Guidelines for gender mainstreaming in project stages (Identification, Design, Implementation, Evaluation / Monitoring)

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Objectives of Gender mainstreaming in projects

The overall objective of mainstreaming gender within projects is to have a gender sensitive project that provides a signal that helps to measure gender-related changes in the society, politics, economic participation etc. Gender mainstreaming in projects is about using participatory approached in all project stages. The initial step is to have a basic understanding of what gender mainstreaming is "It is ensuring that strategies and actions for ending discrimination at all levels and stages of the project cycle; taking into consideration men and women's needs, desires, ambitions when decisions are made and resources are allocated"

All projects begin with the same basic questions:
- What are the practical *implications* of the different roles and status of women and men in the project area? How will these affect the chance of the project being successful? How will these affect the project design?
- If roles are rigidly divided by gender and this division is strictly enforced by law or custom, a project to expand the activities of women into male-only areas is likely to fail. Your first task is to figure out what can and cannot be accomplished in a particular area. On the other hand, much can be done to improve women's and men's lives even within separate spheres.
- What is the *strategic potential* of the project for improving the status of women and promoting gender equity? How will the project affect women and men? How can the project *contribute to long-term strategies to achieve gender equity*?
- A project aimed at improving women's abilities and facilities for doing their reproductive and productive roles could improve the physical well-being of the entire community. If the project includes ways of celebrating and rewarding women's efforts, their contributions to the community become more visible and valued - which increases women's status in general.

Mainstreaming in different Project stages

Project stage	How to mainstream
Identification The purpose of this stage is to show how the situation as it exists at the beginning of the project, before starting activities that target change.	**■ Identify and define the general purpose and objectives of the project.** • What are the objectives of the project? (For example: 'empowering women financially'; 'improving gender relations'; 'improving public knowledge of gender factors in HIV/AIDS transmission') • Who are the target beneficiaries? • Are women's practical and/or strategic needs a specific focus of the project?

	• What, if any, are the anticipated benefits for women (skill development, increased productivity, income opportunities etc)? • Can a gender-inclusive design be drawn up for the project, and the project still effectively target women? • Have there been any earlier efforts with the same objectives? With what success? **■ Identify and assess gender needs and opportunities** • What is the gender division of labour in general in the region? • What are the main sources of income for women and for men? • What needs and opportunities exist for increasing women's productivity and/or production? • To what degree are women visible in the target sector (such as farming, telecommunications, fishing, and housing)? • Are women's needs in the sector the same as those of men? • Have both men and women been consulted in identifying needs and opportunities related to the general purpose of the project? • Do women and men have equal access to resources? If not, what opportunities exist for increasing women's access to and control of resources and/or benefits? **■ Identify possible negative effects** • Is the project likely to have same positive and negative effects on women and on men? • Might the project, in general, reduce women's access to or control of some resources or benefits they currently have? • Does the organisation, institution or task group responsible for doing the project (the implementing agency) have the capacity and authority to deliver benefits to women or to involve women? • What social, economic and political effects will the project have on women and on men in the short term? In the longer term?
Design and Planning The purpose is to determine the specific activities of the project	**■ Project Analysis and Design** • Is information on household economic arrangements (such as roles; sex/age/time of labour; land ownership/control; sources/types/control of incomes) adequate for the planning and evaluation of project?

	- Are there legal, cultural, religious or other constraints on women's potential participation in the project? Have strategies been formulated to address these factors? - How are men's and women's activities, access to and control of resources shaped by structural factors (legal, customary, institutional)? - Will women directly benefit from all project components? - Does the project design include strategies to facilitate women's active involvement in the project? **■ Define objectives in terms of outputs and deliverables** - Are project objectives clearly related to practical and strategic gender needs? - Have both men and women participated in setting those objectives? - Which activity or activities (production, reproduction, socio-political) does the project involve? - Do women and men view the planned activity in the same way? *(For example: A project wants to streamline engagement and women's participation in mainstream civil society issues. Do the women, men and the project all have the same viewpoint about the time that can be spared for engagement and participation, the priority this activity should have, who should keep the profits and what resources should be used for?)* - What specific changes are planned in the target sector or activity? To change the location of the activity? To change the mode of activity (means or methods of production)? The technology involved? To introduce new products or enterprises? - What positive or negative effects would there be on women and on men of such changes? - What measurable product or output will be produced? **■ Policy issues** - How will men and women participate in the project, and in what capacities? - Which government agencies and NGOs with a focus on women (or an interest in gender and development) might contribute to the project - financially or with expertise? - Are the regulatory policies that will affect what can or cannot be done in the project and/or how it must done? - Have local women's organisations been consulted?

	■ **Budgeting**
	    • Is there budgetary allocation for all design features, strategies and mechanisms in the project?
	    • Will there be a separate budget (or line-item budget) for facilitating the participation of women?
	    • Is the level of funding enough to complete the planned tasks?
	    • Is it possible to track funds for women and men separately - from allocation to delivery - with a fair degree of accuracy?

Project Implementation
Putting the project plan into action
	■ How will the following be achieved and who will be responsible for each area?
	    • Staffing: scheduling, procedures, training,
	    • Managing: organisational structures, on-site work
	    • Logistics and operations, ordering and delivery of necessary materials
	    • Finances: bookkeeping, fundraising, liaise with donor organisations
	■ How will various aspects of the project be co-ordinated? And by whom?
	    • Are there appropriate opportunities for both women and men to participate in project management positions?
	    • Are there mechanisms to ensure that the project resources or benefits are not controlled or taken over by males? Or by sub-groups, factions or individuals within / outside the community?
	■ How will disagreements and disputes be handled and by whom?
	
	■ Is every person on the project trained in gender-mainstreaming?
	If not, will this happen before activity begins?

Evaluation and Monitoring
Are you progressing toward the project goal the way you had intended?
	What methods of monitoring and evaluating the project (quantitative and qualitative) have been established? (How will you know whether you are meeting your project goals? What will you measure and how will you do this?)
	    • Are women involved in the monitoring and evaluation?
	    • What indicators are there to measure progress in achieving goals and benefits?
	    • Is data collected often enough so that adjustments can be made during the project?
	    • Is the data fed back to the project personnel and to the community in an understandable form and on a timely basis, so that adjustments can be made?

	• Are there separate indicators to measure progress in achieving benefits for women and men?

Project Checklist for gender mainstreaming

Key Issues	Key Strategies
Representation of women versus men Activities carried out by men and women	Support of project female beneficiaries (these can include women's organisations) Reflections on reciprocity and cooperation between men and women Ensure that new technologies and systems designed are accessible to women Does the project encourage collaboration between men's groups and women's groups? Does the project seek collaboration from formal women's groups?
Design of infrastructure, policies, advocacy strategies Does the design of advocacy strategies empower women equally as men? Do policies developed to guide the project protect the rights of women the same way it protects the rights of men? Is infrastructure for project location accessible for both men and women? Does the project activity times allow for equal participation of both men and women? Were women and men equally involved in the project design?	**Financial Resources** Were project financial resources equally allocated to men and women? Were project resources used to improve the lives of women?

Project Data
The fundamental questions for a gender sensitive project are as follows:
- Whose knowledge counts?
- Whose values count?

- Whose criteria and preferences?
- Whose appraisal, analysis and planning?
- Whose action?
- Whose monitoring and evaluation?
- Whose learning?
- Whose empowerment?
- Whose reality counts?

The above questions will assist in developing sex-disaggregated data (data with **demographic** information - numbers of men and women, ages, and roles and positions of men and women in a particular setting and so on.) **Quantitative data** will assist you in clearly seeing whether men or women are more responsible for certain tasks, if women and men are benefiting equally, who has access to resources, who controls decision-making and so on. **Qualitative data** will show such things as women's and men's attitudes toward change, different priorities about what should be done, willingness to participate (or not) and so on. When you analyse this data from a gender perspective, you will see how the web of social relationships within a community creates benefits and inequalities.

Data review and analysis in the project should reflect the following:

■ **Identify trends or patterns of gender and other social identities.**
   This step shows gender needs and opportunities. You gain an understanding of who has primary access to and control resources and decision-making. Data should reflect groups in terms of gender breakdown (% are women, % are men), and in terms of other factors that might influence the design or outcomes of your project (age, education levels and so on).

■ **Identify practices already in place that promotes the human rights of women and girls or other historically marginalised members of the community or organization.**
   These 'best practices' can be used as starting points for future activity. You can point to existing equitable practices as reasons for community pride. Existing equitable practices can also be used to promote change, to show the benefits of promoting human rights for all and as selling points for more such development.

■ **Identify practices that may limit the human rights of women and girls, men or boys.**
   Are these practices in keeping with the human rights principles in national laws and policies and in international mandates that sometimes allow for some 'local custom' limits on international standards? Analyse why such practices exist. What structures and people (individuals, groups or

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institutions) involved in maintaining these limits and promoting inequitable practices or structures? How can more gender equity be created within the limits? What long-term changes can be started?

■ **Create an 'Access and Control' Profile**

Most gender-focused projects assume there are differences in the goods and services women and men produce and gender differences in access to and control of resources. Sort the data you have collected to identify these differences and ask questions about how a gender-focused project could empower women and improve the gender balances. The profile can help you see when more data is needed for strategic planning.

■ **Create an Activity Profile**

The Activity Profile shows how much time men and women spend on productive, reproductive and community-related activities and services and how often this work is done. This helps planners know when there are already high demands for labour so they can accommodate any extra demands the program inputs might make on women, men and children. The objective is to ensure that women can be actively included in the project and not be disadvantaged by it.

■ **Analyse structural and socio-cultural factors**

This analysis considers the structural and socio-cultural factors that influence the gender patterns of activity and access and control in the project area, such as:

- Demographic factors, including household composition and household headship;
- General economic conditions, such as poverty levels, inflation rates, income distribution, internal terms of trade, and infrastructure;
- Cultural and religious factors;
- Education levels and gender participation rates; and
- Political, institutional, and legal factors.

Gender Budgeting in the project

A '**gender-sensitive' budget** - sometimes called a Gender Responsive Budget (GRB) - disaggregates expenditures in terms of women and men, boys and girls. It is a budget that show how much money and resources are spent on women and how much is spent on men and why. The purpose is to determine the impact of existing expenditures on women and men (and various sub-groups) and to review gender-related allocations of opportunities and resources. This analysis is then used to create more gender equity in expenditures and allocations in the proposed project budget. A gender-sensitive budget is not about dividing money and resources 50-50 between men and women. A 50–50 division may be equal, but it is often not equitable or fair. Balancing equality and equity sometimes does mean equal funds; at other times it means more funds must be allocated to women's needs or to men's needs. A gender budget relies on gender disaggregated data to show who gets jobs, what kinds of jobs and at what salary; who is targeted for training; who has decision-making power over allocation of resources; and so on.

Below are sample indicators for gender-responsiveness budget planning?
- Gender balance in project employment
- the share of expenditure on resources devoted to women's priorities, such as women's rights, women's political participation, women in media, increased women's participation in CSO platforms
- Gender balance in CSO support, such as the sub-grants for women's groups, training of women's groups and development of tools targeted at building capacity of women's groups.
- gender balance in service providers for the project;
- Gender balance in project training programmes.
- Increased budget on advocacy materials in highlighting women's issues in the human rights aspect, aid effectiveness, protection of women human rights defenders, CSO collaboration on gender issues etc.

A gender-sensitive budget analysis will include:
- An analysis of the situation of women, men, girls and boys in a given sector;
- An assessment of the extent to which sector policy addresses the (gendered) situation described in the first step
- An assessment as to whether budget allocations are adequate to implement the gender-responsive policy
- Monitoring of whether the money was spent as planned, what was delivered and to whom
- An assessment of whether the policy as implemented changed the situation described in the first step in the direction of greater gender equality.