on a Country Strategy Paper and National Indicative Programme	<ul style="list-style-type: none"> • Has a gender analysis (macro-meso-micro) been conducted previous to the dialogue? • Are relevant stakeholders for gender issues included in the political dialogue? • What are the partner's national and international commitments on gender equality and women's rights? • How do these partner's commitments coincide with EC's gender equality commitments? • Have gender issues been mainstreamed appropriately in the CSP and the NIP?
Identification	On completion and submission of the Identification Fiche	<ul style="list-style-type: none"> • Is the project concept relevant for the practical and strategic gender needs and priorities of both men and women? • Have relevant stakeholders for gender issues been included in the assessment of the project concept? • Is the project concept in line with EC Policy and Commitments on gender equality?
Formulation	On completion of Action Fiche and Technical and administrative provisions	<ul style="list-style-type: none"> • Is the gender perspective appropriately addressed in the TOR of the feasibility study? • Is the Action Fiche based on a gender budget analysis that shows how budget allocation can enhance gender equality? • Has the Logframe been engendered, including gender specific accountability provisions and gender equality indicators?
Implementation	On submission of annual work plans, monitoring reports and reviews.	<ul style="list-style-type: none"> • Are working relations established with relevant stakeholders for gender issues and women's rights? • Are equal opportunities applied in the mobilization and management of human resources? • Are gender performance mechanisms and indicators included in the Monitoring and Evaluation systems? • Is the gender perspective appropriately addressed in the TORs for progress reviews, monitoring and mid-term evaluation? • Do men and women, boys and girls of different target groups equally benefit so far from the results achieved? • Are equal opportunities and gender equality taken into consideration in the phase out of the project?
Evaluation	On completion of evaluation studies and audit.	<ul style="list-style-type: none"> • Is the gender perspective appropriately addressed in the TORs of evaluation and is gender expertise adequately represented within the evaluation team? • To what extent did men and women, boys and girls of different target groups equally benefit from the results achieved? • Has the project contributed to sustained women's rights and long lasting improvement of gender equality? • Have budget allocations equally benefited different needs and priorities of men and women, boys and girls in order to enhance gender equality? • What lessons have been learned regarding the gender perspective of the project?

The Quality Frame

At each main decision point within the project cycle, a set of quality assessment criteria are provided to ensure that decisions are based on sound and consistent analysis. At each stage of decision-making the assessment should also determine whether gender equality issues have been analysed and correctly addressed.

The Quality Frame has been established as the common overall framework for quality assessment. (See: *PCM Guidelines, page 22*).

It consists of three key **quality attributes** requiring assessment to show that a project is:

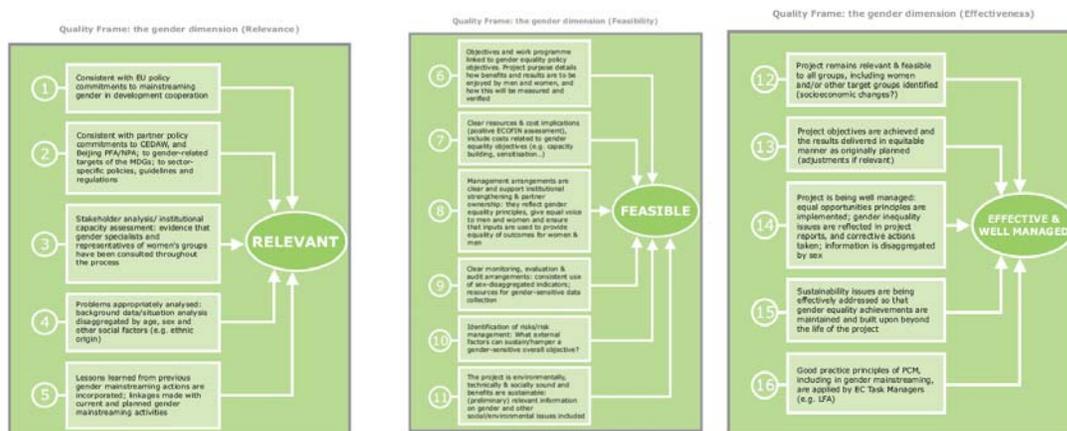
- **Relevant:** the project meets demonstrated and high-priority needs, and is consistent with the policy objectives of the EC and those of its partner countries
- **Feasible:** its design is technically, socially and economically sound and will provide sustainable benefits to the target groups;
- **Effective and well managed:** the project is able to deliver sustainable benefits.

Under each of these main attributes (relevance, feasibility and effective and well managed) there are a number of key criteria (16 in total) which need to be considered in order to assess the project's quality. These criteria are also reflected in the information requirements of key documents, as you can see in the templates used for the **Identification Fiche** and the **Action Fiche**.

Gender dimension in the Quality Frame

In the PCM-Guidelines of AIDCO (2004 – page 22) the Quality Frame is presented with 16 quality assessment criteria which can be applied in different phases of the project cycle.

Each of these criteria has a gender dimension. This gender dimension is worked out in the *“Toolkit on mainstreaming gender equality in EC development cooperation”* (see diagrams on pages 44-46).



These diagrams are summarized on the following page. This summary indicates the gender dimension of each of the 16 quality assessment criteria of the Quality Frame. It also indicates in the last column in which phase(s) of the project cycle these quality criteria are applied.

Diagram of Quality Frame with gender dimension: Basic Gender Checklist

Attributes	Criteria to Assess the Quality of the Project through a gender lens	To apply in phase
RELEVANT	1. Is the project concept consistent with EU policy commitments to promoting gender equality and women's rights in development cooperation (European Consensus 2005; EC Communication 8 of March 2007)?	Identification
	2. Is the concept consistent with partner government policies on gender equality, including the partner's international commitments to CEDAW, the Beijing Platform for Action; MDG3 etc.	Identification
	3. Have women's rights groups and stakeholders concerned with gender issues been consulted?	Identification
	4. Have gender issues been analyzed appropriately, using gender-disaggregated data?	Identification
	5. Are lessons learned from previous gender equality actions incorporated, and are linkages made with current and planned activities to promote gender equality?	Identification
FEASIBLE	6. Is the project's objective linked to gender equality policies and does project's purposes detail how benefits and results are to be enjoyed by men and women?	Identification Formulation
	7. Have costs to promote gender equality been included (e.g. capacity-building for project staff, publication of gender-sensitive materials), and has a gender budget analysis been made (including unpaid/voluntary contributions)?	Identification Formulation
	8. Are management arrangements based on principles of equal opportunities? Does local ownership equally apply to men and women in all their diversity?	Identification Formulation
	9. Are gender performance indicators included in the system for monitoring, evaluation and audit?	Identification Formulation
	10. Which gender-related assumptions and risks have been taken into account?	Formulation
	11. Is relevant information on gender issues included in the (pre-) feasibility studies that show the technical, environmental and social sustainability of the project?	Formulation
EFFECTIVE AND WELL MANAGED	12. Are assumptions made about gender at the start of the project affected by political, legal, economic or social changes (e.g. migration, civil war or HIV/AIDS)?	Implementation
	13. Are project results being delivered in a gender-equitable manner?	Implementation
	14. Are equal opportunity principles applied by project management? Are gender issues reflected in project reports and are project data gender-disaggregated?	Implementation
	15. Is capacity being built within the project and among stakeholders to ensure that gender equality achievements can be maintained after the project ends?	Implementation
	16. Is a gender perspective included in all TOR, and is a Gender Mainstreamed Logframe used as a management tool?	Identification Formulation Implementation

II. Logical Framework Approach (LFA)

The Logical Framework Approach (LFA) is a comprehensive methodology to plan, manage, monitor and evaluate a project. It is a core tool required by the EU in Project Cycle Management.

The LFA is a process by which the EU, partner organisations and other stakeholders use a common way of thinking to build, manage and evaluate their projects. The key tool in the logical framework approach is the LogFrame matrix. This matrix reflects objective, purpose and expected results; the activities and means to achieve these results; the assumptions, objectively verifiable indicators and sources of verification.

Logical Framework Matrix (= Logframe)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Objective: (desired impact)			
Purpose: (desired outcome)			
Outputs: (expected results)			
Activities: (what to do to achieve the results)			

The LogFrame results from a participative and/or consultative process among stakeholders and is used as a reference tool throughout the project cycle. The *Gender Mainstreamed Logframe* (Toolkit, page 89-90: Tool 6.7: The Gender Mainstreamed Logframe) contains gender-related questions that should be asked at preparing the logframe in the formulation stage.

Engendering the Logframe

Drawing up a *Gender Mainstreamed Logframe* means that gender issues are integrated from the first step. Both women and men should be involved from the start in a participatory process which enhances ownership during the whole project cycle.

The Logframe is a crucial tool to engender the project cycle:

- During the **Identification stage** a stakeholder analysis, problem analysis, analysis of objectives and of strategies should be made. This includes a gender analysis with gender disaggregated data and qualitative studies. The Logframe helps stakeholders to analyse the problems of both genders and to identify the desired solutions that may ensure equal rights and benefits for men and women. The gender specific results of this analysis should be reflected in the Identification Fiche of the project.
- During the **Formulation stage** the Logframe matrix is used to formulate an appropriate project plan with clear objectives which reflect a gender perspective, measurable results based on gender-disaggregated data, resource allocations sustained by a gender budget analysis, management strategy and responsibilities which enhance gender equality. The engendered Logframe is the basic source of information for drawing up the Action Fiche.
- During the **Implementation stage** the engendered Logframe is a key management tool to ensure equal opportunities, equal rights and equal benefits for men and women who participate in the project or who are to benefit from the project. It is also a tool for internal (participatory) monitoring by male and female target groups, as well as a tool for gender aware external monitoring.
- In the **Evaluation stage**, the engendered Logframe is the basis to evaluate the gender specific performance, results, outcomes and impact of the project.

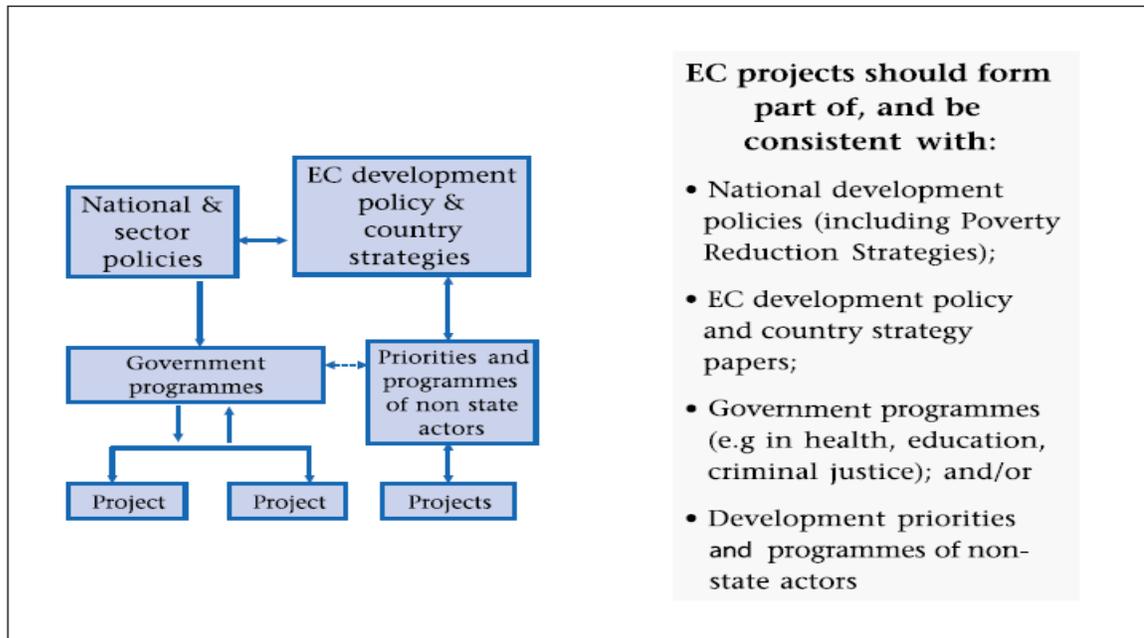
III. Programming

During the programming phase policy commitments of the EU and the Partner country are translated into the Country Strategy Paper (CSP), which includes a multi-annual National Indicative Program (NIP). The CSP provides a framework and strategic plan for EU development cooperation in the country concerned. It is an essential instrument for the mainstreaming of gender equality across the whole spectrum of development cooperation.

At the start of the process a situation analysis should be conducted. This is the right moment to implement a gender analysis, which reveals disparities between men and women and provides crucial information for the CSP. You may also use the gender analysis done by other donors (UN-Women, or UNDP for instance) or civil society actors (Social Watch for instance), and/or the gender profile of the country, which is usually realized by the World Bank before elaborating the Poverty Reduction Strategy Paper (PRSP).

The process of drafting the CSP is participatory. It is an opportunity for **political dialogue** on gender issues between the EU, the partner Government and civil society (including women organizations). Chapter 3 of the "Toolkit on Mainstreaming Gender Equality in EC Development Cooperation" provides more detailed information on gender mainstreaming in CSPs.

Policy, programmes and projects



Source: PCM guidelines (2004)

Engendering the Programming stage

As gender is a cross-cutting issue, each section of the CSP should reflect gender quality issues, for example:

- **EC cooperation objectives:** Reference to EU commitments to promote women's empowerment and gender equality;
- **The partner country's national policy agenda:** Reference to national gender policy and international commitments of the country (e.g. *CEDAW, Platform for Action Beijing, MDG3*);
- **Assessment of the political, economic and social situation:** Include a gender analysis in the situation analysis, or make use of existing gender analysis or gender profile of the country;
- **Summary of past and ongoing cooperation:** Include information on donor actions related to women's rights and gender equality;
- **EU response strategy:** Define a clear gender perspective, with gender equality targets, gender performance indicators, appropriate budget allocation and gender-responsive accountability mechanisms.

The Mid-Term Review (MTR) of the CSP offers the opportunity to update the strategy with developments in the country regarding gender issues. The MTR should also assess the results and performance of 'gender' as one of the cross-cutting issues and draw lessons in order to recommend strategies to strengthen the mainstreaming of gender equality. In case gender equality has not appropriately been addressed, corrective measures should be undertaken to improve the quality of the CSP.

For practical tools to mainstream gender in the MTR, see: Toolkit, section 1, chapter 6:

Tool 6.1.: Grid for Mid-Term Review of Country Strategy Papers

Tool 6.2.: Audit Grid for Mid-Term Review of Country Strategy Papers.

IV. Project identification

The purposes of the identification stage are:

- to identify project ideas that are consistent with partner and EU development priorities and
- to assess the relevance and likely feasibility of the project concept or idea.

A preliminary analysis of gender issues and inequalities ('screening') is foreseen at this stage, aimed at assessing whether or not this project promotes gender equality and empowers women.

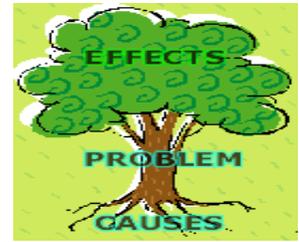
EU Project Officers or Contract Managers can take the following steps to mainstream gender equality at the identification stage:

- Provide external consultants with TOR for including gender equality issues in pre-feasibility studies (*See: Toolkit, section 1, chapter 6: tool 6.8.: TOR for addressing gender equality issues in pre-feasibility studies at the project identification stage*)
- Apply the Gender Equality Screening Checklist (GESCI) (*See: Toolkit: tool 6.9.: GESCI*), and assess whether a preliminary gender analysis should be taken place. The use of this tool is **compulsary** for EU staff since 2010.
- Determine what gender issues are relevant to the project and to what extent gender issues have been taken into account.
- Recommend what further actions need to be taken to strengthen gender mainstreaming or to develop specific actions for women and/or men.

Engendering the Identification stage

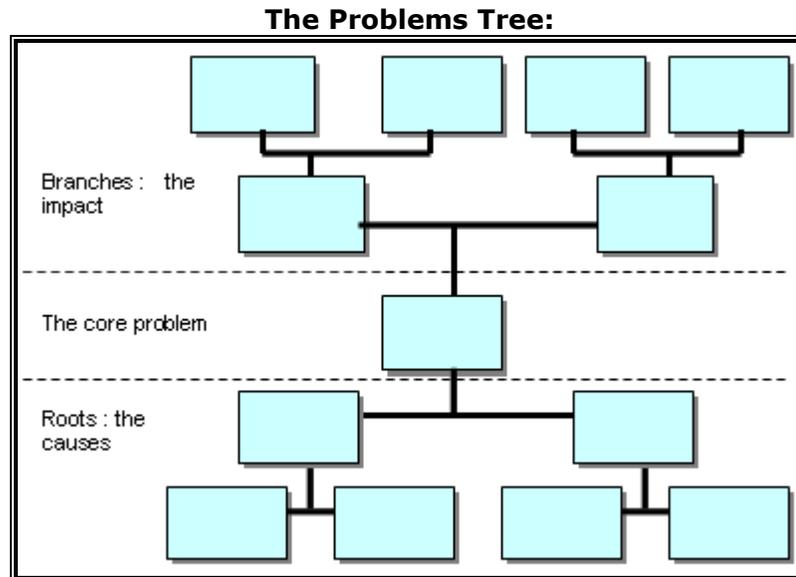
Pre-feasibility studies during the Identification stage offer the opportunity to gather gender specific information. This information is needed in the next stage for the drawing up of the Logframe. It includes:

- **Stakeholder analysis:** Specify for men and women: Whose problems or opportunities are at stake? Who will benefit or lose-out? Whose practical and/or strategic gender needs and interests are served by the project idea? You can find a tool for gender-aware stakeholder analysis in the library (*See Toolkit: Tool 6.4.: Stakeholder analysis*)
- **Problem analysis:** What is the main gender issue? Which problems are faced by men and women? The 'Problems Tree' is a practical tool to analyse the causes and effects of the problems for men and women. Ideally this tree is set up in a participatory workshop with stakeholders and target groups, including women and representatives of women's organisations. A separate problems tree for women and men can be needed to identify clearly the gender specific causes and effects of the problems.
- **Analysis of objectives:** What is the desired future situation for both men and women? What are the means by which these ends can be achieved? The 'Objectives Tree' is a practical tool to answer these questions. Ideally the objectives tree is constructed in the same participative workshop, as it is derived from the problems tree: The identified problems are reformulated into objectives. For example a problem such as "female entrepreneurs are not participating in vocational training" is expressed as a desired positive achievement, such as "female and male entrepreneurs are equally participating in vocational training".
- **Analysis of strategies:** In the selection of the most appropriate strategy, specific constraints related to gender roles should be addressed.



From Problems Tree to Objectives Tree

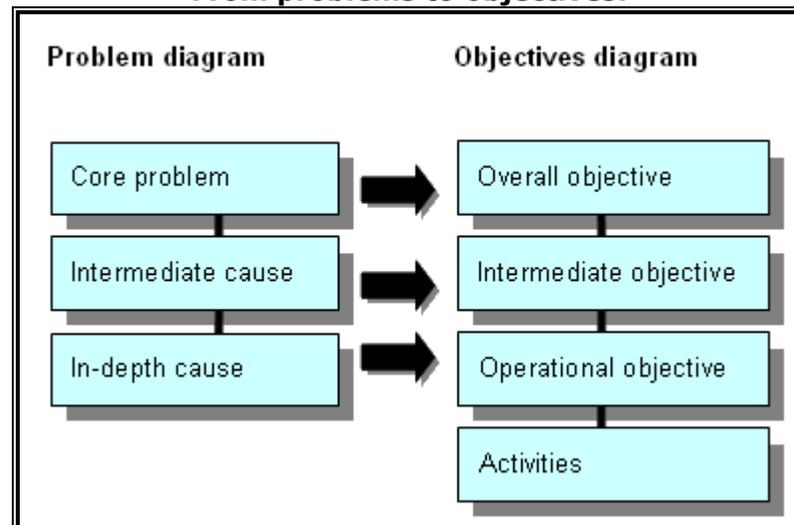
Tools like the the 'Problems Tree' and the 'Objectives Tree' are useful to make an analysis of the causes and effects of problems and to design solutions.



Source: <http://ec.europa.eu/europeaid>

Once the focus problem has been identified that causes the undesired effects or impact in people's life, we can analyse what are the direct and the deeper causes of this problem. To solve the problem, we have to address these causes in order to create a new sound tree that does not produce negative effects in the life of people, but desired effects.

From problems to objectives:



Source: <http://ec.europa.eu/europeaid>

Highlighting gender equality criteria at project identification stage

The gender equality issues that the EU Task Managers and other staff managing this stage have to address are summarised in the following pages. This summary is an adjusted version of the Toolkit and is based on the quality attributes and criteria of the PCM Quality Framework.

RELEVANT: The project meets demonstrated and high-priority needs

1

Quality criterion: the project is consistent with and supportive of EU development and cooperation policies

Assess whether the project concept is consistent with EU policy commitments to promoting gender equality and women's rights in development cooperation. These commitments include the

- *European Consensus on Development (2005)*
- *Communication on Gender Equality and Women Empowerment in EC Development Cooperation (2007)*
- *EU Comprehensive approach to implement UNSCRs 1325 and 1820 on women, peace and security (2008), and its Indicators (July 2010)*
- *EU guideline to end violence and discrimination against women and girls (2008)*
- International commitments of the EU to *CEDAW*, the *Beijing Platform for Action*, process and to the *Millennium Declaration and MDGs*.

The project concept also needs to be assessed with respect to its consistency with statements on gender equality in the Country Strategy Paper or the Regional Support Strategy Paper.

Screen the policy objective with the G-marker (the OECD Gender Equality Policy Marker), in order to assess if the promotion of gender equality and women's empowerment is a principle objective (G-2), a significant objective (G-1), or not targeted at all (G-0). A tool for the screening is added as an annex to this paper.

The G-Marker: OECD Gender Equality Policy-Marker

The Gender equality policy-marker should be applied by the EC and other donors who are a member of the OECD.

This so-called G-Marker is used in the peer review of Member States of OECD. It assesses the policy objectives of development interventions of donors. It describes the degree to which OECD Members (plan to) implement the agreed policies in their aid programmes and the degree to which the policy objectives of donors' actions contribute to gender equality and strengthening of the rights of women.

2

Quality criterion: the project concept is consistent with, and supportive of, partner government policies and relevant sector programmes

Assess whether the concept/proposal is consistent with partner government policies on gender equality (national and sectoral). What are the specific linkages between the gender equality issues expressed in the project and statements on gender in the national and sectoral policies of the partner government, including the international commitments of the partner country, such as ratification of *CEDAW* and the country report on implementing *CEDAW*; the *Beijing Platform for Action*; and the country's commitments to the *Millennium Declaration and MDGs*.

3

Quality criterion: Potential stakeholder and target groups have been identified; there has been a preliminary analysis of equity and institutional capacity issues, and local ownership has been demonstrated

Assess the extent to which the project concept/proposal shows that gender and other social differences (e.g. age, ethnicity, and social class) have been considered and some preliminary information provided. Is preliminary identification of stakeholders concerned with gender equality at the macro, meso, and micro levels reflected in the project proposal? Have sex-disaggregated data and qualitative information on gender differences been used in developing the project concept/proposal to this stage?

Relevance at identification stage

4

Quality criterion: problems have been appropriately analysed

Have sex-disaggregated data and qualitative information on gender issues been used? Does the problem analysis identify problems faced by men and women of different target groups or representing different stakeholders? Information on different stakeholder groups may be available from government and NGO sources, as well as from other donors. Assess whether different problems, and *practical and strategic gender needs* have been identified. Have the interrelations between the roles of men and women been subject to preliminary analysis? Has a participative process (e.g. to 'build' a problem tree) or a dialogue taken place with both female and male stakeholders and potential target groups?

5

Quality criterion: Have lessons learned from experience and linkages with other ongoing/planned projects or programmes been assessed and incorporated into strategy selection

Does the project concept/proposal make sufficient reference to past or current activities in gender mainstreaming in the country? Have gender impact evaluations been made? What were the results on both men and women of previous projects and actions in the same sector? Have possible linkages with the project proposal and other projects/programmes of relevance been made? Sources to consult may include: Reports of National Plans of Action for the implementation of the Beijing Platform for Action, Country reports on the implementation of CEDAW, MDG reports, annual reports of the EC Delegation, donor reports and academic studies.

Feasibility at identification stage

FEASIBLE: The project is well designed and is likely to deliver tangible and sustainable benefits to target groups

6

Quality criterion: The preliminary objectives are clear and logical, and address clearly identified needs

Assess the extent to which the project's preliminary overall objective is linked to gender equality policies and whether the preliminary project purpose details how project benefits and results are to be enjoyed by men and women.

7

Quality criterion: The preliminary resource and cost implications are clear, and a preliminary economic and financial analysis has been carried out

Assess whether the project proposal includes a preliminary consideration of the likely costs of including gender equality objectives in the project (e.g. capacity-building for project staff, publication of gender-sensitive materials), as well as consideration of the likely costs to female and male stakeholders. Which contributions are needed in terms of financial funds, voluntary work, skills, etc. and who will contribute what? The different gender roles of women and men must be taken into account when assessing the relative costs borne. This can be done with a gender budget analysis. (See: Toolkit: *Tool 6.12.: Gender budgeting*)

8

Quality criterion: preliminary coordination/management and financing arrangements are clear and support institutional strengthening and local ownership

Assess the extent to which local ownership applies to women and men. Do preliminary coordination/management structures reflect gender equality principles? Is the management gender-sensitive? Will they result in equal voice being given to men and women? Is there evidence that staff will monitor project disbursement to ensure equality of outcomes for men and women?

10

Quality criterion: Assumptions/risks are identified and assessed, and appear acceptable

Assess the extent to which the draft logframe matrix has identified assumptions and risks with respect to gender equality principles.

For example, the project may assume that women will be allowed by husbands/fathers to participate in project activities on an equal basis, and have access to and control over the material and non-material resources they need in order to participate. The project may be designed on the assumption that discriminatory legislation will be removed.

Identify experts and resource organisations to assist in validating assumptions and risks with respect to gender roles and constraints in the project context. Useful tools for this task are *Tool 6.3.: Commissioning a gender analysis: elements to consider and Tool 6.7.: The Gender Mainstreamed Logframe*. Source: Toolkit section 1, chapter 6)

Management at identification stage

WELL MANAGED: The preparation of the project is being managed well (by EU task managers)

16

Quality criterion: Good practice principles of project cycle management are applied by EU Task Managers

How? In assessing the project concept/proposal and consider whether it reflects gender equality issues; whether gender equality principles are observed in project management and decision-making (equal opportunities recruitment policies and practices etc.); and whether a concern with gender equality is evident in the draft logframe.

Quality check of the identification stage

At the end of the identification stage, it should be clear which gender issues are relevant to the project and to what extent gender equality will be enhanced through the project approach. The EU Task Manager will make recommendations as to whether a more detailed gender analysis needs to be undertaken during the formulation stage.

With regard to gender equality issues a final quality check of the identification stage should assess:

- to what extent gender equality issues relevant to the project have been identified and supported by reference to EC and partner governments' policy commitments to gender equality;
- whether the statistics used for project identification are gender-disaggregated, and whether qualitative information on gender issues has been used in the identification process;
- whether the preliminary stakeholder analysis identifies female and male stakeholders and the problem analysis also reflects the different interests and practical and strategic gender needs of women and men;
- whether both women and men have been represented in the consultative process;
- whether the TOR for the formulation stage are gender-sensitive.

V. Project formulation

At this stage it is necessary to include systematically all gender equality issues relevant to the project. In order to do this and on the basis of the review and assessment carried out at the identification stage, it may have been decided to carry out a full-scale gender analysis during the formulation stage. The results of the gender analysis will be summarised in the project logframe. For the commissioning of a gender analysis and the elements to consider, see *Tool 6.3*. In the Toolkit: *Commissioning a gender analysis*.

EU Task Managers can take the following steps to include a gender perspective at the formulation stage:

- Provide the TOR for addressing gender equality issues in feasibility studies at the formulation stage (See: *Tool 6.10* in the chapter 6 Toolkit) to the consultants if deemed necessary. These TOR will indicate what further work in terms of gender analysis needs to be undertaken.
- Screen the proposal using the *Gender Equality Screening Checklist for the project formulation stage (GESCF)*. See: *Tool 6.11*. in chapter 6 Toolkit
- Indicate whether or not the gender analysis required by the TOR has been completed satisfactorily or whether additional work needs to be undertaken.
- Make appropriate recommendations to the Quality Support Group.

Engendering the formulation stage

Once the project proposal has passed to the Formulation stage the analysis carried out in the previous stage must be transcribed into a practical, operational plan ready to be implemented. The Logframe matrix is used as a key tool.

When gender issues are appropriately addressed in the Identification stage, then it will be easy to engender the Logframe, as the results of the stakeholder, problem, objectives and strategy analysis are used as the basis for preparing the logframe matrix. The objectives tree can be used as input to define the first column of the Logframe: the overall objective, the purpose(s), the results and the activities. The Gender Mainstreamed Logframe (See Toolkit: *Tool 6.7*) can help in drawing up the Logframe.

If gender issues are not appropriately addressed during the previous stage, a feasibility study might be needed to ensure that the project will deliver in line with the political commitments on gender equality and women's rights. A tool that helps to formulate TOR for addressing gender equality issues in feasibility studies at the formulation stage can be found in the Library (See Toolkit: *Tool 6.10*)

Engendering resource planning in the formulation stage

Activity and resource scheduling can be engendered by examining how priorities, time and budget allocation will influence the existing unequal gender relations. This can be done with a gender budget analysis of the input schedules and budget of the project. Gender performance indicators and gender-disaggregated data are important to ensure gender-responsive accountability mechanisms in the project design.

To ensure feasibility it is important to examine the time use of men and women of the target group, as this is crucial information for the timing and the organization of activities.

Ensuring accountability on gender performance

Ensuring a clear accountability system on the project's gender performance is one of the mayor challenges in drawing up the logframe. A crucial part of this task is the

identification of gender responsive indicators (column 2 of logframe) which are useful to operationalise, measure and report on gender specific outcome and results.

Gender indicators point out gender related changes over time in a given social context. These indicators are key for mainstreaming gender equality throughout the project cycle. Objectively verifiable gender indicators will enable the project management to be transparent and accountable on gender issues during the implementation stage. Monitors and evaluators also need gender performance indicators to assess the progress, results and outcomes of the project regarding gender issues, the effects of a project on gender relations, and the impact of existing gender relations on outcomes of the project.

Gender equality indicators are used for project goals which specifically promote gender equality and women's empowerment. There are quantitative indicators and qualitative indicators.

Besides these specific gender equality indicators, all relevant project indicators should be sex-disaggregated. Capacity building may be required to construct the right gender responsive indicators.

Accountability systems that work for women contain two essential elements:

Women's inclusion in oversight processes:

Gender-responsive accountability institutions must ensure that decision-makers answer to the women who are most affected by their decisions. This means that women must be entitled to ask for explanations and justifications – they must be legitimate participants in public debates, power-delegation processes, and performance assessments.

Advancing women's human rights is a key standard against which the performance of officials is assessed:

Power holders must answer for their performance in advancing women's rights. The standards of due diligence and probity in holding the public trust must include gender equality as a goal of public action.

Source: UNIFEM, 2009: Progress of the World's Women 2008/2009: Who Answers to Women? Gender and Accountability.

Highlighting gender equality criteria at project formulation stage

The gender equality issues to be addressed at this stage are summarised below, according to the quality attributes and criteria of the PCM Quality Frame. Projects that have been qualified negative on the criteria of relevance during the identification phase should not pass to the formulation phase.

FEASIBILITY: The project is well designed and will deliver tangible and sustainable benefits to target groups

Quality criterion: The objectives (overall objective, purpose and results/outputs) and the work programme (activities) are clear and logical, and address clearly identified needs

Is the overall objective clearly linked to a relevant policy or sector objective, and thus demonstrates how the project will contribute to a long-term development outcome, including the achievement/promotion of gender equality?

Have the practical and strategic needs of male and female beneficiaries been identified? Does the project purpose clearly specify project benefits, whether common to both men and women or gender specific? Have gender sensitive and/or gender equality indicators been applied to measure results and benefits?

7

Quality criterion: Resource and cost implications are clear; the project is financially viable and has a positive economic return

Assess to what extent the project resources (staff, equipment, materials, etc.) will be deployed equitably, bearing in mind that sometimes disadvantaged groups require additional resources in order to catch up. For example, women may need foundation courses or literacy training in order to participate in a vocational training programme. An assessment of contributions from primary stakeholders should also determine whether contributions in money, time and/or skills from women and men are equitable in terms of their respective overall workloads, bearing in mind that women usually have primary responsibility for care of the family.

8

Quality criterion: Coordination/management and financing arrangements are clear and support institutional strengthening and local ownership

Assess whether the management and financing arrangements reflect adherence to equal opportunities principles and gender-sensitive management. With respect to local ownership, assess whether men and women have equal voice.

9

Quality criterion: the monitoring/evaluation and accountability system is clear and practical

Assess whether the accountability system is designed in such a way that overall management is accountable for the gender performance of the project. Check if the project's logframe matrix includes gender sensitive objectives and results, gender equality target indicators, or other indicators disaggregated by sex. Adequate resources should be in place to ensure that sex-disaggregated data can be collected for monitoring and evaluation purposes.

10

Quality criterion: Assumptions and risks are identified and assessed and appropriate risk management arrangements proposed

Assess whether gender-related assumptions and risks have been taken into account. This would include ensuring men's support for their wives' participation, the removal of any legal obstacles to equal participation, etc.

Management at Formulation stage

16

Quality criterion: good practice principles of project cycle management are applied by EC Task Managers

Assess whether the good practice principles of PCM fully reflect gender equality issues, e.g. whether all TOR include requirements for gender-related knowledge and experience; check that the Gender Mainstreamed Logframe is in use.

Which measures will be taken to ensure a gender sensitive management with proven capacities to promote gender equality throughout the project?

After a final Quality check the gender-sensitive quality assessment at the formulation stage will be reflected, among different documents, in the Action fiche. Once this has been approved, the project passes to the implementation stage.

Quality check at the formulation stage

The overall quality check of the project proposal takes place at the end of the Formulation stage. The Quality Support Group will verify whether the observations regarding gender issues which were made during the Identification stage, have been taken into account.

The quality check should confirm that:

- gender equality issues addressed in the project are consistent with and refer to EU's and partner governments' policy commitments to gender equality;
- the statistics used are sex-disaggregated and that qualitative information on gender issues has also been used in the formulation process;
- the logframe has been engendered (objectives, results, indicators, assumptions)
- the management systems established by the project respect the principles of gender equality and equal opportunity;
- factors affecting the sustainability of gender equality actions have been addressed (for example, is capacity for gender mainstreaming being enhanced through the project?)
- both male and female target groups benefit from the project (Have strategic and practical gender needs been addressed? Have gender based risks which could affect project implementation been clearly identified?)
- a full gender analysis has been carried out if previously recommended.

Conversation with farmers in Angola

The farmers were all women. (...)

I asked them, "Do you need anything to do your work?"

And they said, "Hoes."

Well, I looked around and saw dozens of hoes, leaning up against the wall. You know – the long wooden pole that meets a rectangular metal spade at a 90-degree angle, almost like a rake.

I asked, "What's wrong with those hoes?"

The women said, "Those are male hoes."

That made me pause. I didn't realize there was a gender differentiation in hoes.

Then they explained to me that a female hoe has a shorter handle that meets a pointed spade, like a shovel, at a 45-degree angle. You have to squat to use it, unlike a male hoe, which you use by standing and bending over it. The reason for the difference is these women work all day in the field with babies strapped on their backs. It's much less painful for them to squat than to bend over.

Quoted: Catherine Bertini, London, July 21, 2008

VI. Project implementation

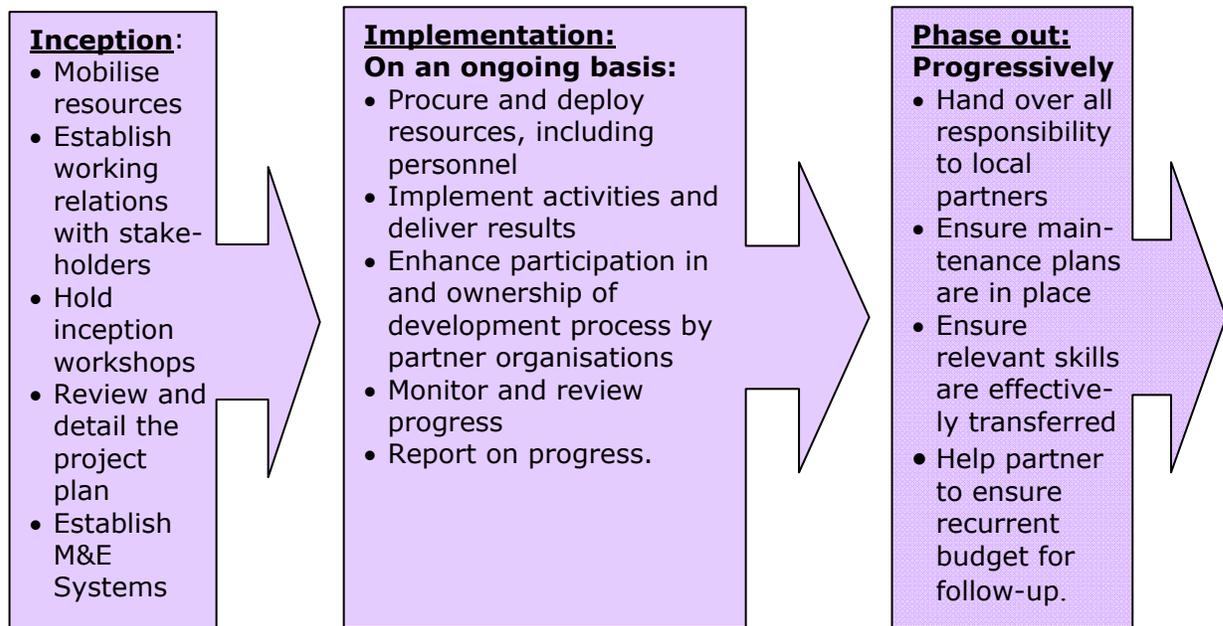
This stage is normally the longest part of the project cycle. The implementation stage is also the most critical, as the planned results, targets and goals must be delivered, while available resources must be managed efficiently. There are often unexpected difficulties and circumstances which will keep the project management busy and may drive gender equality issues to the sideline of the project.

To keep gender at the heart of the project it is important that the promotion of gender equality and women’s empowerment is embedded in the design, the structure and the mechanisms that make the project function.

The implementation stage consists usually of three main periods:

- Inception period
- Main implementation period
- Phase-out period.

In this chapter we will see how the gender perspective can be included in each of these phases, with special attention to the monitoring.



Engendering the Inception period

During the inception period the project has to be put on the rails. The Inception period is crucial for the embedding of gender issues in the project. Gender mainstreaming can be enhanced by:

- mobilizing and contracting personnel with an equal opportunities policy to seek gender balance in appointment of staff
- including from the beginning working relations with women’s organizations and other stakeholders which promote gender equality and women’s rights
- dedicating inception workshops to building capacity on gender issues relevant to the project and on gender responsive management
- revising the project plan with a gender lens and analysing the budget in order to assess if the allocations are appropriate to address the gender issues
- setting up a gender responsive Monitoring & Evaluation system using gender-sensitive indicators and ensuring the recollection of gender disaggregated data.

Usually an inception report has to be produced within 3 months after the launch of a project. The first annual working plan should be included in this report. The inception report provides the opportunity to review the design of the project in consultation with stakeholders, and to ensure that gender equality will be mainstreamed throughout the implementation stage.

Engendering the Main Implementation period

During the main Implementation period of the project mainstreaming of gender equality can be enhanced by:

- ensuring that the human resources policy is based on equal opportunities
- ensuring that at least a critical mass of 30% of women is represented at the highest decision making level of the project
- being gender responsive in all result oriented activities by identifying the implications of the project activities and results for women and girls as compared to men and boys. This includes adjustments of the project in order to prevent that the project perpetuates gender inequalities and to ensure that women's empowerment and gender equality will be enhanced throughout the implementation stage.
- keeping records on gender disaggregated project data, and being transparent and accountable for the deliveries to men/boys and women/girls
- enhancing ownership by men and women through internal participatory monitoring processes, especially regarding processes to promote gender equality
- including gender-responsive budget analysis of the project in the progress reports in order to link the commitments to gender equality and women's human rights to the distribution, use and generation of the project resources. In this way the management of the project can be held accountable for the implications of budgets for women and girls as compared to men and boys and has a basis to justify eventual reordering of the project budget if this is needed to keep on track in promoting gender equality.

Highlighting gender equality criteria at project implementation stage

During the implementation stage only the criteria regarding the quality attribute "Effective and Well Managed" are applied. The gender equality issues to be addressed at this stage are summarised below:

12

Quality criterion: the project remains relevant and feasible

Assess whether changes in the political, legal, economic or social context of the project have affected the assumptions about gender roles and relationships made at the beginning of the project. Phenomena such as migration, civil unrest or the HIV/AIDS pandemic can all affect existing roles and relationships and may require adjustments to the project.

13

Quality criterion: project objectives are being achieved

Assess whether project results are being delivered in a gender-equitable manner, as was originally planned, and make adjustments if that is not the case.

14

Quality criterion: the project is being well managed by those directly responsible for implementation

Assess whether information on project achievements/results is disaggregated by sex, and whether action is taken to redress inequalities and shortfalls.

It is important that the management of the project is also gender aware in the contracting, hiring of goods or services, and working with different partners, firms or subcontractors. The management should have internal quality rules and regulations to ensure that all the contracts will be forecast, tendered and implemented by its partners with a gender perspective.

15

Quality criterion: sustainability issues are being clearly addressed

Assess whether capacity is being built within the project structure and among stakeholders to ensure that gender equality achievements can be maintained after the project ends.

16

Quality criterion: good practice principles of project cycle management are applied by EU Task Managers

The Task Manager will ensure that skills in gender analysis and gender mainstreaming are included as a component in all TOR, and that the Gender Mainstreamed Logframe is used as a management tool.

Gender in monitoring and review

A crucial part of the implementation stage is the reporting about the progress of the project and the achievement of the results. Monitoring, review and reporting are core responsibilities of the project management.

Monitoring involves the collection of qualitative and quantitative data, analysis, communication and use of information about the project's progress. The collection of gender disaggregated data in the monitoring process is important for the assessment of the effects and results of the project for men/boys and women/girls. Gender disaggregated data collection and analysis may also provide prognosis on the differentiated outcome and impact of the project on the position of women and men, and provide feedback on lessons learned, opportunities and constraints for gender mainstreaming.

Reviews are regular pre-planned activities of recollecting, systemizing and sharing of information among project implementers, beneficiaries and other stakeholders.

Monitoring and reviews are part of the internal process of project implementation and can also be executed by external monitors.

Gender-sensitive monitoring consists of collecting and analysing information on:

- How is the money spent and who benefits? What is the gender-specific allocation of financial project resources?
- Who contributes to the project? What are the paid and unpaid contributions to the project of male and female stakeholders?
- Which activities are undertaken by male and female participants?
- What are the results? Which groups benefit from the results (gender disaggregated data of groups specified by age, income groups, rural/urban area or other project relevant classifications)?
- How is the quality of the process? Are both men and women participating on an equal base? Is capacity building enhancing gender equality?
- Is budget allocation responding to practical and strategic gender needs and interest of women and men?
- How is the preliminary response of men/boys and women/girls to the project?
- Is there any unexpected or adverse response by men/boys or women/girls to the project activities? Is remedial action needed to promote gender equality and women's rights?

Monitoring as engine for project effectiveness

Participative processes to monitor and review the gender specific results of the project are important for the transparency and accountability on gender issues. Moreover it enhances ownership among women and men and can become an instrument for women's empowerment

Gender in the ROM-system

The ROM-System is the Results-Oriented Monitoring System of Projects and Programmes of External Assistance financed by the EC. This monitoring system is used for external monitoring of EU projects. It consists of a set of tools and instructions that are used by external consultants to monitor projects.

The core tool of the ROM-system is the Background Conclusion Sheet (BCS) consisting of a format in excel which enables the monitors to collect, analyse and assess systematically the progress of the project.

The criteria to apply in the external monitoring are:

- Relevance and quality of the project design
- Efficiency of implementation to date
- Effectiveness to date
- Impact prospects
- Potential sustainability
- Horizontal issues
- Cross-cutting issues

For each of these criteria, gender issues can be raised by monitors. In the section of cross-cutting issues the assessment of the gender perspective of the project is compulsory.

The Assessment of Gender in the ROM-System

Consultants involved in the ROM-System of the EC, have to assess gender as one of the cross-cutting issues, by responding to the following question³:

Have practical and strategic gender interests been adequately considered in the project strategy?

If so, how and to what effect? If not, why not? If n/a (not applicable), explain.

Please consider the following aspects of gender mainstreaming:

- Has the project been planned on the basis of a gender-differentiated beneficiaries' analysis?
- To what extent will/could the gender sensitive approach lead to an improved impact of the project?
- What is the likeliness of increased gender equality beyond project end?
- According to the OECD Gender Policy Marker how would you classify this project?

AIDCO offered in 2010 an online course on gender mainstreaming in the ROM-process to monitors. This course includes 14 specific monitoring tools, including a gender mainstreamed BCS.

³ Ref. Question 7.1 of the Background Conclusion Sheet, version December 2008

Engendering the Phasing-out period

The Phasing-out period is last period of the project before external funding ends. Here the sustainability of the project comes to the test. Projects are more sustainable when beneficiaries have been controlling and participating throughout the project cycle.

During this period all responsibilities are handed over to the local partners. To *ensure that* follow up actions will continue in a gender responsive way it is important to pass the responsibilities to gender aware local partners.

Maintenance plans should be in place. The more ownership of the project results by both women and men has been achieved, the easier it will be to put maintenance plans in place that are owned and controlled by both genders.

The project management has to ensure that all relevant skills are effectively transferred. This means that women and men should both be beneficiaries of capacity building to enhance technical, vocational and professional skills. On the other hand this also means that skills and expertise on mainstreaming gender equality in future activities should effectively be transferred.

If needed the recurrent budget for follow-up by the partner(s) should be ensured, based on a gender budget analysis to ensure that also in the future appropriate budget allocations are available to address gender issues.

VII. Project evaluation

The evaluation criteria used in EC-funded evaluations are: Relevance, Efficiency, Effectiveness, Impact and Sustainability.

These criteria are closely linked to the logframe. External evaluators can therefore use the Gender Mainstreamed Logframe (See Toolkit: tool 6.7) as a guide to address the gender dimension of the project.

The gender equality issues to be addressed to each of the evaluation criteria are summarized in the following pages:

Evaluation criterion: Relevance

What was the Relevance of the project for gender equality issues?

Did the project respond adequately to the problematic situation of women/girls and men/boys within the area of project intervention?

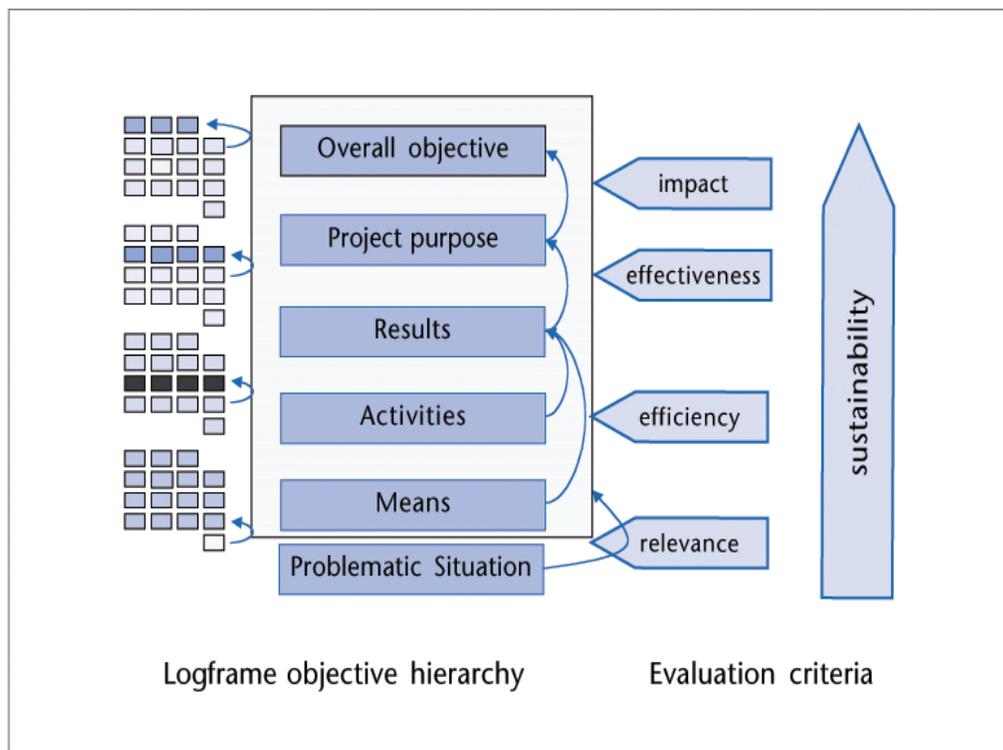
Were the objectives of the project intervention consistent with beneficiaries' practical and strategic gender needs, country needs, global priorities and partners' and EU's policies, commitments and mandates regarding gender equality and women's rights?

Were the project objectives identified with respect to gender equality issues appropriate to the problems and to the physical and social environment in which the project operated?

Was the treatment of gender equality issues throughout the project logical and coherent?

Were adjustments made to reflect any changes occurring in gender roles and relationships because of factors external to the project?

The evaluation criteria of EC-funded projects are closely linked to the logframe



Source: PCM Guidelines 2004

Engendering the Evaluation stage

Evaluation criterion: Efficiency

Has the project been efficient with respect to gender equality?

Are the means and resources used in an efficient way to achieve results in terms of improved benefits for women/girls and men/boys?

Have the project results for women/girls and men/boys been achieved at reasonable cost, and have costs and benefits been allocated and received equitably?

Evaluation criterion: Effectiveness

Did the project results turn out to be effective in achieving gender equality?

Have the results contributed to the achievement of the project purpose, and have assumptions affected project achievements in terms of responding to practical and strategic gender needs of men and women?

Have benefits favoured male and/or female target groups? This aspect of the evaluation also includes a specific assessment of the benefits accruing to particular stakeholders (organisations, institutions, indirect target groups) in each case gender disaggregated.

Evaluation criterion: Impact

What has been the impact of the project's outcome to wider policies, processes and programmes which enhance gender equality and women's rights?

In projects which have not been constructed with a gender sensitive logic and did not intend to contribute to gender equality, the ex post evaluation can still assess whether it produced any unintended or unexpected impacts on gender relations.

Evaluation criterion: Sustainability

Will the stream of benefits produced by the project for different target groups continue after *external funding ends*?

Are achievements in gender equality likely to be sustained?

To which extent has ownership of the project been achieved by male and female beneficiaries?

To which extent have strategic gender needs of women and men been addressed through the project, and has this resulted in sustainable improvement of women's rights and gender equality?

To which extent has capacity for gender mainstreaming through the project been built?

Engaging experts for a gender-sensitive evaluation

Some issues to be considered at the evaluation stage by those who commission evaluation assignments, such as EU Task Managers are as follows:

- Are evaluators briefed on relevant gender issues and provided with background documentation, including literature and documentation relevant to gender equality issues and EC policy documents on gender equality?
- Are there a gender balance and/or adequate level of gender expertise in the evaluation team?
- How do the evaluators propose to measure the differential impacts of activities and interventions on women and men?
- Do evaluators understand why and how to disaggregate information by sex?
- Will the views of female beneficiaries be sought in a culturally appropriate manner?

Evaluation report

The evaluation report should be based on qualitative and quantitative data, disaggregated by sex, to measure results and long-term outcomes for both women and men. Ideally gender equality issues should be included in all sections of the evaluation report – i.e., in the executive summary, the main text, the conclusions and recommendations, and the annexes – as appropriate, rather than mentioning only in a separate section devoted to gender.

HOW TO APPLY THE G-MARKER?

The G-marker stands for Gender Equality Policy Marker. It is a tool developed by the OECD-DAC.

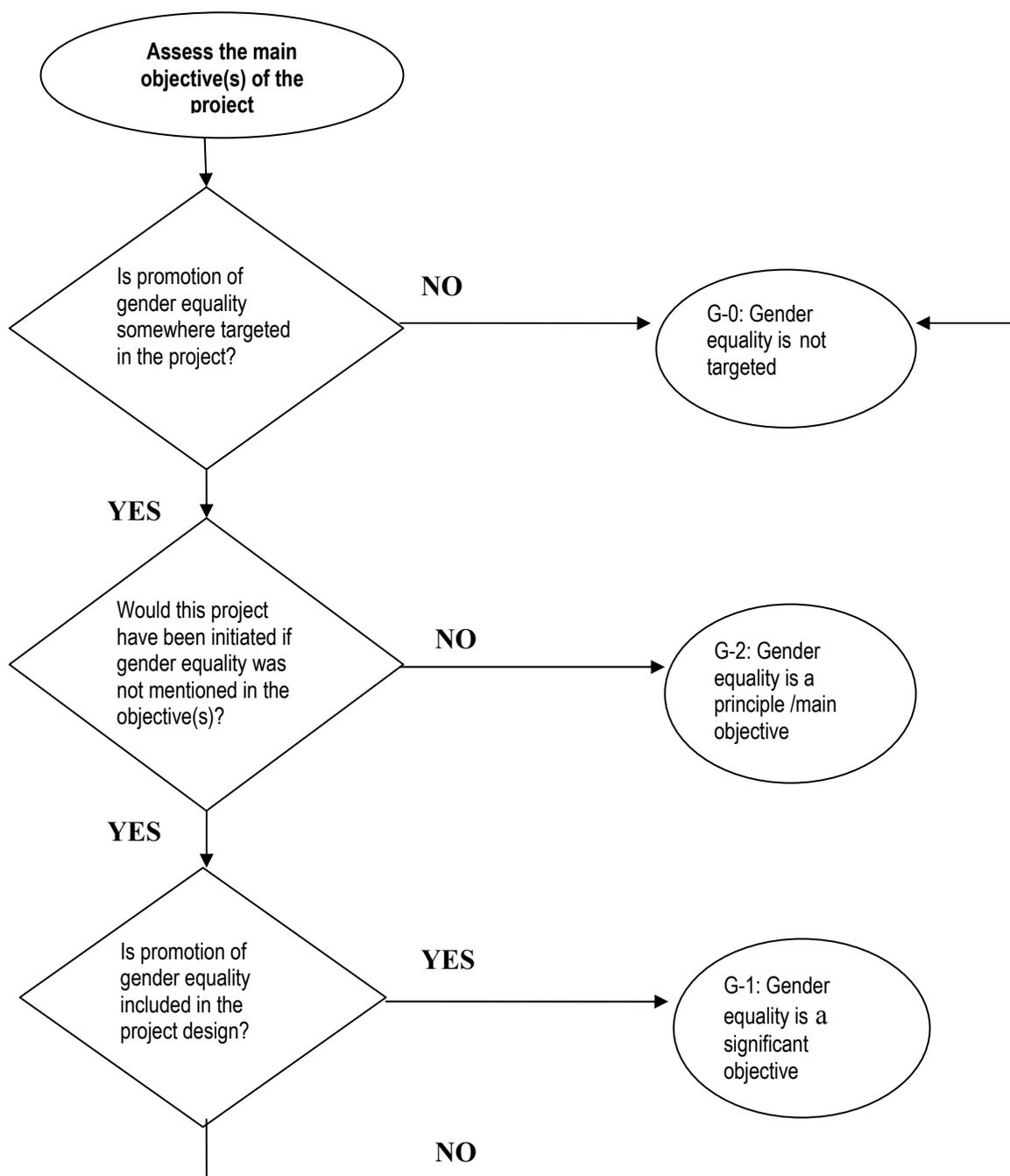
It is a policy indicator used to track resource allocations of donors to promoting gender equality.

There are 3 G-Marker Scores:

G-0: When gender equality is not targeted

G-1: When gender equality is a significant objective

G-2: When gender equality is a principle objective.



Applying the G-marker may be difficult for programmes with different components/sections. In that case the easiest way is to mark each component/section as a project, using the flow-diagram for each component. The total overview of scores for the different components/sections enables you to decide if gender equality is a principle or significant objective, or not targeted.

WHEN TO APPLY THE G-MARKER?

The G-marker has to be applied in the **Identification Phase** of projects and programmes.

27/08/2010 11:23:17 Measure / Project

General information Persons in charge List of projects Allocations DAC Form Statistical breakdown Implementation report Attached documents Decision (Level 1) Contracts

Key search Advanced search Print

Identification

Decision Number ASIE / 2006 / 18194 Project seq. No 0

Information

Status EC - Ongoing Zone benefiting from the action CN
 EU contribution 6,800,000.00
 Delegation in charge CN - China

Project Title Governance for Equitable Development (GED) - Strengthening Rule of Law and Civil Society Participation in China

Project Description

CSP/NIP links

	Strategy Paper reference	Title	Amount
1	-	-	0.00

Latest update

Login VUORILE Date of update 26/06/2007 07:26:10

WHERE TO APPLY THE G-MARKER?

The G-marker is one of the policy markers of the OECD. In CRIS these **policy markers** have to be registered under the **DAC Form** tab.

The screenshot shows the CRIS DAC Form interface. The 'DAC Form' tab is selected. The 'Policy objectives / markers' section contains the following table:

General policy objectives	Not targeted	Significant objective	Main objective
Participation development/good governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aid to environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender equality (including WID)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trade Related Assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RIO Convention markers	Not targeted	Significant objective	Main objective
Biological diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Combat desertification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate change mitigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate change adaptation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below the table, there are three labels: **G-0**, **G-1**, and **G-2**. Arrows from the text above point to the 'DAC Form' tab, the 'Policy objectives / markers' section, and these three labels.

Just use the flow-diagram on the first page to assess quickly if you have to do with a G-0, a G-1 or a G-2 project. **Good luck!**

The following explanation on the G-marker is given by OECD-DAC.

THE GENDER EQUALITY POLICY MARKER	
DEFINITION An activity should be classified as gender equality focused (score Principal or Significant) if:	It is intended to advance gender equality and women's empowerment or reduce discrimination and inequalities based on sex.
CRITERIA FOR ELIGIBILITY	<p>Gender equality is explicitly promoted in activity documentation through specific measures which:</p> <ol style="list-style-type: none"> a. Reduce social, economic or political power inequalities between women and men, girls and boys, ensure that women benefit equally with men from the activity, or compensate for past discrimination; or b. Develop or strengthen gender equality or anti-discrimination policies, legislation or institutions. <p>This approach requires analyzing gender inequalities either separately or as an integral part of agencies' standard procedures</p>
EXAMPLES OF TYPICAL ACTIVITIES	<p>Examples of activities that could be marked as principal Objective (G-2):</p> <ul style="list-style-type: none"> - legal literacy for women and girls; - male networks against gender violence; - a social safety net project which focuses specifically on assisting women and girls as a particularly disadvantaged group in a society; - capacity building of Ministries of Finance and Planning to incorporate gender equality objectives in national poverty reduction or comparable strategies. <p>Such activities can target women specifically, men specifically or both women and men.</p> <p>Examples of activities that could be marked as significant Objective (G-1):</p> <ul style="list-style-type: none"> - activity which has as its principal objective to provide drinking water to a district or community while at the same time ensuring that women and girls have safe and easy access to the facilities; - a social safety net project which focuses on the community as a whole and ensures that women and girls benefit equally with men and boys.
<p>N.B. Support to women's equality organizations and institutions (CRS sector code 15164) scores, by definition, principal objective (G-2)</p>	