

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
Danida

GENDER EQUALITY PROGRAMMING





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This booklet is an operational tool intended to make it easier for embassy, programme and project staff as well as their partners to integrate gender equality into the various stages of the programme cycle from identification to evaluation. It also works as a monitoring tool for managers to be able to track progress in the implementation of Danida's Gender Equality Strategy. The booklet provides an overview of existing procedures to promote gender equality in the:

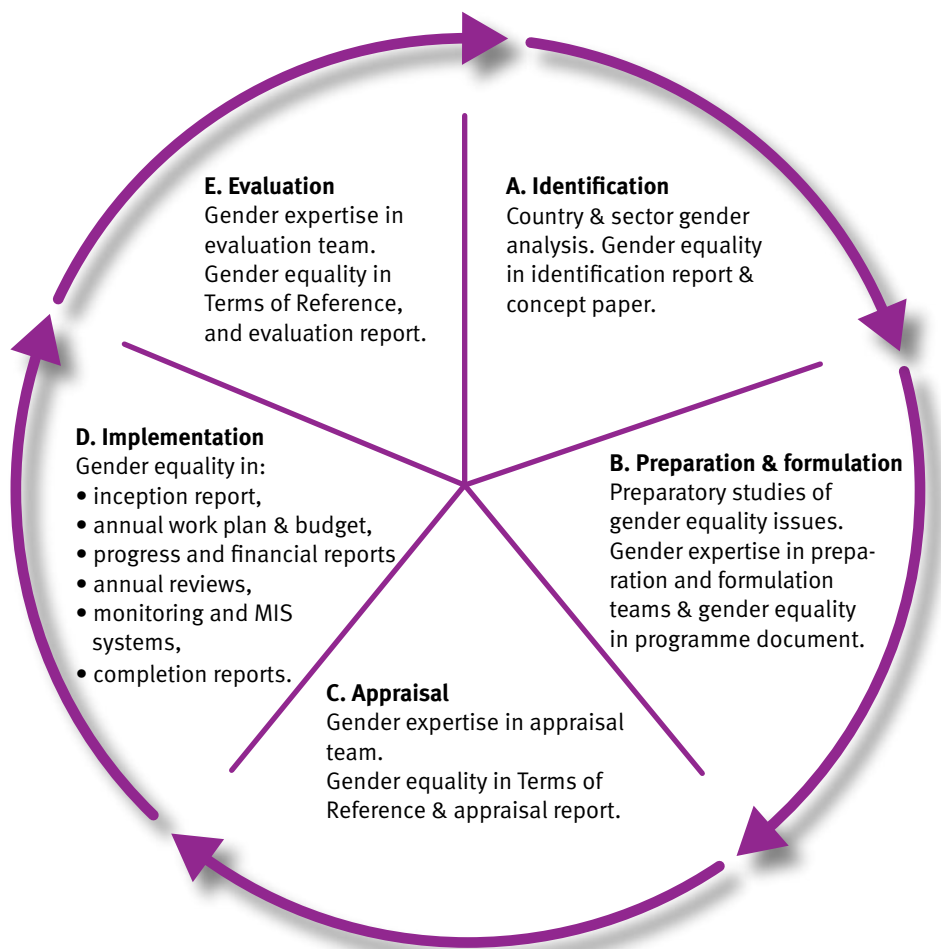
- Programme cycle
- Programme actions at each stage
- Rolling plan

The booklet is a resource to be shared with partners and used in conjunction with other programming tools of government and development partners working together in a country. This gender equality programming tool is structured along the programme cycle stages and uses Danida's Aid Management Guidelines (AMG) terminology. The rolling plan is a mandatory Danida requirement whereas the information on the programme cycle and actions to be taken at the various stages is generic and can be used by Danida and partners alike.

With only minor adjustments the tool can be used to provide input to the country programme and harmonisation process and to develop budget support and national frameworks as these processes typically follow the same stages even if a slightly different terminology is applied. The gender programming guidance in this booklet is intended to help transform the partnership principles of the Paris Declaration into practise.

Gender equality in the programme cycle

The gender equality programming tool is an integral guiding document in Danida's Aid Management Guidelines (AMG). The individual elements are integrated into the specific guidelines at each stage in the programme cycle.



Check list for programme actions

The five tables in this section present the steps to be taken by programme staff during the sequence of identifying, preparing, appraising, implementing and evaluating programmes and projects in order to ensure integration of gender equality. Directions for use, including alignment and harmonisation with development partners, are laid out in the Aid Management Guidelines (AMG) to be found on www.amg.um.dk. The tables provide easy reference guidance on how to mainstream gender equality in country programmes, joint assistance, harmonisation, PRSP and similar processes. The prescribed outputs listed in the far right column serve as monitoring check points to be used at management level. Coordination with development partners is recommended throughout the programme cycle. In the early phase of Identification, a country gender analysis only needs to be initiated if an analysis has not been produced by development partners already. Likewise, where an analysis exists but is found to have shortcomings, attempts should be made to improve documentation in collaboration with partners.



A: IDENTIFICATION

<i>Action</i>	<i>Information requirements</i>	<i>Tools and sources</i>	<i>Outputs and monitoring check points</i>
Country gender analysis	An assessment of the gender equality situation in the country with respect to women's and men's rights, access to resources and political influence. Descriptions of the main actors with their strengths and weaknesses, and suggestions for action and main monitoring indicators.	Existing assessments of the gender equality situation in the country. National policies and strategies (government). Civil society gender organisations.	Country gender analysis report
Sector gender analysis	An assessment of the gender equality situation in the sector with respect to women's and men's rights, access to resources and political influence. Description of the main actors with their strengths and weaknesses, suggestions for action and main monitoring indicators.	Existing assessments of the gender equality situation in the sector. Sector policies and strategies (government). Civil society gender organisations.	Sector gender analysis report.
Input to Identification Report	Analysis of challenges and opportunities regarding gender equality in the country and the sector (for report section on 'national and sector context'). Gender equality problems to be addressed in the programme/project/ joint assistance strategy, strategic choices, gender equality input to objectives, components, indicators and partners (for report section on 'Proposed programme').	Country and sector gender analysis.	Gender equality summary note. Text inputs to identification Report.
Input to concept paper for Programme Committee	Summary of gender equality issues from identification report.	Identification report.	Text inputs to concept paper.

B: PREPARATION & FORMULATION

<i>Action</i>	<i>Information requirements</i>	<i>Tools and sources</i>	<i>Outputs and monitoring check points</i>
Further preparatory studies of gender equality issues (if required)	Gender equality issues needing further analysis identified during identification. Gaps identified in the country and/or sector gender analysis.	Existing documents and assessments on relevant issues. Quick surveys as required.	Gender equality section as part of general reporting on preparatory studies.
Ensure gender equality focus in Steering Committee	Gender equality issues needing particular attention in programme/ project management.	Gender sensitive management strategies. Affirmative action strategies.	Proposed candidates for steering committee with gender equality expertise. Input to steering committee mandate.
Integrate gender equality in Programme Document	Data divided by sex. Analysis of which gender equality issues are best addressed through mainstreaming in components and activities - which issues should be addressed through women-targeted components and activities. Outline of gender sensitive approach.	Country and sector gender analysis identification report.	Gender equality inputs to programme and component documents: - objectives - activities - LFA - approach - budget - monitoring & reporting systems - implementation plan.

C: APPRAISAL

<i>Action</i>	<i>Information requirements</i>	<i>Tools and sources</i>	<i>Outputs and monitoring check points</i>
Gender equality in Terms of Reference	Gender equality challenges and opportunities in the sector. Gender resource base.	Sector gender analysis identification report. Programme and component documents.	Gender equality section as part of general reporting on preparatory studies.
Gender expertise in appraisal team	Key gender equality issues in relation to the sector in order to assess the specific expertise required for the appraisal team.	Sector gender analysis. Identification Report Gender experts in the country and internationally.	Proposed candidates for appraisal team with relevant gender equality expertise.
Integration of gender equality in Appraisal Report	Assessment of how gender equality has been integrated in the preparation process. Assessment of the gender equality-related recommendations resulting from analyses and surveys during identification and preparation of the programme. Assessment of how gender equality could be integrated in the ownership, alignment and harmonisation initiatives in the sector. Assessment of gender actors within institutions and sector.	Sector gender analysis identification report. Programme and component documents. Sector relevant activities and programmes related to alignment and harmonisation.	Gender equality inputs to appraisal report: - preparation process - national & sector context - programme/component objectives - budget - monitoring system - capacity support - management system - harmonisation and alignment.

D: IMPLEMENTATION

<i>Action</i>	<i>Information requirements</i>	<i>Tools and sources</i>	<i>Outputs and monitoring check points</i>
Gender equality in Inception Report	Assessment of the quality of gender equality integration in programme and component documents and draft mandate of steering committee.	Gender equality capacity for assessing programme and component documents.	Gender equality inputs to the Inception Report. Gender equality input to final formulation of mandate of Steering Committee.
Gender equality in Annual Work Plan and Budget	Gender equality assessment of the proposed management system of the steering committee. Gender equality assessment of indicators and budget.	Gender equality stakeholders/experts in steering committee.	Gender equality input to Annual Work Plan incl. gender sensitive indicators. Gender equality markers in Budget.
Gender equality in Progress and Financial Reports	Gender equality assessment of performance against output targets. Identification of problems encountered in meeting gender equality objectives. Review of performance against gender equality budget markers.	Gender equality expertise. Gender sensitive indicators. Gender equality budget monitoring.	Gender equality inputs to: - annual progress report - semi-annual progress report - quarterly financial report - and/or other progress reports including financial reports - recommended changes and/or adjustments from a gender equality perspective.
Gender equality in Annual Reviews	Gender equality performance as reflected in progress reports. Problems encountered during implementation.	Gender equality expertise. Gender equality budget monitoring.	Gender equality input to Terms of Reference. Gender equality expertise in review team. Gender equality input to review aide memoire: - progress & performance - management issues - capacity development - work plan & budgets - recommendations.

E: EVALUATION

<i>Action</i>	<i>Information requirements</i>	<i>Tools and sources</i>	<i>Outputs and monitoring check points</i>
Gender equality in Terms of Reference	Assessment of gender equality challenges and problems encountered during implementation.	Progress reports. Review aide memoires. Gender equality evaluation experience and capacity. Gender sensitive indicators.	Gender equality text input to Terms of Reference.
Gender equality expertise in evaluation team	Identification of key issues in performance in order to integrate relevant technical gender equality expertise.	Gender equality technical expertise	Gender equality input in evaluation process.
Gender equality in Evaluation Report	Gender equality in Evaluation Report Assessment of gender equality focus in programme implementation and key gender equality problems and challenges encountered. Identification of gap between gender policies and practice.	Gender sensitive indicators.	Gender equality input to Evaluation Report. Specific reporting on gender sensitive indicators.

GENDER EQUALITY ROLLING PLAN

The Gender Equality Rolling Plan is a planning tool providing a systematic overview of existing Danida requirements. The Rolling Plan can be used as an easy-reference guide to the type of action required and the tools available at each of the five steps in the programme cycle.

Danida's *Guidelines for Programme Management* emphasise the need to support ownership and align programming with other development partners. This need is acute in the case of gender equality programming as well and consequently the actions required presented here should be joint efforts wherever possible. Likewise, the tools and guidelines should be aligned and shared with partners. More often than not coordination with partners can make life easier on the ground. If policy dialogue with partners reveals that a country or a sector gender analysis has already been produced, programming can benefit from drawing on existing resources rather than having to reinvent the wheel. The box below presents the case of the new programme country Mali, where country and sector gender analysis were facilitated by drawing on existing resources from development partners.

Mali: Rolling plan keeps gender programming on track

Danida's Gender Equality Rolling Plan was tested and adjusted in Mali in 2006 as planning efforts in the priority sectors of the new programming country took shape. The method was found to contribute positively to a systematic focus on gender in the new country programme.

Country as well as sector gender analyses were initiated as soon as a strategy mission had discussed the priorities of the new development cooperation programme between Mali and Denmark. It was not feasible to carry out the country and sector gender analyses in direct collaboration with development partners but the analyses were based on existing

documentation produced jointly by the Government of Mali, the World Bank and Sweden.

Gender analyses in the three identified priority sectors – natural resources and water, agriculture and private sector development – outlined the traditional distribution of gender roles in each sector and identified obstacles as well as opportunities for women. These insights have informed objectives for and planning of activities in each sector programme and have also drawn attention to gender issues across sectors. In the agriculture sector programme plans are now in place for collection of gender disaggregated data and systematic involvement of women in planning activities and training. Cross cutting activities under consideration for Special Interventions include support to NGO networks to promote women’s political participation in Mali’s upcoming elections.

Source: Danish Embassy Bamako (www.bamako.um.dk)

In the table on next page the actions required and the relevant tools and guidelines are presented in each of the five stages of the programme cycle. The AMG chapters in the table refer to Danida’s overall *Guidelines for Programme Management* to be found in their updated version on the website [www.amg.um.dk]

A format for Gender Equality Rolling Plans has been developed to facilitate the required integration of gender equality throughout the programme cycle from identification to evaluation. It is mandatory for the relevant actors (embassies, appraisers, reviewers etc) to fill in the parts of the format relating to their specific phase in the programme cycle. The intention is to assist embassies, appraisers, reviewers and evaluators in their efforts by providing an easy reference overview of the requirements for each phase of the programme cycle and make it easier to hand over to colleagues responsible for subsequent phases. The format will be elaborated as the programme develops from one phase to the other and thus follows the programme from identification to evaluation. The format also provides a factual information sheet on gender equality interventions in sectors in different countries that will facilitate reporting.

<i>Stage in programme / project cycle</i>	<i>Action required</i>	<i>Tools and guidelines</i>
A: Identification	Country gender analysis. Sector gender analysis. Gender equality in Terms of Reference and gender equality expertise in identification team. Gender equality integrated in: - Identification report - Concept paper for Programme Committee - Memorandum of Understanding	Country Gender Analysis (Gender Toolbox Booklet 4) Sector Gender Analysis (Gender Toolbox Booklet 5) AMG Chapter 1. Best practice papers for sectors. AMG Chapter 1.AMG Chapter 2. AMG Chapter 3.
B: Preparation & Formulation	Further preparatory studies of gender equality issues. Gender equality in Terms of Reference and gender equality expertise in formulation team. Ensure gender equality focus in steering committee. Integrate gender equality in programme and component documents. Gender equality in all job descriptions.	AMG Chapter 4. AMG Chapter 5. AMG Chapter 6. Country Gender Analysis (Gender Toolbox Booklet 4) Sector Gender Analysis (Gender Toolbox Booklet 5) Sector relevant gender sensitive indicators.
C: Appraisal	Gender equality expertise in appraisal team. Gender equality in Terms of Reference. Gender equality in appraisal report.	AMG Chapter 8. Sector gender analysis.
D: Implementation	Gender equality in inception report. Gender equality in annual work plan and budget. Gender equality in progress and financial reports. Gender equality in annual reviews. Gender equality in monitoring and management information systems including specific impact studies. Gender equality in final completion report.	AMG Chapter 9 - 13. Sector relevant gender sensitive indicators. Gender equality budget monitoring. Completion report in technical guidelines.

<i>Stage in programme / project cycle</i>	<i>Action required</i>	<i>Tools and guidelines</i>
E: Evaluation	Gender equality in Terms of Reference. Gender equality expertise in evaluation team. Gender equality in evaluation report. Special gender evaluations.	Danida Evaluation Guidelines Sector relevant gender sensitive indicators.



GLOSSARY OF GENDER TERMS

This section offers a brief glossary of some of the frequently used gender terms in the booklets. Definitions are primarily drawn from the World Health Organisation and the European Commission.

Affirmative action

Measures targeted at a particular group and intended to eliminate and prevent discrimination, or to ameliorate existing disadvantages.

Focal points

Gender focal points are individuals given a particular responsibility for gender equality in an organisation. Given the right circumstances, networks of gender focal points can be a useful method to promote gender equality in a large-scale programme.

Gender

Social (as opposed to biological) differences between women and men. These differences have been acquired; they are changeable over time and have wide variations both within and between cultures.

Gender analysis

The study of differences in conditions, needs, participation rates, access to resources, control of assets, decision-making powers, etc. - between women and men in their assigned gender roles. Booklet 4 gives an introduction to gender analysis at country level, whereas details on gender analysis can be found in Booklet 5 with examples of gender analysis in agriculture, education, health, private sector and good governance initiatives.

Gender audit

The analysis and evaluation of policies, programmes and institutions in terms of how well they apply gender-related criteria.

Gender budgeting

Gender-based assessment of budgets, incorporating a gender perspective at all levels of the

budgetary process and restructuring revenues in order to promote gender equality.

Gender equality

Gender equality means that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles. Different behaviour, aspirations, and needs of women and men are considered, valued and favoured equally.

Gender equity

Gender equity means fairness and justice in the distribution of benefits and responsibilities between women and men. It often requires women-specific programmes and policies to end existing inequalities.

Gender mainstreaming

Incorporation of a gender equality perspective in all development policies, strategies, and interventions at all levels and at all stages by the actors normally involved therein. Considering both men's and women's wishes, needs, and experience in design, implementation, monitoring and evaluation of policies and efforts.

Gender relations

The relationship and power distribution between women and men in a given socio-cultural context.

Masculinity

The quality or condition of being male in a given social context. Some cross-cultural elements, such as aggression, strength, and assertiveness have traditionally been considered male characteristics. However, the socially and historically constructed male characteristics need to be seen in their specific historical, cultural, and social context.

Reproductive rights

Reproductive rights rest on the recognition of the basic right of

all couples and individuals freely and responsibly to decide on the number, spacing, and timing of their children. The right includes the information and means to decide freely and access to the highest standard of sexual and reproductive health.

Sex-disaggregated statistics

The collection and separation of data and statistical information by sex to enable comparative analysis; sometimes referred to as gender-disaggregated statistics.

Special interventions


Special interventions are efforts aimed at creating fundamental structural changes in institutions, policies, legislation, and allocation of resources to promote gender equality between men and women, based on the specific needs in the individual country, policy area or organisation. Special interventions can be stand-alone projects or programmes identified to complement mainstreamed sector programmes in a country programme.

Women's empowerment

The empowerment of women concerns women gaining power and control over their own lives. It constitutes an important part of the efforts to bring about equal opportunities for men and women and involves awareness raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.

Women's rights

The rights of women and the girl child are an inalienable, integral, and indivisible part of universal human rights.



GLOSSARY OF GENDER TERMS

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Photo: Danida, Adam Rogers / UN Capital Development Fund, COWI A/S, Stig Stasig

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