

BRIEFER ON GENDER MAINSTREAMING

GENDER CONCEPTS

Development of an adequate understanding of gender mainstreaming requires clarity on the related concepts. Selected concepts below are central to gender and development thinking.³ These concepts are intended to help users of this handbook in exploring some of the key ideas and issues in gender mainstreaming and women's empowerment.

The definition of concepts introduced here is from the Office of the Special Adviser on Gender Issues and the Advancement of Women, United Nations.

GENDER

The concept of gender needs to be understood clearly as a cross-cutting socio-cultural variable. It is an overarching variable in the sense that gender can also be applied to all other cross-cutting variables such as race, class, age, ethnic group, etc. Gender systems are established in different socio-cultural contexts which determine what is expected, allowed and valued in a woman/man and girl/boy in these specific contexts. Gender roles are learned through socialization processes; they are not fixed but are changeable over time and between cultures. Gender systems are institutionalized through education systems, political and economic systems, legislation, and culture and traditions. In utilizing a gender approach the focus is not on individual women and men but on the system which determines gender roles/responsibilities, access to and control over resources, and decision-making potentials.

It is also important to emphasize that the concept of gender is not interchangeable with women. Gender refers to both women and men, and the relations between them. The existence of historical gender imbalances have meant that gender programming tends to focus solely on empowering women as a means to 'leveling the playing field', however promotion of gender equality should concern and engage men as well as women. In recent years there has been a much stronger direct focus on men in research on gender perspectives. There are three main approaches taken in the increased focus on men. Firstly, the need to identify men as allies for gender equality and involve them more actively in this work. Secondly, the recognition that gender equality is not possible unless men change their attitudes and behavior in many areas, for example in relation to reproductive rights and health. And thirdly, that gender systems in place in many contexts are negative for men as well as for women – creating unrealistic demands on men and requiring men to behave in narrowly defined ways. A considerable amount of interesting research is being undertaken, by both women and men, on male identities and masculinity. The increased focus on men will have significant impact on future strategies for working with gender perspectives in development.

GENDER EQUALITY

Gender equality is the preferred terminology within the United Nations, rather than gender equity. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women. Such use of equity in relation to the advancement of women is unacceptable. During the Beijing conference in 1995 it was agreed that the

term equality would be utilized. Gender equality means that the rights, responsibilities and opportunities of individuals will not depend on whether they are born male or female. Equality does not mean 'the same as' – promotion of gender equality does not mean that women and men will become the same. Equality between women and men has both a quantitative and a qualitative aspect. The quantitative aspect refers to the desire to achieve equal representation of women – increasing balance and parity, while the qualitative aspect refers to achieving equal influence on establishing development priorities and outcomes for women and men. Equality involves ensuring that the perceptions, interests, needs and priorities of women and men (which can be very different because of the differing roles and responsibilities of women and men) will be given equal weight in planning and decision-making.

There is a dual rationale for promoting gender equality. Firstly, that equality between women and men – equal rights, opportunities and responsibilities - is a matter of human rights and social justice. And secondly, that greater equality between women and men is also a precondition for (and effective indicator of) sustainable people-centered development. The perceptions, interests, needs and priorities of both women and men must be taken into consideration not only as a matter of social justice but because they are necessary for successful development processes.

GENDER MAINSTREAMING

Gender mainstreaming is not an end in itself, but a means to an end. The calls for increased gender mainstreaming in the Economic and Social Council (ECOSOC) Agreed Conclusions (1997/2) are not for increased gender balance within the United Nations but for increased attention to gender perspectives and the goal of gender equality in the work of the United Nations. Gender mainstreaming does not only entail developing separate women's projects within work programmes, or even women's components within existing activities in the work programmes, it requires that attention is given to gender perspectives as an integral part of all activities across all programmes. This involves making gender perspectives – what women and men do and what resources and decision-making processes they have access to – more central to all policy development, research, advocacy, development, implementation and monitoring of norms and standards, and planning, implementation and monitoring of projects.

It is important to see the linkages between gender mainstreaming in the substantive work of the United Nations and the promotion of equal opportunities and gender balance within the United Nations itself. Organizational culture and organizational values are important in terms of creating work environments which are conducive to gender mainstreaming. Gender mainstreaming is easiest to implement in organizational environments which support approaches such as multi-disciplinary focuses, teamwork, creative thinking, flexibility and risk-taking.

Gender mainstreaming was established as an intergovernmental mandate in the Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment in 1995 (BPFA), and again in the ECOSOC Agreed Conclusions in 1997. The mandate for gender mainstreaming was considerably strengthened in the outcome of the General Assembly special session to follow-up the Beijing Conference (June 2000). Gender mainstreaming is not being imposed on governments by the United Nations. Member states have been involved in the intergovernmental discussions on gender mainstreaming since the mid-1990s and have, in consensus, adopted mainstreaming as an important global strategy for promoting gender equality.

The mainstreaming strategy does not mean that targeted activities to support women are no longer necessary. Such activities specifically target women's priorities and needs, through, for example,

legislation, policy development, research and projects/programmes on the ground. Women-specific projects continue to play an important role in promoting gender equality. They are still needed because gender equality has not yet been attained and gender mainstreaming processes are not well developed. Targeted initiatives focusing specifically on women or the promotion of gender equality are important for reducing existing disparities, serving as a catalyst for promotion of gender equality and creating a constituency for changing the mainstream. Women-specific initiatives can create an empowering space for women and act as an important incubator for ideas and strategies than can be transferred to mainstream interventions. Initiatives focused on men support promotion of gender equality by developing male allies. It is crucial to understand that these two strategies - gender mainstreaming and women's empowerment - are in no way in competition with each other. The endorsement of gender mainstreaming within an organization does not imply that targeted activities are no longer needed. The two strategies are complementary in a very real sense as gender mainstreaming must be carried out in a manner which is empowering for women.

EMPOWERMENT OF WOMEN

The empowerment of women concerns women gaining power and control over their own lives. It 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. The process of empowerment is as important as the goal. Empowerment comes from within; women empower themselves. Inputs to promote the empowerment of women should facilitate women's articulation of their needs and priorities and a more active role in promoting these interests and needs. Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change. Empowerment should not be seen as a zero-sum game where gains for women automatically imply losses for men. Increasing women's power in empowerment strategies does not refer to power over, or controlling forms of power, but rather to alternative forms of power: power to; power with and power from within which focus on utilizing individual and collective strengths to work towards common goals without coercion or domination.

As a starting point, it might be helpful to reflect on and discuss the concepts below, using the accompanying questions as a guide. These questions are a good place to start in discussing the roles and relations between men and women, and how they affect us all in daily life.

GENDER CONCEPTS Concept/Questions	What does this statement mean?	Give examples from your experience
1. Women and men's roles don't change over time.		
2. Division of labor between men and women in Montenegro disfavors women.		
3. Men also benefit from gender equality.		
4. Women's rights are part of our culture/tradition.		
5. GEWE is always relevant in any UNDP project.		
6. GEWE is always relevant to any government legislation/ policy.		
7. Development cannot be sustainable if women are not equal to men.		

UNDP'S INSTITUTIONAL FRAMEWORK FOR GENDER MAINSTREAMING

UNDP's work is guided by various contextual documents for GEWE that inform gender efforts on global, UN, UNDP and CO levels. These conventions and strategies will inform the rationale for the CO's efforts towards promoting women's rights, addressing the barriers and challenges that constrain women from realizing their full capabilities on an equal basis with men, and pursuing an agenda for women's empowerment. Below is a short presentation of the most relevant documents.

BOX 1: UNDP'S INSTITUTIONAL FRAMEWORK FOR GENDER MAINSTREAMING

Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which is the international bill of rights for women; it spells out the meaning of equality and how it can be achieved, and provides an agenda for action by countries to guarantee the enjoyment of those rights. Ratification of CEDAW by the Government of Somalia in the coming years will be a major achievement towards promoting gender equality for the people of Somalia, UNDP and the UNCT as a whole.

Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment, 1995 (BPFA) which provides the first global commitment to gender mainstreaming as the methodology by which women's empowerment will be achieved. In providing a blueprint for women's empowerment the Platform includes analysis of problems and opportunities in 12 critical areas of concern with clear and specific standards for action by all actors. In implementing the suggested actions the PFA requires that, 'an active and visible policy of mainstreaming a gender perspective into all policies and programs should be promoted so that before decisions are taken an analysis is made of the effects on women and men, respectively'.

Millennium Development Goals (MDGs) recognize that gender equality is both a goal in itself (MDG-3), and a condition for the achievement of all other goals. Achieving the MDGs will strengthen the capacities of Somalia for peace and development. It is recognized that a constructive post-conflict recovery is essential towards achieving the MDGs and that women should take part in its accomplishment.

UN Security Council Resolution 1325 on Women Peace and Security (UNSCR 1325) reaffirms 'the important role of women in the prevention and resolution of conflicts and in peace-building, and the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security'. **Subsequent Resolutions 1820, 1888 and 1889** all address sexual violence in armed conflict, which is part of Outcome 4 of the CPD implementation and proffers special mechanisms to end impunity for sexual violence, increase expertise for response to sexual violence in conflict and enhance monitoring and reporting of states compliance.

UN System-wide Policy on Gender Equality and the Empowerment of Women (CEB 2006) requires that action plans should include a clear statement in support of gender equality; between one third and one half of results statements integrate the production of gender equality, and that all data are disaggregated by sex, or specific reasons for not doing so are noted.

UNDP Global Gender Equality Strategy 2008 – 2013 (GES), which aims to: 1) Develop capacities, in-country and in-house, to integrate gender concerns into all programs and

practice areas; 2) Provide gender-responsive policy advisory services that promote gender equality and women's empowerment in all focus areas, including in-country programs, planning instruments and sector-wide programs; and 3) Support specific interventions that benefit women and scale up innovative models.⁹

The Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery (The 8PA), was developed by UNDP, and has become a blueprint for action and advocacy on gender-responsive crisis prevention and recovery focusing on eight key areas: stopping violence against women, providing justice and security for women, advancing women and decision-makers, involving women in all peace processes, supporting women and men to build back better, promoting women as leaders of recovery, including women's issues on the national agenda and working together to transform society.

UNDP CO Montenegro Gender Mainstreaming Action Plan 2013 defines main goals as per UNDP Global strategy guidance and describes how the CO will establish a system to integrate gender equality and women's empowerment in its policies, operations and programming. The GM AP outlines 3 main goals where First is -Accountability Framework for Gender Mainstreaming with following expected outputs:

1. Gender Mainstreaming Action Plan 2013
2. Establishment of Gender Mainstreaming Team
3. Gender responsive operations

Second goal is - Learning and Capacity Development for Gender Mainstreaming , with following expected outputs:

1. Training Module on gender mainstreaming
2. Gender Mainstreaming in programs practices

Finally, as a main goal is listed – Communicating gender equality values which includes following expected outputs:

1. Integrating gender dimension in the Office communication plan and actions.
2. Sharing information and coordination of gender mainstreaming efforts internally and with partners.

UNDP Guideline/Checklist on Gender Mainstreaming. The document can be used both as a guide to mainstream gender equality considerations in UNDP country office activities and as a tool to assist in monitoring and reporting upon gender mainstreaming the activities.

UNDP GENDER MAINSTREAMING TOOLS

Tools presented in this handbook are designed to assist the CO program staff to mainstream gender into their programs/projects. The handbook introduces you to six tools that can be used at different times throughout the project cycle. The tools are as follows:

- ✚ **UNDP Gender Marker:** is applied for tracking expenditure towards gender mainstreaming.
- ✚ **UNDP Checklist for Gender Mainstreaming in Project Proposals:** helps to review the extent to which gender is mainstreamed into projects.
- ✚ **UNDP Checklist for Gender Mainstreaming in Work Planning:** is a tool to ensure activities are planned and implemented in a gender sensitive and responsive manner.
- ✚ **UNDP M&E and Reporting Guidelines:** assists in monitoring that outputs and outcomes promote equal benefits for men and women and that gender inequality is not reinforced in project implementation.

GENDER MAINSTREAMING THROUGHOUT THE PROJECT CYCLE

The above listed tools are available to inform you how to incorporate gender considerations into each stage of the project cycle starting from planning through to M&E. In this, the tools will assist you in delivering against gender sensitive goals set for each stage of the project cycle:

PLANNING

- Objectives, results and strategies address the gender issues identified in the situation analysis;
- Representation and active participation of women and men from diverse and marginalized groups in the planning process is ensured, and their gendered interests are reflected in decisions made; and
- Resources are aligned with objectives.

IMPLEMENTATION

- ✚ Appropriate participation of both sexes in project implementation and in decision-making is ensured;
- ✚ Measures are being implemented to allow women and men to take advantage of equal opportunities; and
- ✚ It is ensured that all stakeholders, including men, understand the reason for these measures and support them.

M&E

- ✚ Gender-sensitive qualitative and quantitative indicators¹⁰ are identified;
- ✚ Use and analysis of sex-disaggregated data is ensured;
- ✚ Achievement of gender related objectives, results and different impact the project may have had on women and men, and on the power relations between them is evaluated;
- ✚ Gender balance of staff on evaluation team is ensured; and
- ✚ Evaluating impact on gender equality is included in evaluation terms of reference.

STAKEHOLDER PARTICIPATION

- ✚ Ensure inclusion of gender related stakeholders into each stage of the project cycle. Possible stakeholders are:
- ✚ Women CSOs/CBOs;
- ✚ Government and other national/regional institutions;
- ✚ Universities; and
- ✚ Private sector

TOOL 1 – GENDER MAINSTREAMING MARKER

WHAT IS THE UNDP GENDER MARKER?

The UNDP Gender Marker¹¹ is a tool that rates gender mainstreaming and equality at the activity level on a scale from zero to three. The Bureau of Peace-building and Recovery (BCPR) under UNDP recommends/requires that all country offices allocate 15% of expenditure towards gender mainstreaming. For this purpose, a Gender Marker requires projects to rate all project activities in terms of how they contribute to gender equality and women's empowerment. This is done in the work planning and budgeting phase, and can also be used for monitoring/reporting. The tool has been incorporated into the CO work plan template for 2013.

Each activity must be allocated a gender rating of 0, 1, 2 or 3, as follows:

- Activities that have gender equality as a **principal** objective should be rated **3**;
- Activities that have gender equality as a **significant** objective should be rated **2**;
- Activities that will contribute **in some way** to gender equality, but not significantly, should be rated **1**; and
- Activities that are **not expected to contribute noticeably** to gender equality should be rated **0**.

WHY DO I NEED THE UNDP GENDER MARKER?

Correct application of Gender Marker allows you to accurately manage, monitor and report on how much of overall program costs is directed towards promoting gender equality and women's empowerment on a yearly basis. In practice, the tool helps the CO projects and programs to: 1) Track and monitor how gender-responsive each financial allocation and expenditure is; and 2) Analyze trends by region, outcome and focus area of the CPD. This is also useful for different reporting requirements, including, for example, the Results Oriented Annual Report (ROAR), submitted by COs each year.

WHAT ADDED VALUE CAN I EXPECT TO GAIN FROM APPLYING THE UNDP GENDER MARKER?

Effective application of the tool should lead to increased investment in gender equality issues as you become more aware of and interested in how to undertake gender-responsive planning and budgeting. In addition, the tool is linked with UNDP Results Oriented Annual Report (ROAR) enabling the CO to effectively and cumulatively track the gender-responsiveness of its allocations and expenditures on a yearly basis and report this precisely in the ROAR.

TOOL 2: UNDP CHECKLIST FOR GENDER MAINSTREAMING IN PROJECT PROPOSALS

WHAT IS THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN PROJECT PROPOSALS?

The Checklist for Gender Mainstreaming in Project Proposals is a tool developed by UNDP to review the extent to which gender is mainstreamed into projects. *The tool can be used at any point in the development of a project proposal. However, it is most beneficial when applied at the very beginning* during preliminary consultations and kept in view to identify gaps in situation analysis, project strategy, outputs and indicators, budgeting, etc.

BOX 4: UNDP CHECKLIST FOR GENDER MAINSTREAMING IN PROJECT PROPOSALS

Points to take into consideration when drafting project proposals/documents:

1. Does the situation analysis take into account the different social, economic, cultural and political situations of men and women?
2. Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes?
3. Have data and statistics provided as background and/or justification for intervention been disaggregated by sex?
4. If not, has a reason (e.g., unavailability of such data, inappropriateness of desegregation against a particular indicator) been given for the omission?
5. Is it proposed to address gender gaps in data under the project?
6. Has collection of sex-disaggregated data been specified in the proposal for baseline survey?
7. Does the proposed strategy appropriately address the dimensions of gender inequality described in the analysis?
8. If not, where are the gaps?
9. Do the proposed activities include action on gender issues identified in the strategy? Are they appropriate and adequate?
10. Do the activities include any interventions to advance women's empowerment (e.g., formation of women's collectives, support to these groups, capacity-building for women, gender training with men, creation of opportunities for women to participate in decision-making, increased access to resources, support for entry into non-traditional roles and spaces)?
11. If yes, are these appropriate to the intervention and do they build on advances under other interventions? If not, are there opportunities for such action?
12. Are success and impact parameters and indicators appropriately gendered?
13. Does the monitoring framework include measurable gender indicators appropriate to the intervention?
14. If only general indicators have been included, are there any specific indicators that could be suggested?

15. Have adequate resources been provided for the proposed gender activities?

16. Are there opportunities under the 'general' activities in the project where a gendered approach could be introduced or specific activities suggested?

17. Have specific actions for gender equality been mandated under the project (e.g., specified percentage of women members in decision-making bodies, training program, study tours and other learning opportunities, economic opportunities)?

WHY DO I NEED THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN PROJECT PROPOSALS?

The tool not only poses specific questions that guide you to examine the gender sensitivity of different components of a project document, but also offers some pointers as to what specific information should be included and how these can be tested for their adequacy in promoting gender equality and/or women's empowerment.

WHAT ADDED VALUE CAN I EXPECT TO GAIN FROM APPLYING THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN PROJECT PROPOSALS?

The checklist allows you to have an overview of the efforts needed to gender mainstream a project proposal. This insight informs you how to build synergies with other projects and actors by widening the scope to include all of the relevant stakeholders and target beneficiaries more inclusively and effectively.

TOOL 3: UNDP CHECKLIST FOR GENDER MAINSTREAMING IN WORK PLANNING

WHAT IS THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN WORK PLANNING?

This tool is divided into three sections: preparation/consultations, work plan and budgeting, and implementation. Actions proposed in these sections can be used to ensure activities are planned and implemented in a gender sensitive and responsive manner. The tool should be used at the very beginning of the development of work plans and kept in view to identify gaps in budgets and implementation.

BOX 5: UNDP CHECKLIST FOR GENDER MAINSTREAMING IN WORK PLANNING

Points to consider when drafting a work plan:

Preparation/Consultations

1. Will women stakeholders be consulted equally with men stakeholders during the work plan formulation process, especially female beneficiaries? How?
2. Will there be partnerships with local women's NGOs and CBOs? How will these be built?
3. Are there/will there be consistent mechanisms in place to ensure that women and men participate equally in capacity development activities (training, workshops, study tours, secondments, conferences, etc...) and are equally consulted during preparations and follow-up? What are these mechanisms?

Work Planning and Budgeting

4. Does the work plan include activities contributing to GEWE (rated two or three on the Gender Marker)?
5. Are your baselines, targets and indicators disaggregated by sex? (for example: 35 civil servants trained on HIV AIDS in the workplace of which 30% are women).
6. Will the activities in the work plan build capacities of national and local actors to promote gender equality and women's empowerment in a culturally-sensitive manner? How?
7. Are the suggested gender-specific or related activities clearly identified with specific timeframe and responsible party in the work plan?
8. Are funds allocated for gender analysis or a gender responsive situation analysis, as well as for the collection sex-disaggregated data?
9. Do the gender-specific activities identified have a sufficient budget? Will these be linked with at least one specific output and a corresponding output indicator, in such a way that expenditures on gender and actual output can be monitored by using Atlas? (BCPR targets a minimum of 15% of the total budget on gender-specific activities).
10. Does the work plan foster synergies on gender equality with other projects and programmes, as well as with other agencies' initiatives? How?

Implementation

11. Will the potential impact of the work plan on gender equality/inequalities be assessed during the Project Board's reviews and other dialogue spaces? By which mechanisms?
12. What kind of risk mitigation actions will be adopted to avoid the project/programme impacts negatively on the status of women?
13. Are monitoring mechanisms gender responsive? How?

WHY DO I NEED THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN WORK PLANNING?

The preparations/consultations section will help you to ensure that women as well as men are equally represented and consulted before the work plan is drafted; the work plan and budget section helps you to examine adequacy of activities and allocated budgets in contributing to UNDP and the project's gender equality commitments, while the final section on implementation invites you to anticipate how the work plan will be implemented, consider whether monitoring mechanisms are gender-sensitive and the potential impact the project implementation will have on gender relations. By following this checklist, you will be able to plan appropriately and in a way which will also allow you to report more effectively on your project addresses gender.

WHAT ADDED VALUE CAN I EXPECT TO GAIN FROM APPLYING THE UNDP CHECKLIST FOR GENDER MAINSTREAMING IN WORK PLANNING?

The checklist allows you to get an overview of the gender mainstreaming in work planning and track implementation so you can hold partners and yourself accountable for working towards GEWE goals.

TOOL 4 : UNDP M&E AND REPORTING GUIDELINES

WHAT ARE THE UNDP M&E AND REPORTING GUIDELINES?

The M&E and Reporting Guidelines¹⁷ ensure that project outputs and outcomes promote equal benefits for men and women and that gender inequality is not reinforced. The tool relates to a process of regular collection and analysis of key data (indicators) to identify shifts or progress achieved from a gender perspective. The tool should be put in use regularly, from drafting a work plan to implementing it, as well as for filling out the quarterly reporting template. The tool introduces you to key issues in monitoring gender mainstreaming during the process of project implementation. In addition, a brief introduction to gender sensitive indicators as identified in UNDP Country Programme Document for Somalia (CPD) 2011 – 2015 is provided, in addition to recommendations for formulating gender sensitive indicators.

BOX 6: UNDP M&E AND REPORTING GUIDELINES Some issues to consider in M&E processes:

1. Does the evaluation's terms of reference specify gender issues and questions to be addressed in the evaluation?
2. What was the proportion of women and men's participation in the project activities (as beneficiaries, decision-makers or change agents) during the reporting period?
3. Were specific activities or components targeted at women? What was the objective and was this achieved? Specifically, how did the activities impact on women's empowerment (self-esteem, capacity for leadership and self-organization)
4. Do project reports identify gender gaps and gender-related project success? Are indicators of success clearly defined and applied? How can negative impacts be mitigated or eliminated (lessons learned) and positive impacts increased? For example:
Increased work load;
Incidents of violence or other forms of backlash;
Statement/declaration in support of women/women's rights; and
Change in gender stereotypes and discriminatory attitudes toward women and girls, and commitment of men to support women's empowerment
5. What is the perception of men and women about the impact of the activity on gender relations?
6. Are there any internal and/or external factors contributing to the success/failure of gender mainstreaming within the project? Other issues to consider include:
7. How women and men have different needs, access and control over resources;
8. How women and men face different constraints and opportunities in participating in economic, political and community life; and
9. How women and men face different forms of stereotypes and discrimination and the impact this has on project results.

GENDER SENSITIVE INDICATORS

Gender-sensitive indicators are indicators disaggregated by sex designed to demonstrate changes in relations between women and men in a given society over a period of time. These indicators are a tool to assess the progress of a particular development intervention towards achieving gender equality.

Project staff can also formulate their own indicators used to signify changes in specific conditions or progress towards particular objectives. To be meaningful and illuminating, indicators need to be derived in consultation with local people, and

to reflect the gender context of a particular region, country or community. Key recommendations when formulating gender specific indicators include the following:

- Identify the objectives and goals – your ‘vision of change.’ This should be the basis for choosing appropriate gender sensitive indicators against which to track progress.
- Consider a combination of qualitative (opinions, perceptions) and quantitative (numbers, facts, pointers) indicators to generate richer data. Please refer to a list of examples of gender sensitive indicators from Box 7 below.
- Use participatory approaches wherever possible in defining gender indicators.

BOX 7: EXAMPLES OF GENDER SENSITIVE INDICATORS

Qualitative indicators:

Level of participation as perceived by stakeholders through the different stages of the project cycle (disaggregated by sex);

Level of increase in the capacity to incorporate gender approach as perceived by stakeholders; and

Degree of participation of an adequate number of women in important decision making (adequacy to be mutually agreed by all stakeholders) - to be measured through stakeholder responses and by qualitative analysis of the impact of different decisions.

Quantitative indicators:

Number of women’s organizations the project partners with;

Increase as measured by percentages in the ratio of women to men among beneficiaries; and

Number of stakeholders trained and advised in gendered risk prevention, budgeting etc.

WHY DO I NEED THE UNDP M&E AND REPORTING GUIDELINES?

Ongoing and regular project monitoring is required to reveal any imbalances and the need for any project revisions, so that inequality is not perpetuated. The monitoring tool also allows for the measurement of impact, including unintended consequences, pertaining to meeting project goals and objectives.

WHAT ADDED VALUE CAN I EXPECT TO GAIN FROM APPLYING THE UNDP M&E AND REPORTING GUIDELINES?

With successful gender mainstreaming in M&E processes, quarterly reports will move beyond tracking numbers of beneficiaries or documenting activities that target women, to contain sound gender analysis of the project context and show the longer term gendered impacts of project initiatives. In particular, application of gender sensitive indicators can be used to reveal barriers to achieving success, and can help make the case for action by highlighting key issues, backed up with statistics and other evidence.