United Arab Emirates National Gender Mainstreaming Initiative:

A How - To Guide to Gender Mainstreaming Your Organisation

CONTENTS

Who Should Use this Guide?

- The Government can use it as a guide for gender mainstreaming in project and programme management

- Non-governmental organisations and advocacy groups can use it to monitor and support the actions of government and international organisations

- Students can gain an appreciation for how gender mainstreaming works in practice

- Supervisors of policy makers and project staff can gain a better understanding of the ways in which gender mainstreaming will affect the work plans of their staff, and can subsequently incorporate gender mainstreaming into their performance appraisal systems, while also allocating adequate budget resources

- Gender focal points and gender experts may find this handbook useful as a quick reference in their own work, or when training others

Why Should You Gender Mainstream Your Organisation?

• Because it puts people at the heart of policy-making

Mainstreaming equality issues may contribute to underlining the need to base and to evaluate any single policy according to its impact on the concrete situation of individuals and social groups, be they women or men, with their particular endowments and needs.

• Because it leads to better governance

Gender mainstreaming should lead to better-informed policy-making and therefore better governance. It will challenge the assumption that policies are gender neutral - which they never are - and reveal the hidden assumptions on reality and values. It will lead to a greater transparency and openness in the policy process.

• Because it involves both women and men and makes full use of human resources

Until now, work for the promotion of gender equality has mostly been undertaken by select women. Gender mainstreaming would involve both women and men. It would also make clear that society nowadays is dependent on using all human resources. It acknowledges the shared responsibility of women and men in removing imbalances in society.

• Because it makes gender equality issues visible in the mainstream of society

Gender mainstreaming will give a clear idea of the consequences and impact of political initiatives on both women and men and of the balance between women and men in the area concerned.

Gender equality issues will become visible and will be integrated into the mainstream of society, whereas until now they have always been on the sidelines. It should show that gender equality is an important societal issue with implications for all and for the development of society, and that it is not just a 'cost' or a 'luxury'.

Gender mainstreaming recognises that the imbalance between women and men cannot be efficiently combated without the interest, involvement and commitment of the political system and of society as such. It will change attitudes towards gender equality, too often negative, and launch a new debate on equality issues, from a different angle to the usual one.

• Because it takes into account the diversity among women and men

It is generally acknowledged that women - and men - are not a homogenous group. In order to pay due attention to this diversity, policies and policy instruments have to allow for taking diversity into account.

Gender mainstreaming may be able to target better the particular situation of different groups of women where specific equality policies have so far not been successful, because it leaves room for diversity. Gender mainstreaming takes into account that human beings are not abstract subjects, but that they have particular identities. This side effect of mainstreaming as a strategy to promote gender equality is a positive one for the whole of society.[1]

Getting Started

Step 1
Revise your organisation's mission statement and policies to ensure highlighting of gender commitment

Step 2
Revise your organisation's ongoing internal organisational policies to ensure its gender mainstreaming

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[1] Walter, V. & Kampala, A.B.: *Practicing Gender, The Toolbook*, Friedrich Ebert Stiftung, Bonn, 2001

Step 3
Revise your organisation's ongoing projects to ensure their gender mainstreaming

Step 4
Revise your organisation's ongoing budget to ensure its gender mainstreaming

Step 5
Revise your organisation's ongoing communication to ensure its gender mainstreaming

How to Gender Mainstream Your Organisation's Policies

Step 1 - Highlight gender commitment in your organisation's mission

Draft a concise statement of policy rationale that is to say, a statement of organisational vision and mission in relation to gender equality. It has to contain the principle and belief including words like "we believe" or "we recognise."

For example:
"We believe that women and girls are overrepresented amongst the poor, marginalised and oppressed, as a result of the unequal

distribution of power and resources between women and men in all societies."

Step 2- Highlight gender commitment in your organisation's policy

Draft a concise statement of policy commitments in relation to specified areas of work (statements of action including words like "we will"). It is a useful starting point for gender mainstreaming. Once gender equality is being effectively addressed in mainstream policy documents, a specific and separate possible and quite helpful to use a logical framework format for this.

For example:
"We will provide appropriate training and support to all staff to ensure they have adequate awareness, knowledge and skills with which to concretely address gender issues in their work."[2]

How Will Your Organisation Benefit?

The value of a gender mainstreaming policy lies at least as much in its formulation as in its existence. The formulation of a mainstreaming policy is a golden opportunity to involve as many staff and, where appropriate, stakeholders who are external to the organisation as possible.

This process promotes widespread "ownership" of the policy; enhances understanding and commitment to gender equality issues; ensures that the policy "fits" with the organisational culture, structures and procedures; and substantially increases the chance that the policy will be implemented.[3]

[2] Derbyshire, H.: *Gender Manual: A Practical Guide for Development Policy Makers and Practitioners*, Social Development Division, Department For International Development, London, 2002

[3] Derbyshire, H.: *Gender Manual: A Practical Guide for Development Policy Makers and Practitioners*, Social Development Division, Department For International Development, London, 2002

How to Gender Mainstream Your Organisation's Human Resources

Step 1 - Assign gender focal points

Staff with designated responsibility for mainstreaming gender and building staff capacity will almost always be necessary. Their "entry points" to capacity building and opportunities to promote attention to gender will vary and plans should allow them a degree of flexibility.

Issues to consider:

- Set clear and agreed terms of reference for your gender focal points
- Ensure that gender focal points receive adequate training
- Provide gender focal points with professional support (e.g. back-stopping)

Step 2 – Build Capacity

Capacity building initiatives should be included in policy documents and project plans, backed with staffing and resources, and measured with appropriate indicators of change.[4] Your

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[4] Derbyshire, H.: *Gender Manual: A Practical Guide for Development Policy Makers and Practitioners*, Social Development Division, Department For International Development, London, 2002

organisation should also allocate budget to staff capacity-building initiatives.

Some capacity building strategies include:

- Gender policy and action plan
- Staff gender training
- Internal and external networks
- Development of checklists and guidelines
- Commissioning gender research
- Developing sex-disaggregated information systems
- Including gender issues in staff terms of references and appraisals
- Monitoring and reviewing policy commitments

Step 3 – Show Management Support

Management support along with political will is crucial. Gender focal points need to think strategically about promoting, sustaining and capitalizing on this.

Step 4 – Ensure Equal Opportunities

Attention needs to be paid to gender equality within the structure, culture and staffing of your organisation as well as in your organisation's policies, programmes and procedures.

How Will Your Organisation Benefit?

Qualified and trained staff will ensure efficiency and coherence in the organisation and in its activities.

How to Gender Mainstream Your Organisation's Projects[5]

Step 1- Mainstream a Gender Agenda: What is the issue?

Identify the main development problem or issue at hand.

Ask yourself:

What is the subject of your project or policy-making initiative? This subject then needs to

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[5] Neimanis, A.: *Gender Mainstreaming in Practice: A Handbook,* UNDP Regional Centre for Europe and the CIS, Bratislava, 2005

be examined from a gender perspective, in order to discern where, why and how specific gender mainstreaming initiatives may need to be applied.

Step 2- Move towards Gender Equality: What is the goal?

Once you have identified the subject of your project or policy-making initiative, you should identify your goal.

Ask yourself:

What do we want to achieve?
In Step 1, you will have identified any gender dimensions inherent in the policy issue. It is also equally important to make this gender dimension explicit in your policy goal. This can happen in two different ways, and can be identified by asking two questions:
- Is the goal disaggregated by gender?
- Does the goal include a broader commitment to improving gender equality?

These broad goals will be translated into specific targets and objectives once you have refined the question and are ready to develop concrete policy interventions.

Step 3 - Map the situation: What information do we have?

You have already defined what your policy issue is and identified potential gender dimensions of this issue. You have also identified the overall intended goals of your policy or project interventions, and ensured these are gender-sensitive.

Now you must think about refining both your question and your potential policy interventions. This can be done by **Mapping the Situation**. First, ensure that you have an inventory of:

- What you know
- What you don't know
- What projects or policy interventions have already happened
- What is currently happening
- What other related interventions are planned

Answering the above questions will help you focus on filling in the gaps, commissioning or undertaking necessary research and planning complementary initiatives. Step 3 is also a critical stage for introducing efficiency into the mainstreaming process.

See Gender Mainstreaming Tools, page 26, for an example of a mapping exercise.

Step 4 - Refine the Issue: Research and Analysis

By now you will have underlined where specifically a gender mainstreaming perspective is required: existing policies may need to be amended in order to include a gender perspective, or new policies may need to be developed. Step 3 should have also clarified what gaps exist in your current information base.

At this stage, you will need to conduct research that will fill these gaps. This is crucial in order to guarantee the **credibility, efficiency** and **effectiveness** of any projects or policies you develop. This phase involves:

- **Specifying the research question**
  The research question needs to be concrete and specific in order to be useful for policy making or project development. The most crucial factor is detailing what output is required from the research. This is necessary in order to provide precise terms of reference for the researchers.

- **What is the desired output of the research?**
  - Situational Analysis
    If you have absolutely no data on a given subject, a situational analysis may be required.
  - Policy Options/ Recommendations
    If your goal is the development of concrete policies, policy researchers and analysts should provide you with a policy brief that contains several options.
    These considerations should include questions of **efficiency** (cost-benefit analysis), **efficacy** (coverage, sustainability), and the extent to which **gender issues** are addressed: are needs of both men and women met? Are frameworks of gender roles and relations transformed?

Step 5 – Formulate Policy or Project Interventions from a Gender Perspective

Once you have collected and analyzed the necessary data and information, you will have to decide on the appropriate course of action to take in order to move towards the expected goal.

Choosing the correct course for policy or project intervention is rarely straightforward. It involves balancing a number of crucial considerations, including:
- **Efficiency** – cost-benefit analysis
- **Effectiveness** – the degree to which your goal is expected to be met
- **Social justice,** including **gender equality** – the extent to which social and historical disadvantages between different groups in society are addressed and compensated

The economic, social, equity, community, environmental and other types of impact of each option need to be assessed. To ensure a gender perspective, a "gender impact assessment" should also be conducted for each option.

See Gender Mainstreaming Tools, page 30, for projects and policies gender mainstreaming checklist.

Step 6 – Monitor Progress and Process: Keeping a 'Gender-Sensitive' Eye on Things

Monitoring is an indivisible aspect of gender mainstreaming.
Three aspects of monitoring include:
 i. Levels of Monitoring

ii. **Gender-Sensitive Monitoring Plans**
iii. **Gender-Sensitive Targets and Indicators**

i. Levels of Monitoring

Monitoring should take place at two different levels:

- Monitoring **progress** towards fulfilling substantive goals and objectives

When monitoring progress towards substantive goals and objectives, indicators must be developed that track the delivery of specified outputs (activities) and outcomes (impact).

- Monitoring the implementation **process**

When monitoring the implementation process, targets and indicators must be developed that track the extent to which the process itself is gender-sensitive.

Benefits of monitoring the process:

- Allows you to identify gaps in the process that can be immediately redressed
- Allows you to improve the design of future initiatives
- Allows you to document obstacles to mainstreaming that can be later addressed in a wider institutional context

Consider these questions when monitoring the process:

- Are men and women equally participating in project decision-making?
- Are men and women treated with equal respect, as decision-makers, implementers and participants?
- Are those involved in project implementation continually motivated to maintain a gender perspective (are they given sufficient opportunities to update their gender knowledge and skills, and discuss gender issues in a non-judgmental environment)?

ii. Gender-Sensitive Monitoring Plans

Plans for monitoring both substantive progress and the implementation process should be developed and included in the official document outlining your intervention.
These plans should specify:

- Who is responsible for monitoring tasks
- How other stakeholders will participate in the monitoring process
- When monitoring will take place
- What tools will be used to record observations
- What mechanisms exist to review progress (periodic appraisal or review sessions)

iii. Gender-Sensitive Targets and Indicators

Targets

We set targets so that we can keep our eye on the prize – targets make our goals concrete, and therefore increase the possibility that they will be attained. Concrete targets also increase the possibility that concrete resources (human, financial) will be diverted in order to achieve those targets.

Effective targets are:
- Progressive but realistic
- Time-bound
- Measurable

Integrating a gender perspective means that effective targets are also gender sensitive, in that they consider the situation and needs of both women and men.

Indicators

Progress towards achieving targets should be mapped with the help of specific indicators. Effective indicators are:
- Comparable longitudinally (over time) – indicators that are measured only once cannot show signs of progress or decline
- Comparable with other countries, regions or target audiences

- Measurable – you need to be able to quantify or categorize your results
- Precise – choose indicators whereby effects of external and environmental factors, other than those you hope to measure, are minimized
- Selective and representative – too many indicators are difficult to track

In programmes and policies that have been gender mainstreamed, all indicators should be disaggregated wherever possible. This helps identify the gender-differentiated impact of our interventions.

How Do I Develop Indicators?
- Asking the right question –
What do you want the indicator to tell you?
E.g. Are both men and women equally able to access social services?
- Determining the information needed to answer the question–
What do I need to measure or compare?
E.g. Extent to which female needs for existing social services are met as compared to extent to which male needs for existing social services are met.
- Identifying the source of such information
E.g. Population based surveys on use of social services, which disaggregates and compares responses of men and women.

Quantitative indicators

These are measures of quantity (total numbers, percentages, etc). They are useful for showing the average outcome, or the degree to which a goal or objective has been attained.
Common sources of quantitative indicators:
- Censuses
- Labour-force surveys
- Administrative records
- Target population-based sociological surveys

Qualitative indicators

These can be defined as people's judgments and perceptions about a subject. They are useful for understanding processes, but frequently do not show how typical or widespread are the views expressed.
Common sources of qualitative indicators:
- Public hearings
- Focus groups
- Attitude surveys and interviews
- Participatory appraisals
- Participant observation
- Sociological and anthropological fieldwork

Some Types of Indicators

There are many different ways to classify indicators.

See Gender Mainstreaming Tools, page 29, for table to help you choose which type of indicator will be most useful in providing answers to the monitoring questions you have formulated.

Step 7 - Evaluation: How Did We Do?

The culmination of the monitoring process occurs during evaluation. This stage is vital for establishing good practices and lessons learned from your initiative, for the ultimate purpose of improving initiatives in the future. Evaluation is also a question of **accountability** for resources used.

Three levels of evaluation include:
i. Evaluation of **outputs**
(Have objectives been met?)
ii. Evaluation of **outcomes**
(To what extent has the development goal been achieved?)
iii. Evaluation of **process**
(How were outputs and outcomes delivered?)

In order to mainstream a gender perspective, key questions to consider at all levels of evaluation include:

- **Evaluation criteria** - Who determines the evaluation criteria? What level of importance or priority is afforded to gender equality considerations?
- **Evaluation Actors** - Do evaluators' Terms of Reference specify the need for gender expertise? Are all stakeholders involved in the evaluation process? Will the opinions of both men and women be considered? Who will be responsible for consolidating inputs and determining the validity and priority of differing opinions or observations?
- **Evaluation Process** - Will participatory methods be used? How and to whom will results of the evaluation be disseminated? Will both men and women stakeholders be given the opportunity to formally comment on or state their reservations about the evaluation results?

Project Review and Evaluation
- Ensure that mission terms of references require relevant gender expertise/experience
- Brief all mission members on relevant gender issues and provide documentation
- Ensure the programme staff understands and applies gender indicators of success

- Review draft evaluation report carefully to ensure that gender related omissions and successes are reflected

FEEDING BACK INTO A GENDERED AGENDA

Too often, once important gender-sensitive initiatives are completed, the gender issues disappear from the policy agenda. As long as these considerations remain marginalized from mainstream policy agenda setting, a transformation of gender roles and relations – leading to greater gender equality and positive outcomes for the nation as a whole – will always remain beyond our grasp.

To ensure the sustainability of mainstreaming efforts, consider the following:
- How does your initiative fit into the big picture, i.e. more comprehensive government programmes and policy frameworks? What entry points for follow-up and complementary activities does this framework offer?
- Does your evaluation include concrete **recommendations** for follow-up initiatives? What other entry points can be accessed to ensure this follow-up?
- Does your evaluation point to **implications** for other ministries or

stakeholders more broadly? How will you communicate these implications? Can you propose any concrete entry points?

- Are you documenting the process and results of your initiatives in a way that will guarantee **institutional memory**?
- In general, how and to whom are you **communicating** the results of your initiatives?

DON'T FORGET!

You must budget for professional assistance from qualified gender specialists, don't assume that anyone can do gender analysis

*See Gender Mainstreaming Tools, page 30, for a gender mainstreaming **checklist** for projects and policy documents.*

How Will Your Organisation Benefit?

Gender mainstreamed projects ensure that the right part of the population are targeted and tackle their problems with adequate strategies. It also ensures credibility towards your organisation's partners and accountability.

How to Gender Mainstream Your Organisation's Budget

There are three widely circulated functional frameworks utilised by gender responsive budgets.[6] These three functional frameworks are not mutually exclusive. They overlap, reflecting the evolutionary and diverse nature of gender responsive budget frameworks. Accordingly, the three frameworks are set out below as three consecutive Steps.

Step 1 - Five steps towards a gender sensitive budget

- Describe the situation for women and men and girls and boys (and the different subgroups) in the sector.

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[6] Elson, D.: 'Gender responsive budget initiatives: Some key dimensions and practical examples', in *Gender budget initiatives: Strategies, concepts and experiences*, United Nations Development Fund for Women, New York, 2002

- Check whether the policy addresses the gender issues described above.
- Check that an adequate budget is allocated to implement the gender sensitive policy.
- Check whether the expenditure is being spent as planned. This involves checking both financially and the physical deliverables.
- Examine the impact of the policy and the expenditure and assess whether it has promoted the organisation's gender equity commitments.

Step 2 - Develop a gender sensitive expenditure statement of your organisation's budget

- Identify expenditures according to whether they are:
  - i.   Specifically targeting women or men, girls and boys in the community or
  - ii. 'Equal employment opportunity' expenditures by the organisation on their employees which are designed to change the gender and skills profile of the workforce or
  - iii. General or mainstream budget expenditure that make goods

and services available to the community (outputs) and need to be assessed for their gender impact (outcomes)

- Use the tools of gender disaggregated expenditure analysis to assess the gender impacts of these different categories of expenditures.

- Develop a budget statement using this analysis that includes:
  - Aims and objectives of the budget program/activity
  - Resources allocated (actual for previous year and planned for current year)
  - Gender issues
  - Gender impacts including measures and indicators of outputs and outcomes
  - Changes planned in the coming year in light of the assessed impacts and performance indicators

Step 3 – Conduct a gender analysis of the four dimensions of budgets

- Select a program, and over the budget cycle examine planned and realised:

- Financial inputs
- Activities financed
- Outputs delivered
- Impacts on people's well being

- Undertake a gender analysis of these budgetary dimensions using disaggregated expenditure and revenue tools and approaches

- Apply the analytical tools at the different levels of budgetary decision-making including:
  - Aggregate macroeconomic strategy
  - Composition of expenditures and revenues
  - Effectiveness of service delivery

- Identify the gender gaps (at the level of the individual and household, economic and social, paid and unpaid) and the budgetary and policy changes that need to be made.

- Convey the results of the analysis with the aim of bringing about changes to budgetary and policy decisions.

How Will Your Organisation Benefit?

A socially equitable budget is a crucial prerequisite for attaining social justice and gender equality.

The majority of ordinary citizens, including women, have no voice in determining how budgets are made. This is because budgets are often considered a highly technical subject "best left to experts" – but this ignores the immensely significant social dimension of budgets:

- To engender participation of the budgeting process, whereby the formulation of budgets includes voices of both women and men
- To ensure that the content of budgets reflects gender equality and social justice goals, allocating funds and generating income in ways that are socially and gender equitable
- Accountability: Budget exercises can introduce accountability and transparency into your organisation, so that the allocate funds and delivery of services can be scrutinized against actual expenditures
- Credibility: Budgets that are "gender neutral" tend to be "gender blind". In other words, they do not take into account their differential impact on men

and women. A budget that does not recognize a gender dimension is flawed.
- Efficiency: A gender-aware budget is more efficient budget, as expenditures are more precisely targeted.
- Alliances: External partners are more willing to provide financial support to your organisation if funds are managed in a transparent and accountable manner.

How to Gender Mainstream Your Organisation's Communications

One of the barriers to effective gender mainstreaming is **a lack of information:**
- About the situation, from a gender perspective
- About government or organisational mandates for gender equality
- About policies and programmes targeting gender equality
- About stakeholders and efforts of other actors in promoting gender equality

Step 1 – Bridge the information gap
You must design and implement effective communication strategies to help bridge this information gap for a diverse set of publics.

Step 2 – Consider a gendered public
Using a gender perspective when designing communication strategies should highlight the different ways in which men and women respond to different messages.

Key questions you might ask during a gender analysis of communication strategies include:
- Do men and women read different publications?
- Do men and women watch or listen to different electronic media?

- Are media consumption patterns (frequency, time) different for men and women?
- Do men and women have different credibility criteria (regarding "authorities", arguments used, etc)?
- Do men and women have different values that cause them to respond to certain messages in different ways?

Gender Mainstreaming Tools

Tool 1: Gender Mapping Exercise

One useful tool involves undertaking a mapping exercise in relation to the sector or policy issue you are addressing, in order to systematically catalog what you know and what you do not know, as well as prior, on-going and planned interventions.

Time required
The actual time required to fill in the chart below is minimal. However, because you may have to wait for inputs from counterparts and colleagues, you can expect the exercise to require one-two weeks.

Helpful Sources of Information
- Database of government legislation
- Database of government documents
- Database of government-commissioned research
- Database of NGO activities

Methodology
Based on information you have and are able to access from colleagues and other stakeholders, fill in the table, row by row:

1. First row - **Sectoral or Policy Issues**
Identify the main policy issues of concern (i.e. these may be sub-sectors or sub-issues). Use as many columns as you need.

2. Second row - **Gender Questions**
Ask questions about potential gender dimensions of the sub-issues.

3. Additional rows
From there, simply fill in what you know about this issue according to the categories in the left-hand column (the information in *italics* is meant to guide you in filling in the table). Make note of any questions where information is missing.

Using Your Results

Once you have filled in the table as far as possible, the gaps should highlight to you where additional research, policies, etc. might be necessary. Updating your table can serve as **monitoring tool** for your progress in gender mainstreaming.

Gender Mapping Exercise			
1. Sectoral or policy issues	*Issue 1*	*Issue 2*	*Issue 3 etc.*
2. Gender questions	*What are the questions you should ask, to help you identify any "gender dimensions" of the issue? What do you want to find*	*What are the "gender questions" of Issue 2? etc.*	*What are the "gender questions" of Issue*

	out on gender equality?		*3? etc.*
What Do You Know?			
3. Indicators (Quantitative and Qualitative)	*Are there any indicators that are regularly monitored which highlight the gender issue? What are they? Who keeps track of them?*		
4. Research reports available	*Do you have any research reports that highlight the gender issue?*		
5. Government programme	*Are there any government programmes that address Issue 1? Is the gender dimension explicitly addressed here?*		
6. Govt. policy/ Legislation	*What policies and legislation address issue 1? Do they also take the gender dimension into account?*		

Note: This Mapping Exercise is not an ANALYTICAL framework. It will not suggest potential policy solutions or interventions. Rather, it will help you understand what tools, in the way of existing policies, programmes or

data, you have to work with in order to ensure gender mainstreaming.

Tool 2: Gender Indicators for Monitoring

Types	Description	Benefits	Drawback	Examples
Checklist ndicators	Ask whether something *is* or *is not* in place. The measure is a question of "yes" or "no."	Good for monitoring *processes, statements of political will, commitments.* Simple and cheap data collection.	Lack qualitative aspect. Sometimes a question of interpretation	Is a gender mainstreaming policy in place? Was a gender expert consulted in production of the report?
Statistics-based ndicators	Traditional indicators that measure changes using available statistical data	Information is readily available	Rarely provide a qualitative perspective often needs to be complemented with the other two types	Male: Female ratio of incidence of HIV Male: Female unemployment levels
Indicators requiring specific orms of data collection	Require specific forms of data collection (sociological surveys, focus groups, interviews, etc). Requires specific, replicable methodology so that data can be compared over time.	Data is often extremely useful and specific. Good means of collecting qualitative data.	Often resource-intensive (time, money, human resources).	% of population that feels women should be primarily responsible for childcare % of job advertisements in newspapers that show gender bias

Tool 3: Gender mainstreaming checklist for projects or policy documents

Background and Justification
- Is the gender dimension highlighted in background information to the intervention?
- Does the justification include convincing arguments for gender mainstreaming and gender equality?

Goals
- Does the goal of the proposed intervention reflect the needs of both men and women?
- Does the goal seek to correct gender imbalances through addressing practical needs of men and women?
- Does the goal seek to transform the institutions (social and other) that perpetuate gender inequality?

Target Beneficiaries
- Except where interventions specifically target men or women as a corrective measure to enhance gender equality, is there gender balance within the target beneficiary group?

Objectives
- Do the intervention objectives address needs of both women and men?

Activities
- Do planned activities involve both and women?

- Are any additional activities needed to ensure that a gender perspective made explicit (e.g. training in gender issues, additional research, etc.)?

Indicators
- Have indicators been developed to measure progress towards the fulfillment of each objective?
- Do these indicators measure the gender aspects of each objective?
- Are indicators gender disaggregated?
- Are targets set to guarantee a sufficient level of gender balance in activities (e.g. quotas for male and female participation)?

Implementation
- Who will implement the planned intervention?
- Have these partners received gender mainstreaming training, so that a gender perspective can be sustained throughout implementation?
- Will both women and men participate in implementation?

Monitoring and Evaluation
- Does the monitoring and evaluation strategy include a gender perspective?
- Will it examine both substantive (content) and administrative (process) aspects of the intervention?

Risks

- Has the greater context of gender roles and relations within society been considered as a potential risk (i.e. stereotypes or structural barriers that may prevent full participation of one or the other gender)?
- Has the potential negative impact of the intervention been considered (e.g. potential increased burden on women or social isolation of men)?

Budget
- Have financial inputs been "gender-proofed" to ensure that both men and women will benefit from the planned intervention?
- Has the need to provide gender sensitivity training or to engage short-term gender experts been factored in to the budget?

Annexes
- Are any relevant research papers (or excerpts) included as annexes (particularly those that provide sound justification of your attention to gender)?

Communication Strategy
- Has a communication strategy been developed for informing various publics about the existence, progress and results of the project from a gender perspective?

Tips for Trainers

- Do not overload your programme. You can always have backup activities and additional slides to show if time allows.

- Build in sufficient time for discussions.

- Case examples are an excellent way of relating your message. For example, you could introduce a case at the beginning and then apply the different sessions and activities to it throughout the length of the course.

- If you are going to need a write up of the ideas and discussion points raised during the course, then allocate the role of *Rapporteur* before the course starts to someone other than a participant or a trainer. Do not wait until the end of the course to decide on what to do with all the generated material.

- The *Rapporteur* can also take care of logistics and course administration.

- At the end of a session obtain feedback from the participants and ask how the course could be improved. You should be

flexible enough to redesign the course to fit 'in the moment' needs of participants.

- Get participants feedback before they leave the course. It is rare that people will have the time to send in evaluations after they have left.

Glossary of Terms

Gender

Gender identifies the social relations between men and women. It refers to the relationship between men and women, boys and girls, and how this is socially constructed. Gender roles are dynamic and change over time.

Gender Mainstreaming

The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.

It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

Gender Planning

The process of planning developmental programmes and projects that are gender sensitive and which take into account the impact of differing gender roles and gender needs of women and men in the target community or sector. It involves the selection of appropriate approaches to address not only women and men's practical needs, but which

also identify entry points for challenging strategic requirements and enhancing the gender-responsiveness of policy dialogue.

Gender Disaggregated Data

To ensure gender analysis, all data should be separated by gender in order to allow differential impacts on men and women to be measured.

Gender-Sensitive and Gender -Specific Indicators

Gender sensitive indicators compare the situation of males to that of females, and show an aspect of their relative advantage (disadvantage).

Sources

- Source for gender – sensitive and sex-specific indicators: *Progress of the World's Women*, UNIFEM 2000.

- Derbyshire, H.: *Gender Manual: A Practical Guide for Development Policy Makers and Practitioners*, Social Development Division, Department For International Development, London, 2002

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- Walter, V. & Kampala, A.B.: *Practicing Gender, The Toolbook*, Friedrich Ebert Stiftung, Bonn, 2001.

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges As they develop local capacity they draw on the people of UNDP and our wide range of partners

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