Gender Mainstreaming in Project Cycle Management

(based on EC guidelines)

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Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels.

It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes.

The result of gender mainstreaming is that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally in all political, economic and societal spheres.
2. POLICY, PROGRAMMES, PROJECTS

Policy (Nat. Dev. Plan)

- Programme A
  - Project 1
  - Project 2
- Programme B
  - Project 3
- Budget support
  - Tendered Service Contract 1
  - Tendered Service Contract 2
POLICY:
Gender perspective in policy frameworks

The EU Policy at country level is the broad strategic context with national priorities aligned with the country’s development plan. It is articulated in the National Indicative Programme (NIP).

The NIP is the result of political and policy dialogue and the application of the 5 principles of the Paris declaration (+ HLF in Accra + Busan):

- Ownership
- Alignment
- Harmonization
- Managing for results
- Mutual accountability

Given the EU commitments and policy on gender equality:

a. Identify the political commitments on GEWE of the partner country
b. Commission a gender analysis as part of the situation analysis
c. Ensure a gender responsive policy framework for development cooperation (including gender equality targets).
PROGRAMMES

Programmes are broad areas of work, which are required to implement the policy priorities. There are:

- **sectoral programmes** (cover a whole sector, such as the health sector or the transport sector)
- **thematic programmes** (focused on a specific theme, such as “Non State Actors” programmes consisting of a package of actions and/or projects with a common focus or theme)
- **national or regional programmes** (set of actions to support a country or a region during a specific period)

To identify gender issues in a programme, it is important to make a gender analysis of the sector, the theme or a gender profile of the country or region previous to or during the identification phase.
PROJECTS

A Project is a **series of activities** aimed at bringing about clearly specified **objectives** within a **defined time period** and with a **defined budget**.

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

**Projects with a gender perspective** contribute to the achievement of the policy goals of national partners and the donors regarding women’s rights and gender equality.
3. THE CYCLE OF OPERATIONS

The cycle of operations for managing the EU’s external assistance projects has five phases:

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

- Each phase has its own decision making criteria and procedures
- A new phase can start if the previous has finished
- The cycle produces feedback (monitoring & evaluation) for institutional learning, and new programming
- In each phase gender equality issues should be taken on board
Mainstreaming gender equality in the operational cycle

1. Gender in Nat. Dev. Plan and NIP?
2. Have relevant stakeholders on gender issues involved? Initial Action Document been checked with the GESCi? G-marker?
3. Is gender budget analysis and gender mainstreamed logframe included in the Action Document? Are the results pursued gender equality aimed? Check with GESCi
4. Are gender sensitive reviews and monitoring applied? Are equal opportunities applied?
5. Are the ToR gender sensitive? Is gender expertise ensured in the evaluation team?
PROGRAMMING

Key EU decision point:
Agreement on a National Indicative Programme (NIP).

Key questions for gender mainstreaming:
- Has a gender analysis 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 EU’s gender equality commitments?
- Have gender issues been mainstreamed appropriately in the NIP?
IDENTIFICATION

Key EU decision point:
Completion and submission of the Identification Fiche

Key questions for gender mainstreaming:
• Has the GESCi been applied?
• Is the identified intervention (programme or 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 programme/project concept?
• Is the identified intervention in line with EU Policy and Commitments on GEWE?

Tools: GESCi; Roadmap for gender-sensitive project design; Tool for gender in pre-feasibility study; G-marker
FORMULATION

Key EU decision point:
Completion of Action Fiche and Technical and administrative provisions

Key questions for gender mainstreaming:
• Is the gender perspective appropriately addressed in the TOR of the feasibility study?
• Do the objectives reflect a gender perspective? (G-1 or G-2 or G-0?)
• Does the Action Fiche include measurable results based on sex-disaggregated data?
• Are the resource allocations of the Action Fiche sustained by a gender budget analysis that shows how budget allocations will enhance gender equality?
• Has the Logframe been engendered, including gender specific accountability provisions and gender equality indicators?

Tools: G-marker; GESCf; tool for gender in feasibility studies
IMPLEMENTATION

Key EU decision point:
On submission of annual work plans, monitoring reports and reviews.

Key questions for gender mainstreaming:
• 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 and hand-over of the project?

Tools: See monitoring tools
EVALUATION AND AUDIT

Key EU decision point:
Completion of evaluation studies and audit.

Key questions for gender mainstreaming:
• Is the gender perspective appropriately addressed in the TORs of evaluation? 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?
5. QUALITY ASSESSMENT

At each main decision point within the cycle of operations, a set of quality assessment criteria are applied to ensure that decisions are based on sound and consistent analysis. The gender perspective should be applied to each of these criteria (See Syllabus, page 61 and further)

In the project approach (projects + programmes) the Quality Frame consists of three sets of key quality assessment criteria (16 in total):

- **Relevant**: the programme/project meets demonstrated and high-priority needs, and is consistent with the policy objectives of the EU 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 aid will deliver sustainable benefits.
Identification Stage, criteria 1,2,3,4,5

Quality Frame: the gender dimension (Relevance)

1. Consistent with EU policy commitments to mainstreaming gender in development cooperation

2. Consistent with partner policy commitments to CEDAW, and Beijing PFA/NPA; to gender-related targets of the MDGs; to sector-specific policies, guidelines and regulations

3. Stakeholder analysis/institutional capacity assessment: evidence that gender specialists and representatives of women’s groups have been consulted throughout the process

4. Problems appropriately analysed: background data/situation analysis disaggregated by age, sex and other social factors (e.g. ethnic origin)

5. Lessons learned from previous gender mainstreaming actions are incorporated; In/ages made with current and planned gender mainstreaming activities
Identification Stage: 6, 7, 8, 9
Formulation Stage: 6, 7, 8, 9, 10, 11

Quality Frame: the gender dimension (Feasibility)

6. Objectives and work programme linked to gender equality policy objectives. Project purpose details how benefits and results are to be enjoyed by men and women, and how this will be measured and verified.

7. Clear resources & cost implications (positive ECOFIN assessment), include costs related to gender equality objectives (e.g. capacity building, sensitisation...)

8. Management arrangements are clear and support institutional strengthening & partner ownership: they reflect gender equality principles, give equal voice to men and women and ensure that inputs are used to provide equality of outcomes for women & men.

9. Clear monitoring, evaluation & audit arrangements: consistent use of sex-disaggregated indicators; resources for gender-sensitive data collection

10. Identification of risks/risk management: What external factors can sustain/hamper a gender-sensitive overall objective?

11. The project is environmentally, technically & socially sound and benefits are sustainable: (preliminary) relevant information on gender and other social/environmental issues included

FEASIBLE
Identification Stage: 16
Formulation Stage: 16
Implementation Stage: 12, 13, 14, 15, 16

Quality Frame: the gender dimension (Effectiveness)

- Project remains relevant & feasible to all groups, including women and/or other target groups identified (socioeconomic changes?)
- Project objectives are achieved and the results delivered in an equitable manner as originally planned (adjustments if relevant)
- Project is being well managed; equal opportunities principles are implemented; gender inequality issues are reflected in project reports, and corrective actions taken; information is disaggregated by sex
- Sustainability issues are being effectively addressed so that gender equality achievements are maintained and built upon beyond the life of the project
- Good practice principles of PCM, including in gender mainstreaming, are applied by EC Task Managers (e.g. LFA)

EFFECTIVE & WELL MANAGED
6. THE LOGICAL FRAMEWORK APPROACH (LFA)

• The Logical Framework Approach (LFA) is a comprehensive methodology to plan, manage, monitor and evaluate a project.

• The key tool in the logical framework approach is the LogFrame matrix. It is a core tool required by the EC in Project Cycle Management.

• The Logframe is the result of a participative and/or consultative process among stakeholders and is used as a reference tool throughout the project cycle.
# THE LOGICAL FRAMEWORK MATRIX

<table>
<thead>
<tr>
<th>Objectives &amp; activities</th>
<th>Indicators</th>
<th>Means of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong> (Impact)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Purpose/ (Outcome)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Activities</strong></td>
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</tbody>
</table>

**Means**

What needs to be fulfilled before activities can start

**Pre-conditions**
ENGENDERING THE LOGFRAME

Gender Mainstreamed Logframe means that a gender equality perspective is integrated in the project design and indicators

- gender issues integrated from the first step
- both women and men are involved
- participatory process which enhances ownership during the whole project cycle.

Tool: Gendermainstreaming in the Logframe (Toolkit)

The engendered logframe is a crucial tool to mainstream gender equality in the entire project cycle
**INDICATORS OF THE LOGFRAME:**

Define gender indicators and gender disaggregated indicators

<table>
<thead>
<tr>
<th>Column of the objectives and results to be achieved</th>
<th>Types of indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Objective</td>
<td>Impact indicators</td>
</tr>
<tr>
<td>Specific Objective(s)</td>
<td>Outcome indicators</td>
</tr>
<tr>
<td>Results</td>
<td>Output/result indicators</td>
</tr>
</tbody>
</table>
The importance of good indicators

Gender indicators point out gender related changes over time in a given social context.

**Without gender indicators, or gender-disaggregated indicators, you will not know the impact, effect or result of the project on the life of men and women in all their diversity** (age, income, ethnicity, with/without handicap, etc.).
WHAT IS A GOOD INDICATORS

Project indicators must express what should be achieved concretely and should be objectively verifiable. An objectively verifiable indicator (OVI) should also be SMART:

**Specific:** in relation to the objective/results (for both m/w) that should be measured

**Measurable:** in quantitative or qualitative terms; disaggregated by sex when possible

**Available:** the required information should be available at a reasonable cost; lots of date are available disaggregated by sex, but not used

**Relevant:** responding to the needs and priorities of both women and men in such a way that the project can be well managed

**Time-bound:** indicating when the (gender sensitive) objective or targets should be achieved
Why are indicators important?

• They visualize what is important for the promotion of gender equality
• What is counted “will be taken into ACCOUNT” (E.g.: unpaid work, domestic violence, etc.)
• They measure and show the changes that have taken place over time for men and women (performance indicators)
• They put targets of what has to be achieved within a specific time span (accountability)
Why are indicators important? (2)

• They are tools for monitoring and evaluation
• They are crucial for mutual accountability between donors and partners
• They are useful tools in the political dialogue
• They are instruments for awareness raising on gender gaps (E.g.: the public debate in the media)
Resources and tools

• Capacity4Dev:
  http://capacity4dev.ec.europa.eu/topics

• Resource package on gender mainstreaming in EU development cooperation:
  http://eugender.itcilo.org/

• EIGE-Gender Mainstreaming:
  http://eige.europa.eu/gender-mainstreaming
THANKS

QUESTIONS AND ANSWERS?

Exercise:
Applying gender tools in the project cycle