

Discussion Paper.

41



Gender Approach of Development Partners.

Gender Mainstreaming for Gender Equity –
The Experience of International Development Agencies.

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Preface

Since the Fourth World Conference on Women (Beijing, 1995), considerable efforts have been made by governments and multilateral and bilateral international development institutions to ensure that their policies and programs are sensitive to the needs of women as well as men by using a gender mainstreaming approach. Gender mainstreaming policies have been developed and implemented; institutional structures and mechanisms adapted and developed to support mainstreaming efforts; and new tools have been created that seek to mainstream gender throughout the programming cycle and infuse gender into sectoral work.

This paper highlights some of those efforts – with a view to demonstrating what can and has been achieved to date. In addition to noting why gender mainstreaming is central to the poverty alleviation efforts of many international development institutions, the paper highlights how they have sought to implement gender mainstreaming in practice. And in providing “good practice” examples from these institutions, as well as useful links to programming and sectoral tools, the paper aims to make gender mainstreaming more relevant and accessible to KfW staff.

The focus of the paper is on the gender mainstreaming efforts of some key multilateral and bilateral agencies – including the World Bank, the Asian Development Bank (ADB), the United Nations Development Programme (UNDP), the European Union (EU), the Department for International Development (DFID), the Swedish International Development Agency (SIDA) and the Canadian International Development Agency (CIDA). The paper (35 pages) provides a brief overview of the evolution of the gender mainstreaming approach (section 2), describes how multilateral and bilateral agencies have sought to implement gender mainstreaming at the institutional level (section 3), highlights the key programming mechanisms and tools including good practice operational examples of development partners (section 4), and includes a number of key resources including links to gender-related international conventions, policy documents, statistical sources and international development organization web sites on gender mainstreaming approaches (Annex).

The publication is part of the *Gender and Development Papers*, a series launched by the German Development Bank (KfW) in 2004 in order to assess its operational impact on contributing to operationally relevant gender changes. Other papers are on - among others - Gender Mainstreaming in Partner Countries, Gender and Poverty, Gender Links, Gender and Pro-Poor Growth, Gender Mainstreaming in KfW Operations in sub-Saharan Africa, and Gender Briefing Paper Bangladesh. The paper was written by Fabia Shah (gender consultant).

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1. INTRODUCTION

1. At the Fourth World Conference on Women (Beijing, 1995) governments from around the world reaffirmed their commitment to the equal rights of men and women and to women's empowerment. The Platform for Action (PFA) was a major outcome of the Beijing Conference and identified gender mainstreaming as a central tool in the promotion of gender equality.

2. Since the Beijing Conference, considerable efforts have been made by multilateral and bilateral international development institutions to ensure that their policies and programs are sensitive to the needs of women as well as men by using a gender mainstreaming approach. And a number have actively engaged those policies and programs towards the achievement of gender equality as a concrete goal in itself. Gender mainstreaming policies have been developed and implemented; institutional structures and mechanisms adapted and developed to support mainstreaming efforts; and new tools have been created that seek to mainstream gender throughout the programming cycle and infuse gender into sectoral work. Drawing on their experiences of gender mainstreaming at the policy, institutional and programming level, international development institutions have also begun to identify "good practices" to guide future efforts.

3. This paper highlights some of those efforts – with a view to demonstrating what can and has been achieved to date. In short, in addition to noting why gender mainstreaming is central to the poverty alleviation efforts of many international development institutions, the paper highlights how they have sought to implement gender mainstreaming in practice. And in providing "good practice" examples from these institutions, as well as useful links to programming and sectoral tools, the paper aims to make gender mainstreaming more relevant and accessible to KfW staff.

4. The focus of the paper is on the gender mainstreaming efforts of a selected number of key multilateral and bilateral agencies – including the World Bank, the Asian Development Bank (ADB), the United Nations Development Programme (UNDP), the European Union (EU), the Department for International Development (DFID), the Swedish International Development Agency (SIDA) and the Canadian International Development Agency (CIDA). These are of course just a sample of the considerable efforts being made by international development institutions worldwide to promote gender equality and the empowerment of women through the implementation of gender mainstreaming approaches.

5. The paper is set out as follows:

- **Section 2, Understanding Gender Mainstreaming**, provides definitions of terms such as "gender", "gender equality" and "gender mainstreaming"; a brief overview of the evolution of the gender mainstreaming approach; and some reasons why gender equality and empowerment through gender mainstreaming is so fundamental to eliminating poverty and achieving sustainable development.
- **Section 3, Gender Mainstreaming – the International Experience** describes how a number of multilateral and bilateral agencies have sought to implement gender mainstreaming at the institutional level. It includes an outline of their gender mainstreaming policies as well as the key *institutional mechanisms and tools* which have been developed to support the implementation of these policies.
- **Section 4, Gender Mainstreaming – Good Practices** draws from the agency profiles in Section 3 and highlights the key *programming mechanisms and tools* which have

been developed by using a number of good practice examples that demonstrate how these approaches have been implemented at the programme and project level.

- The **Annex** to this paper includes a number of key resources including links to gender-related international conventions and declarations, policy documents, the Millennium Development Goals (MDGs), statistical sources and international development organization web sites. In addition, it includes web sites related to implementing gender mainstreaming approaches in different sectors – focusing on those which are most relevant to KfW's own programme portfolio. To provide easy access, the resources and links provided in the Annex, are all available on the world-wide web.

2. UNDERSTANDING GENDER MAINSTREAMING

2.1 What Is Gender?

6. Sex refers to the biological differences between men and women. Only a very small proportion of the differences in roles assigned to men and women can be attributed to biological or physical differences based on sex. For example pregnancy and childbirth. Sex is different to gender which refers to the socially constructed (rather than biologically determined) roles of men and women as well as the relationships between women and men in a given society at a specific time and place. Gender roles and relationships are learned and vary across cultures and over time. Understanding these roles and relationships and how they impact upon development outcomes is a key objective of gender mainstreaming. And designing appropriate interventions (based on an understanding of these roles and relationships) to make development outcomes more equal as well as effective and efficient is central to the concept of gender equality.

2.2 What Does Gender Equality Mean?

7. Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Gender equality does not mean that men and women become the same, but that their opportunities and life chances are equal. Because of the current situation of inequality, gender equality cannot be achieved without the empowerment of women - equal treatment of women and men is insufficient as a strategy for gender equality. Equal treatment in the context of inequalities can even mean the perpetuation of disparities. Achieving gender equality will require changes in institutional practices and social relations through which disparities are reinforced and sustained. It also requires a strong voice for women in shaping their societies.

8. Equality between women and men should be promoted in ways that are appropriate to each particular context. This begins with an understanding of the current status of women and men, their relations to each other and the interconnections between gender and other factors. Gender analysis as an essential part of a socio-economic analysis offers useful questions and methods. These can be used to understand the social relations between men and women and the interconnection of gender with other social relationships, such as those defined by race, ethnicity, culture, class, age, disability and/ or other status.

2.3 What Is Gender Mainstreaming?

9. The United Nation's Economic and Social Council (ECOSOC 1997) has defined gender mainstreaming as:

.....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 a central dimension of the

design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres so that women and men benefit equally and inequality is not perpetuated (ECOSOC 1997).

10. Understood in this way gender mainstreaming involves both analysis (of the different roles of men and women in a given place at a given time) and action to ensure that development policy making, planning and implementation are sensitive to the needs of women as well men and promote greater equality of opportunity and benefit. It differs from the earlier “women in development” approach by focussing not just on women as a target group but on women and men as actors and beneficiaries of the development process. A gender mainstreaming approach does not rule out initiatives targeted only at women or men – such approaches may continue to be relevant in certain situations. But such approaches will be informed by an analysis of both women’s as well as men’s roles and relationships and how they may affect the desired development outcome.

11. Gender Mainstreaming is therefore :

- a process or a strategy to work toward the goal of gender equality. It is not a goal in itself
- an approach to governance that makes men’s and women’s concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of society;
- a process that involves changing policies and institutions so that they actively promote gender equality

(From *Accelerating Change. Resources for Gender Mainstreaming*. CIDA (2001)Pg.6).

Box 1: WHAT GENDER MAINSTREAMING IS...AND ISN'T...

- Gender mainstreaming is focussed on the substantive work of organizations – it is not about achieving a gender balance in those organizations
- Gender mainstreaming is about identifying concrete actions to promote gender equality – its not just about doing gender analysis
- Gender mainstreaming makes gender perspectives and the goal of gender equality very explicit in all processes and documents – it does not and cannot make these invisible
- Gender mainstreaming is a complementary strategy to women’s empowerment – it does not eliminate the need for targeted activities for women and activities targeted to promote gender equality
- Gender mainstreaming requires specialist/catalyst resources to support management in the fulfillment of their responsibilities – it does not eliminate the need for gender units and gender focal points

Adapted from *Concept to Action: Gender Mainstreaming in Operational Activities*, Carolyn Hannan, OSAGI, 2000.

2.4 How Did Gender Mainstreaming (for Gender Equality) Evolve?

12. The term “gender mainstreaming” became more widely used following the Fourth World Conference for Women (Beijing 1995) and the adoption of the Platform for Action (PfA) which stated that:

“Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs so that, before decisions are taken, an analysis is made of the effects of women and men respectively.”

(PfA, Beijing 1995)

13. Prior to the Beijing Conference, the Women in Development (WID) approach had dominated development discourse, policy and practice. Articulated in academic debates

from the early 1970's and formally at the 1975 World Conference of Women in Mexico City, the WID approach recognized that development programmes had not only ignored the interests and needs of women but had, in many cases, worsened their economic, social and political status. It challenged the dominant perception of women as needy beneficiaries whose activities were mainly confined to the domestic realm – and underlined their role as productive members of society, active contributors to the economy and an untapped resource in the development process. The WID approach sought to remedy women's exclusion from the development process by integrating women into economic development. This resulted in newly established WID Offices and units and the development of women's projects that were still separate to the mainstream and often focused on women's productive role. The WID movement also prompted legislation to protect women's rights – most notably the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

14. The Gender and Development approach (GAD) originated in the early 1980's in response to concerns over the failure of WID approaches to improve the status of women. Targeted and segregated women's only projects had served to marginalize and isolate women from the mainstream of development; were often poorly conceived and underfunded; ignored the very critical role played by men in decision-making and resource allocation; and tended to treat women as a uniform category. Moreover in failing to ask why women were systematically disadvantaged, the WID approach did not touch upon the gendered nature of the mainstream structures and relations of power itself.

15. In response to the shortcomings of the WID approach, the GAD approach begins with the recognition that improvements in women's status requires a situational analysis of the roles of women and men and the relations between them - as well as the commitment and active participation of both men and women. In short the GAD approach recognizes that improving the status of women is not just a women's issue but a goal that requires the active participation of both men and women.

16. Although the GAD approach moves away from the practice of adding "women only" components to projects and programmes which characterized the WID approach, it does not mean that stand-alone women's projects or projects with special components for women only should be abandoned altogether. Separate projects and programs for women will continue to need support – and these may often be necessary not only for practical reasons (for example where cultural values necessitate segregation of the sexes) but to address women's strategic needs as well (e.g. advancing women's political status and power).

17. Integral to a GAD approach is gender mainstreaming, which provides a tool for analyzing and addressing women's and men's concerns more holistically and effectively. Mainstreaming acknowledges that all development activities have a gender dimension and impact and may not benefit women and men equally. It seeks to understand the roles, responsibilities, resources and priorities of women and men within a specific context, examining the social, political, economic and environmental factors which influence their roles and decision-making capacity. It ensures that women and men participate equally at all stages of the project cycle – both as beneficiaries and as decision makers.

2.5 Why is Gender Mainstreaming So Important?

18. Both international development agencies as well as partner governments have identified gender mainstreaming as a fundamental tool in working towards the achievement of gender empowerment and equality. In doing so, they have noted gender empowerment and equality as not only important human rights goals in themselves but as central to the elimination of world poverty and each and every one of the eight internationally agreed development goals to achieve this (Box 1). In particular, the

international development community have identified achieving gender equality through gender mainstreaming as so important because it is:

- *essential to poverty elimination.* The primary aim of international development institutions is to contribute to the elimination of world poverty – the first and most central of the eight Millennium Development Goals. There is compelling evidence that women not only bear the brunt of poverty but that their empowerment is a central precondition to its elimination. Gender inequalities intensify poverty and perpetuate it from one generation to the next. Poverty eradication can only be achieved by addressing the disproportionate burden of poverty, lack of access to education, health services and productive opportunities borne by women. Gender mainstreaming helps to identify the different burdens faced by women in different societies and informs the development of strategies to overcome them.
- *fundamental to a rights- based approach to development.* Women as well as men have a right to a free and fulfilling life. Human rights as defined and upheld by the international community, are universal and based on the equal worth and dignity of all human beings. They include the right for all human beings to food, shelter, property, reproductive choice, social security, health care, work, political and religious freedom of expression, access to education and the civil rights to life, freedom from torture, cruel and inhuman and degrading treatment and punishment. Incorporating a gender perspective into development projects and programmes through a mainstreaming approach recognizes that women do not enjoy these rights to their full extent and helps to identify the strategic and practical needs which need to be met to advance their human rights.
- *central to good governance.* Gender mainstreaming seeks to ensure that governments are responsive to the needs and interests of all of their citizens and distribute benefits equitably. It leads to greater fairness, equity and justice for women and men and enhances the accountability of governments to achieve results for all citizens.
- *crucial to achieving sustainable development.* Low levels of education, poor nutritional and health status, limited access to resources and decision-making processes, not only impact negatively on a women's quality of life, but also constrain productivity and can hinder economic efficiency and growth. A gender mainstreaming approach places a focus on recognizing and appropriately valuing the contribution of women and men, of identifying the obstacles to improving their quality of life and developing appropriate policy and program responses that ultimately result in increased levels of development and prosperity. And in demanding a more holistic approach to government in which all interests and needs are taken into account, gender mainstreaming also encourages greater sustainability of development outcomes.

2.6 What Are Practical and Strategic Gender Needs?

19. In the late 1980's and early 1990's in the context of critiques of the WID approach, it became clear that achieving gender equality and ensuring sustainable benefits, requires that both practical needs and strategic interests are taken into account in the design and implementation of policies, programmes and projects.

20. Practical gender needs usually relate to women's immediate necessities (for example water, shelter, food, income, health care) within a specific context. Practical gender needs do not challenge, but are a consequence of gendered divisions of labour and women's subordinate position in society. Projects that address practical needs generally include responses to inadequate living conditions, tend to involve women as beneficiaries and do not alter conventional roles and relationships.

21. Strategic gender interests generally address issues that relate to the systemic factors related to women's (or, less often, men's) subordination and gender inequities.

Strategic gender interests are long-term, usually not material, and are often related to structural changes in society regarding women's status and equity. They include measuring the access of women, as a group compared with men, to resources and benefits, including laws and policies (such as owning property) and focus on areas such as legislation for equal rights, reproductive choice, and increased participation in decision-making. Strategic gender needs are less easily identified than practical gender needs, but addressing these needs is instrumental in moving toward equity and empowerment. Addressing strategic interests involves women as change agents and can empower women and transform relationships.

2.7 Gender Analysis - The Starting Point

22. Gender analysis begins with the recognition that we live in societies that are permeated by gender differences and gender inequalities and that therefore each and every policy and programme intervention has gender implications. It seeks to reveal those differences and inequalities by examining the situation of and relationships between women and men in a particular context and provide an informed understanding of the potential differential impacts on women and men of proposed programmes or projects. And in providing such information, it facilitates the identification of effective strategies to support gender equality. In this way gender analysis is a powerful and essential gender mainstreaming tool. It is the starting point for effective gender mainstreaming which uses the information gathered to identify and implement concrete actions to promote gender equality. There are a number of different frameworks and approaches to undertaking gender analysis- each suited to a particular context and/or situation (for example the Harvard Analytical Framework, the Gender Analysis Matrix and the Social Relations Framework amongst others) and different kinds of statistics which can be generated (e.g. sex-disaggregated statistics which simply provide numbers of women and men in a given population - and gender statistics which can reveal the relationships between women and men that underlie the numbers). (See the UNDP *Gender Analysis Learning and Information Pack* at http://www.snvworld.org/gender/Chapter%202/UNDP_gender-analysis.doc for an in-depth explanation of different gender analysis concepts and techniques).

2.8 Gender and the Millennium Development Goals

23. The Millennium Declaration, signed in September 2002 at the United Nations Millennium Summit, commits the Member Countries to striving to achieve eight specific goals by the year 2015. To give definition to each of the goals, specific targets have been set for each and a set of indicators defined against which performance can be monitored.

24. Gender issues are highly relevant to achieving all of the Millennium Development Goals (MDGs) – not just the ones where women's roles and responsibilities may be more evident such as reducing child mortality or improving maternal health. Understanding men's and women's roles and relationships are also central to combating HIV/AIDs, malaria and other diseases and ensuring environmental sustainability. As the MDGs are mutually reinforcing, progress towards one goal affects progress towards the others. Success in many of the goals will have positive impacts on gender equality, just as progress towards gender equality will help further other goals. The third of the Millennium Development Goals (to promote gender equality and empower women) addresses gender equality specifically.

Box 2: The Millennium Development Goals

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

<http://www.undp.org/mdg/>

**Box 3: WANT TO KNOW MORE ABOUT GENDER MAINSTREAMING ?
USEFUL WEB SITES AND LINKS**

More information on gender mainstreaming, including guides, manuals and toolkits can be found at:

- ◆ *Gender Mainstreaming in Practice: Handbook*. UNDP Regional Bureau for Europe and CIS, 2002
at: <http://gender.undp.sk/index.cfm?module=database&page=document&documentID=1184>
- ◆ UNDP Guidelines/Checklist for Gender Mainstreaming at:
<http://www.sdn.undp.org/gender/policies/guidance.html#appendix1>
- ◆ Making Mainstreaming Work, Fitzgerald, R European Policy Research Centre (2002) at:
http://europa.eu.int/comm/employment_social/equ_opp/pgm_external_en.pdf
- ◆ European Commission Gender Equality/Gender Mainstreaming website at :
http://europa.eu.int/comm/employment_social/equ_opp/gms_en.html#tool
- ◆ OECD DAC Working Party on Gender Equality Gender Tipsheets at:
http://www.oecd.org/document/34/0,2340,en_2649_34541_1896290_1_1_1_1,00.html
- ◆ Interagency Network on Women and Gender Equality (IANGWE) – Gender Mainstreaming web site at:
<http://www.un.org/womenwatch/ianwge/gm.htm>
- ◆ OECD/DAC Gender Equality web site at :
http://www.oecd.org/department/0,2688,en_2649_34541_1_1_1_1_1,00.html
- ◆ Gender Equality and the Millennium Development Goals (MDGs). IANGWE/OECD-DAC Website at : <http://www.mdgender.net/>
- ◆ <http://www.thecommonwealth.org/gender/html/whatwedo/activities/mainstreaming/index.htm> : Commonwealth Secretariat web site on gender mainstreaming
- ◆ <http://www.un.org/womenwatch/osagi/pdf/e65237.pdf> : UN (OSAGI). *Gender Mainstreaming : An Overview*, 2002.

3. GENDER MAINSTREAMING - THE INTERNATIONAL EXPERIENCE

3.1 Key Institutional Mechanisms and Tools for Gender Mainstreaming

25. The pursuit of gender equality through a gender mainstreaming approach is a key goal of most international development agencies. Whilst the way in which each agency pursues this goal is different, reflecting the individual nature of their organizational structure and culture, there are also a number of common institutional and programmatic gender mainstreaming tools which have been used in the pursuit of gender equality goals. This Section reviews the gender mainstreaming approaches of a number of international development agencies – including the World Bank, the Asian Development Bank (ADB), The United Nations Development Programme (UNDP), the European Union (EU), the Swedish International Development Agency (SIDA), the Canadian International Development Agency (CIDA) and the Department for International Development (DFID) in the United Kingdom. In particular, the varied ways in which they have sought to commit to and implement a gender mainstreaming approach at the institutional level have been highlighted and these are summarised in Box 4. Clearly not all agencies use all of the mechanisms and tools described all of the time – many use a combination of them and this combination may vary time with new mechanisms and tools being introduced as the need arises. A summary of some of the most common mechanisms and tools used by these agencies is provided in the Conclusion to this Section. Section 4 builds upon the discussion in this Section by separately considering the key programming mechanisms

and tools used by these agencies in their gender mainstreaming work – using a number of good practice examples to demonstrate how these have been applied in practice.

Box 5

GENDER MAINSTREAMING IN INTERNATIONAL DEVELOPMENT AGENCIES

KEY INSTITUTIONAL MECHANISMS AND TOOLS

Policy

- Explicit and sustained senior management commitment and support for gender equality
- Development of a Gender Policy with gender equality as the principal goal
- Development of an Operational Strategy or Action Plan to implement the Gender Policy with measurable objectives, outcomes performance indicators for monitoring progress
- Commitment to and development of a comprehensive knowledge base on gender using gender analysis approaches (e.g. Regional and/or Country Gender Briefing Papers and Action Plans)
- Establishment of clear accountability mechanisms for implementation of the Policy and Action Plan/Strategy
- Commitment to and implementation of gender mainstreaming in all areas of the organization's work – not just in specific sectors or programmes

Financial Resources

- Provision of adequate resources to support the implementation of the Policy and the Action Plan

Human resources

- Establishment of a Gender Unit and/or Focal Points with clear mandates and the necessary resources to promote and support mainstreaming
- Establishment of internal Gender Advisory/Consultative Groups to oversee implementation of the Policy and Strategy/Action Plan
- Establishment and resourcing of Gender Focal Points and/or Networks to support gender mainstreaming at the programme and project level and advise on policy implementation
- Establishment of a resource base of relevant gender mainstreaming expertise (internal and external)
- Competence development on gender mainstreaming through staff training, exchanges and networks
- Establishment of external alliances (e.g. External Advisory Groups) to support, strengthen and advise institutional mainstreaming efforts

3.2 International Development Agency Profiles

3.2.1 The World Bank

The Policy

26. In March 2003, the World Bank produced a revised *Gender and Development Operational Policy and Bank Procedures*. The policy is underlined by both efficiency and equity considerations and is framed by poverty reduction and economic growth objectives. In particular, the policy requires Bank staff to “reduce poverty and enhance economic growth, human well-being, and development effectiveness by addressing the gender disparities and inequalities that are barriers to development, and by assisting member countries in formulating and implementing their gender and development goals.”

27. To this end, the policy requires the Bank to periodically assess the gender dimensions of development within and across sectors in the countries in which it has an

active assistance program and to use these gender assessments to inform the Bank's policy dialogue with member countries. At the country programming level, Country Assistance Strategies (CAS) draw on and discuss the findings of the gender assessment. The Bank Procedures outline how the operational policy should be implemented as well as specifying managerial responsibilities. Gender and Development is also one of the four areas of focus in the Bank's Poverty Reduction and Economic Management (PREM) Network.

28. In 2002, the Bank produced a strategy for mainstreaming gender-responsive actions into its development assistance work. The strategy *Integrating Gender into the World Bank's Work: A Strategy for Action* outlines the rationale for mainstreaming gender, the process to be adopted for mainstreaming - including specification of the responsibilities of senior management and the implementation timetable. A draft framework for prioritizing gender issues is also included. The strategy will serve as the Bank's working tool for gender mainstreaming to the year 2005.

Institutional Mechanisms and Tools

29. The Bank's work on gender mainstreaming is led by the Gender and Development Board which is composed of representatives from each of the six country regions (Africa, East Asia, Eastern Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia), the four networks and other key units. The Board's work includes: developing gender guidelines and procedures; research and learning on gender issues, facilitating gender training; integrating gender into the Country Assistance Strategy process and in private sector development activities; and monitoring and evaluation of gender issues. A Gender and Development Group supports the Bank's work on Gender and Development and co-ordinates the work program outlined by the Gender and Development Board as well as developing external partnerships.

30. To facilitate the implementation of its GAD policy and to help strengthen work on gender related issues between the Bank and its partners, the Bank established the External Gender Consultative Group (EGCG) Advisory Group in early 1996. The EGCG members represent national women's organizations, academia, and non-governmental organizations from around the world and meets annually with senior World Bank management and staff. In addition, in 1999 the Bank established a Consultative Council on Gender for the Middle East and North Africa Region (MENA). The Consultative Council, which consists of a core group of women from the MENA region, assists the World Bank in identifying and formulating solutions to key gender concerns in the MENA region and to ensure that these issues are addressed in Bank programmes and projects.

31. Gender Mainstreaming is the primary tool used by the Bank to integrate gender-responsive actions into its development assistance programmes. *Integrating Gender into the World Bank's Work: A Strategy for Action* was produced in January 2002 to support the integration of gender issues into Bank operations. Recognising that gender conditions vary among countries, the focus of the *Strategy* is at the country-level. More specifically the Strategy provides guidance on mainstreaming gender into the Country Gender Assessment (CGA), at the policy and project level.

32. The World Bank has also developed a gender website (<http://www.worldbank.org/gender/>) which gives access to Bank and resources and tools as well as practical examples of gender mainstreaming in Bank operations. In particular the Bank has developed a number of sectoral checklists and toolkits to guide consideration of gender issues into project appraisal and design (see Box 6).

Box 6: World Bank Checklists and Toolkits

The World Bank has developed a range of checklists of important gender issues to consider when designing projects and sectoral programs. These include:

CHECKLISTS

- ◆ Current Interventions to Incorporate Gender into the Project Cycle
- ◆ Gender Issues in Project Identification and Design
- ◆ Gender Issues for Project Preparation and Appraisal in Agriculture
- ◆ Strategy Options for Incorporating Gender in Water & Sanitation
- ◆ Essential and Expanded Services for Women's Health
- ◆ Principles of Financially Viable Lending to Poor Entrepreneurs

TOOLKITS

- ◆ Integrating a Gender Dimension into Monitoring & Evaluation of Rural Development Projects
- ◆ Toolkit on Gender in Agriculture
- ◆ Gender in Agriculture Learning Module
- ◆ Toolkit on Gender in Water and Sanitation

See: <http://www.worldbank.org/gender/>

3.2.2 The Asian Development Bank (ADB)

The Policy

33. In 1998, the ADB replaced its former WID policy with a *Policy on Gender and Development (GAD)*. The policy is underlined by social justice and gender equality considerations as well as the recognition that investments in women are central to achieving economic and efficiency and growth and adopts mainstreaming as a key strategy in promoting gender equity. In particular, the policy requires that gender considerations are mainstreamed in the Bank's macroeconomic and sector work, including policy dialogue, lending, and TA operations. The key elements of the policy include gender sensitivity, gender analysis, gender planning, mainstreaming, and agenda setting.

34. The policy also requires that a Country Briefing Paper (CBP) on women be prepared as a background document for each Country Strategy and Programme (CSP) and that each CSP include a country gender strategy as a core appendix. Under the GAD policy the ADB is also required to increase the number of loan projects with GAD as either a primary or secondary objective across a range of sectors as well as mainstreaming gender into all ADB financed activities.

35. In 2001, the Bank prepared a detailed Gender Action Plan (GAP) to guide the implementation of the policy. The Action Plan includes departmental commitments on addressing gender issues in ADB's operations and sets the framework for periodic reviews of policy implementation.

Institutional Mechanisms and Tools

36. The responsibility for implementing the Bank's policy on GAD rests with the Programs and Projects Departments and the Poverty and Social Development Division in the Regional Sustainable Development (RSDD). Assistance with implementation of the policy is provided by the Resource Team on GAD. Overall responsibility for co-ordinating and monitoring Bankwide GAD activities rests with RSDD, whose views and guidance are solicited on the coverage of GAD aspects in all Bank activities.

37. In accordance with the requirements of the 1998 policy and to address the challenge of reducing the gender gap and improving women's social, economic and political status in the region, in addition to 2 determined gender experts in RSDD and 5 in the country departments, local gender specialists were recruited in six of the ADB's country offices - Bangladesh, Indonesia, Nepal, Pakistan, Uzbekistan, Vietnam, Cambodia and Sri Lanka with a specialist to be in place in Afghanistan by the end of 2004. In addition to providing gender capacity building assistance, the gender specialists prepare and conduct in-country workshops, provide gender technical assistance with administering Bank-financed loans and TAs that target women or mainstream gender concerns; assist with programming and selected project processing missions to integrate gender considerations; and facilitate communication between the Bank, developing member country (DMC) governments, external funding agencies, and non government organizations (NGOs) on gender issues.

38. Under the auspices of the GAD Policy, and like the World Bank, the ADB has established an External Forum on Gender and Development (EFG) to promote and facilitate dialogue between ADB and external groups on gender and development issues. The EFG consists of 10 to 15 experts on GAD and women's rights from different ADB member countries. In addition to advising the Bank on critical gender issues in Asia and the Pacific, the Forum provides a forum for dialogue between ADB and different sectors of civil society on ADB's approach and program of activities to address gender equity. The Forum also advises the ADB on innovative approaches, good practices and lessons from the field related to GAD, which could be incorporated in ADB strategies, programs and projects. The EFG meet 1-2 times a year

39. To support and encourage partner countries to pilot-test new and diverse approaches that promote and facilitate gender-inclusive development practices, the Bank has established a Gender and Development Initiatives Grant Fund. Activities supported under the Fund include: small or pilot GAD initiatives of developing member governments; locally-based women's NGO projects that have potential for scaling up or replication in ADB-financed loan projects; and projects that promote partnerships through co-financing with other donor regional gender initiatives.

Box 7: ADB Gender Checklists

The Sectoral Checklists provide a step-by-step guide to addressing gender issues at all stages of the project. The Good Practice links on the ADB website connect users to a variety of different projects in which good gender practices have been identified

CHECKLISTS

- ◆ Agriculture
- ◆ Health
- ◆ Education
- ◆ Resettlement
- ◆ Urban Development and Housing
- ◆ Water Supply and Sanitation

See <http://www.adb.org/Gender/default.asp>

40. Gender mainstreaming is formally adopted and institutionalized in the GAD policy as the key strategy for addressing gender equity in all operations. This commitment includes the development of country briefing papers on women for each country strategy and programme as well as increasing the number of projects with GAD either as a primary or secondary objective in health, education, agriculture, natural resource management, and financial services. Gender mainstreaming is being supported through the development of sectoral gender checklists as well as the development of a good practices database.

41. In particular, the Sectoral Checklists assist ADB staff and consultants to address gender issues in the preparation of projects in different sectors. The Checklists (currently in the Agriculture, Health, Education, Resettlement, Urban Development and Housing and Water Supply and Sanitation sectors) provide guidance on promoting and ensuring gender inclusiveness in projects as well as guiding users through the various stages of the project cycle. Complementing these checklists the Bank has also developed a number of Gender Good Practice Booklets covering Infrastructure and Urban Development, Water

Supply and Sanitation, Health, Education, Irrigation and Water, Agriculture and Rural Development, Natural Resources Management, Microfinance and Governance. The ADB's Gender and Development site (<http://www.adb.org/Gender/default.asp>) provides information on the Bank's gender policy and action plan and activities and includes a link to "good practices" and sectoral gender checklists.

3.2.3 The United Nations Development Programme (UNDP)

The Policy

42. The UNDP Gender Policy notes that gender equality is an intrinsic dimension of equitable and sustainable human development and notes that UNDP has a responsibility to mainstream gender in all its policy, programme, administrative and financial procedures, with the specific objective of promoting the advancement of women as one of its four major focus areas. The policy also notes UNDP's responsibility to strengthen country capacity for engendering development policy as well as the legal and policy frameworks.

43. Guidance at the policy level is provided in three key documents - the *Policy on Gender Equality and the Advancement of Women* (Direct Line 11- November 1996) which identifies the organisation's priorities for gender mainstreaming and establishes minimum budgetary allocations; the *Guidance Note on Gender Mainstreaming* (March 1997) which details policy, programme, and administrative implications of UNDP's commitment to gender mainstreaming; and *Gender Balance in Management* (June 1998) which lays out UNDP's strategy for achieving gender balance in its work force, especially the advancement of women at the senior management level.

44. The Policy on Gender Equality notes that ten percent of global programme resources are allocated to gender mainstreaming and the advancement of women. The ten percent resources, managed by UNDP's Gender in Development Programme (GIDP) in co-operation with the Regional Bureaux, is utilized to support country offices in three sub-programmes including (i) the consolidation, development and application of methodologies and tools for gender mainstreaming; (ii) support to programme countries to develop models and good practices for gender mainstreaming; and (iii) support to partnerships for the empowerment of women and their inclusion in decision-making processes. In addition to the ten percent allocation each Regional Bureau allocates 20 percent of regional programme resources to the advancement of women and gender mainstreaming programmes or projects. These resources are intended to strengthen both the mainstreaming of gender within the priority thematic areas of the respective regional programmes as well as support programmes that focus specifically on the advancement of women. The policy also encourages but does not stipulate that approximately 20 per cent of the country allocation be utilized for the advancement of women.

Institutional Mechanisms and Tools

45. UNDP works through a network of 132 country offices in partnership with governments and in co-operation with other agencies and civil society organisations. Gender focal points have been established at UNDP headquarters and in country offices to facilitate and catalyse the process of gender mainstreaming.

46. A Gender Advisory Committee, comprised of gender focal points from various divisions and bureaux at UNDP headquarters and UNIFEM, guides UNDP's work on gender policy, strategy, and capacity-development initiatives. At the country level, the gender focal point mechanism includes both a designated programme staff person and a representative of senior management to ensure attention to gender issues in the decision-making process. A Gender Focal Point Network collaborates closely with the network of gender focal points in regional bureaux and country offices to formulate and review

strategies at the country level, including country strategy notes and mid-term reviews. In addition UNDP has collaborated with UNIFEM to place Senior Gender Advisors in 10 countries and (through UNV) to field UN volunteers with gender expertise in 20 countries.

47. In 1987, UNDP established the Gender in Development Programme (GIDP) to provide leadership and support to the organisation on gender equality issues and to coordinate UNDP participation in interagency policy, programming and advocacy initiatives. In particular, the Unit participates actively in the project appraisal process to ensure that gender issues are fully integrated into UNDP's work.

48. Gender mainstreaming is the primary tool used by UNDP to implement its gender equality and empowerment of women policy. Noting that this requires taking account of gender concerns in all policy, programme, administrative and financial activities, and in organisational procedures, the UNDP gender mainstreaming approach specifically aims to bring the outcome of socio-economic and policy analysis into all decision-making processes, including for example the promotion of gender based budgeting. The documents *Gender Mainstreaming Strategy for Achieving Equality between Women and Men* and the *Guidance Note on Gender Mainstreaming* (which includes a guideline/checklist) outline in detail UNDP's gender mainstreaming approach.

49. The practice of gender mainstreaming in UNDP is guided and supported by the UNDP Capacity Building Support Programme for Gender Mainstreaming. The programme, which aims to build the capacity among UNDP staff and development partners to adopt a gender mainstreaming approach is comprised of three elements including: a series of "Learning, Consultation and Briefing" (LCBs) workshops and working meetings; a systematic tracking, follow-up and management mechanism to ensure consistent response to recommendations, and continuing support to learning and capacity building; and comprehensive documentation of each LCB meeting, as well as of background, training and reference materials used.

50. UNDP has also produced a number of manuals, guides and academic reports on gender mainstreaming and gender equality issues. The Gender in Development Monograph Series for example considers key issues like poverty, habitats, governance and the environment - providing an analysis of the way gender determines the different ways that women and men act upon and are affected by these issues. UNDP has established a Gender in Development web site (<http://www.sdn.org/gender/>) which includes a section on Men and Gender Equality as well as a "Good Practices" database.

3.2.4 The European Union (EU)

The Policy

51. A commitment to gender equality is one of the key principles of the European Union and a central platform of its development co-operation policies. The EU and its Member States participated in the drafting of the Beijing Platform for Action and supported the ratification of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW).

52. The European Commission has a number of policies, guidelines and declarations that explicitly call for the mainstreaming of gender in development co-operation. The Community Framework Strategy on Gender Equality (2001-2005) requires all Commission activities to contribute to the achievement of promoting equality between women and men and establishes gender mainstreaming as a guiding principle. The policy calls for gender mainstreaming within each of the six priority focus areas including: support for macroeconomic policies including social sector programmes in health and education; food security and sustainable rural development; transport; institutional capacity building, good

governance and the rule of law; trade and development; and regional integration and co-operation.

53. A Programme of Action to implement the policy was finalised in 2001 and commits the Commission to (i) integrating gender issues into the six priority areas of development co-operation; (ii) mainstreaming gender within projects and programmes at regional and country levels; and (iii) gender capacity building and strengthening, including training. The Programme of Action is being implemented during a five-year period (2001-2006). A midterm and a final evaluation is planned which will assess the Programme's achievements.

54. A new Draft Regulation on Promoting Gender Equality in Development Co-operation (2004-2006) foresees two complementary actions to achieve the goal of gender equality: gender mainstreaming and specific measures for women.

Institutional Mechanisms and Tools

55. Gender mainstreaming is a guiding principle in European Commission development co-operation policy which states that gender dimensions must be considered as a crosscutting issue and mainstreamed in the planning of all development initiatives, including macroeconomic policies, strategies and operations. In addition, the Programme of Action includes tools such as the systematic use of gender assessments and the monitoring, benchmarking and providing breakdowns of data and statistics by sex. Progress is benchmarked through a scoreboard on gender equality covering all services of the Commission and in the Annual Report on European Commission Development Policy.

56. At the institutional level a number of co-ordinating structures have been established, such as the Group of Commissioners of Equal Opportunities, the sub-group on external relations and the Advisory Committee on Equal Opportunities for Women and Men. In addition, the EU Member States Gender Expert Group operates with the specific purpose of discussing Commission development policy in relation to gender issues. The group is comprised of Commission officials and Member States' government representatives and meets on an annual basis. At the country programming level the Inter-service Quality Support Group, where all Country Strategy papers are discussed before approval, assesses gender aspects systematically. The Commission also has a special budget line for the 'Integration of Gender Issues into Development Co-operation' which is used to provide technical support for the greater inclusion of gender issues in Commission development co-operation.

57. A number of programmatic tools for gender mainstreaming have also been developed by the Commission and several are being developed within the framework of the Programme for Action. These include the Gender Source Publication (GSP), which contains best practices as well as relevant theories guiding gender equality work and relevant policy guidelines. The Project Cycle Management (PCM) Manual is currently being revised to provide guidance on integrating best gender practices into normal working procedures. Gender-sensitive standard terms of reference are also being developed for use in pre-feasibility studies and evaluations. The Intranet site on Gender and Development is also being presently upgraded.

58. The EC Gender and Equality website outlines the policy approach of the Commission, the Programme of Action as well as providing links to a Library on Gender issues. It is located at:

(http://europa.eu.int/comm/development/body/theme/human_social/pol_gender2_en.htm).

3.2.5 The Swedish International Development Assistance Agency (SIDA)

The Policy

59. In 1996 the Swedish parliament endorsed the ‘promotion of equality between women and men in partner countries’ as one of the overall goals of Swedish development cooperation. The focus on equality between men and women was based on two key premises – firstly that equality is a matter of human rights and secondly that equality is a precondition for effective and sustainable people-centered development. In 1997 an Action Programme for Promoting Equality between Women and Men in Partner Countries was approved and consisted of three parts – an Experience Analysis, a Policy Document and an Action Plan. Gender equality is defined in the Action Programme as ‘equal rights, opportunities and obligations of women and men and an increased potential for both women and men to influence, participate in and benefit from development processes’.

Box 8: SIDA’s gender equitable approach

A gender equitable approach involves getting the right information about gender issues and using that information as the basis of decision-making. This gender analysis involves gathering data that reveals the differences between women’s and men’s needs, roles, priorities and access to and control of resources

(Analysing Gender, SIDA, 2003)

60. The Action Programme was evaluated in 2001 and 2002 and included case studies of country strategies and projects in several countries and across four key sectors – urban development, democratic governance, health and education. In particular the evaluation including an assessment of the impact of gender mainstreaming in achieving the gender equality goal. A revised Action Plan is currently being prepared drawing upon the lessons-learned from the evaluation.

Institutional Mechanisms and Tools

61. The Action Programme identifies gender mainstreaming as a key tool for working towards the gender equality goal. In particular the policy notes that the gender equality goal must be mainstreamed in the development of and dialogue on all overall policies and strategies as well as at the country programming level. Gender analysis is identified as the first important step in a mainstreaming approach.

62. An important objective of the Action Programme is to incorporate the promotion of gender equality between men and women as an integral part of the all work undertaken in SIDA. Individual gender equality action plans have been prepared by all departments and divisions (a total of 26) outlining the rationale, goals, activities, monitoring procedures and institutional requirements for implementing a gender equality approach.

63. At the organizational level several measures have been put in place to support the implementation of the Action Programme. This includes the Gender Equality Group comprising several dedicated staff to further develop equality policies, strategies and methodologies; the appointment of Resource Persons for Equality (both male and female) within each department and at division level to support the Head of Department in implementing the policy; and Project Groups for Equality to engage with the wider staff – with a particular focus on encouraging the more active involvement of men. The Resource Persons for Equality are also part of a Gender Equality Network which meets regularly to exchange information and experience. Notably whilst the policy recognizes that the responsibility for promotion of equality between men and women lies with national

governments, overall responsibility for monitoring implementation of the Action Programme is given to the Director-General and the SIDA Management Group.

64. At the organizational level, SIDA has also specifically targeted staff at overseas posts (Embassies) as being key to the implementation of the policy. A formal set of actions in implementing the gender equality policy has been approved and included the clear specification of roles and responsibilities in relation to promoting gender equality in all post job descriptions; the requirement for regular briefings to the relevant Equality Resource Person on progress in implementing the Programme at country level; and a mandatory requirement for all posted staff to attend gender equality training.

65. SIDA has also developed a series of Gender Handbooks, Toolkits and Country Profiles to assist staff in their gender mainstreaming work (see Annex 1 for details). These include for example a simple guide to mainstreaming gender entitled *Analysing Gender (2003)*; support for the development of over 40 Gender Tipsheets across a wide range of sectors and issues (Box 5); several *Mainstreaming a Gender Perspective Handbooks* in sectors such as Water Resources Management, Rural Transportation and Health; and *Country Gender Profiles* for a range of countries in each of the world regions. SIDA has also developed a Gender Equality website (<http://www.sida.se/Sida/jsp/polopoly.jsp?d=656&a=7402>).

3.2.6 The Canadian International Development Assistance Agency (CIDA)

The Policy

66. The Canadian International Development Agency (CIDA) produced its first women in development guidelines in 1976, which were followed in 1984 by a formal WID policy. This policy was revised in 1995 to emphasize the importance of gender equity and women's empowerment and the resultant policy on *WID and Gender Equity* involved the adoption of special measures to tackle gender inequalities and to increase women's autonomy. Following a 1998 review of this policy which indicated the need for CIDA to demonstrate clear and sustainable results in promoting gender equality, CIDA developed a new *Policy on Gender Equality (1999)*. The policy explicitly identifies the achievement of equality between men and women as the key goal and includes objectives relating to advancing women's equal participation in decision-making processes, supporting women and girls in the realization of their full human rights and reducing gender inequalities in access to and control over the resources and benefits of development. While some projects promote gender equality as a principle objective, every project supported by CIDA must promote equality between women and men. A number of key principles underpin the current policy and include:

- ◆ Gender equality must be considered an integral part of all CIDA policies, programmes and projects
- ◆ Achieving gender equality requires recognition that every policy, programme and project affects women and men differently
- ◆ Achieving gender equality does not mean that women become the same as men
- ◆ Women's empowerment is central to achieving gender equality
- ◆ Promoting the equal participation of women as agents of change in economic, social and political processes is essential to achieving gender equality
- ◆ Gender equality can only be achieved through partnership between women and men
- ◆ Achieving gender equality will require specific measures designed to eliminate gender inequalities
- ◆ CIDA policies, programmes and projects should contribute to gender equality

CIDA's Policy on Gender Equality. CIDA 1999 pp 8-9.

Institutional Mechanisms and Tools

67. At the organisational level CIDA has established a Gender Equality Division with a mandate to strengthen the integration of gender equality in all areas of the development co-operation programme. The Division is supported by Gender Equality Specialists/ Focal Points who are appointed within each of CIDA's program branches. The Specialists and Focal Points provide technical advice on policy, strategies, and program and project monitoring and evaluation. They also develop the capacity of the Branch to integrate gender equality by creating learning opportunities, evaluating training needs, and disseminating gender equality information, tools and lessons learned. The Specialists and Focal Points provide advice to Policy Branch on corporate initiatives and represent their Branch in regional meetings and with partners and relevant organizations.

68. A Gender Equality Network brings together all the members of the Gender Equality Division in Policy Branch. Gender Equality Specialists and Focal Points provide analysis and advice on gender equality issues to CIDA's operational programs, policy-makers, and to senior management. Members of the network also develop procedures, technical guides, training programs and other tools to assist CIDA's staff in operational branches to comply with the Gender equality policy guidelines.

69. Gender mainstreaming, using the tool of gender analysis, is central to the implementation of CIDA's Gender Equality policy. Noting that "gender analysis is required for all CIDA policies, programmes and projects" the policy also provides "Gender Analysis Guidelines."

Box 9: Gender On-Line

CIDA has developed an on-line interactive course on gender equality. The course takes about 20 minutes to complete and can be found at

<http://www.cida.gc.ca/>

70. CIDA has produced a number of programming tools to assist staff in their gender mainstreaming work. These include an online, interactive, learner-centered course on gender equality (see <http://www.cida.gc.ca/>); several handbooks on specific topics (Peacebuilding, Infrastructure, Trade-Related capacity Building); and two guides on gender – sensitive indicators. CIDA has a Gender

Equality web site at: <http://www.acdi-cida.gc.ca/equality>.

3.2.7 The Department for International Development (DFID)

Box 10: Gender Approach of DFID

"Gender inequality is a structural impediment to poverty elimination. It is in everyone's interest to remove it. The empowerment of women does not need to be at a cost to men, but creates a net gain for society as a whole. The pursuit of gender equality is not a "zero sum" game, but one which leads to major benefits for all concerned."

(DFID Social Development Department <http://www.dfid.gov.uk/>)

The Policy

71. The gender equality policy of the Department for International Development (DFID) is guided by the UK Government's 1997 and 2000 White Papers on International Development which commit DFID to a focus on the internationally agreed Millennium Development Goals to be achieved by 2015 – including the promotion of gender equality and the empowerment of women. The policy is framed by ten specific objectives - ranging from promoting equality in rights for women and men through international and national policy reform, to helping develop gender aware approaches to the management of the environment and the safeguarding of natural resources (see below). A "twin track" approach which combines (a) focussed actions aimed at women's empowerment; and (b)

gender aware action in the mainstream of development work, supports the achievement of the policy's objectives.

Box 11: DFID's 10 Gender Equality Objectives

- Objective 1** To Promote equality in rights for women and men through international and national policy reform
- Objective 2** To secure greater livelihood security, access to productive assets, and economic opportunities for women as well as men
- Objective 3** To further close gender gaps in human development, particularly education and health
- Objective 4** To promote the more equal participation of women in decision-making and leadership roles at all levels
- Objective 5** To increase women's personal security and reduce gender-based violence
- Objective 6** To strengthen institutional mechanism and national machineries for the advancement of women in governments and civil society
- Objective 7** To promote equality for women under the law
- Objective 8** To reduce gender stereotyping and bring about changes in social attitudes in favour of women.
- Objective 9** To help develop gender aware approaches to the management of the environment and the safeguarding of natural resources.
- Objective 10** To ensure that progress is made in upholding the rights of both girls and boys within the framework of the Convention on the Rights of the Child.

(Poverty Alleviation and the Empowerment of Women. DFID. 2000 pp 29-30)

Institutional Mechanisms and Tools

72. Unlike many other development co-operation agencies, DFID has not established a Women in Development (WID) or gender unit but has sought to foster gender awareness and expertise within the Social Development Department (SDD) which feeds into the organisation as a whole through a number of advisory, training and procedural mechanisms. Social Development Advisors, located both within Head Office and in the field, including within field-based Project Management Units (PMUs), provide advice and support on gender and other cross-cutting issues to DFID staff and project partners.

73. A DAC gender equality marker was introduced in 1997 which replaced the former DAC-WID classifications and DFID's own Project Identification Marker System (PIM) was revised in order to more effectively monitor the gender impacts of aid policies. Gender objectives are now introduced into the logframe at an early stage.

74. To guide staff in undertaking gender analysis, DFID have produced a number of toolkits in areas such as Infrastructure, Education, Rural Livelihoods, Children and Conflicts and Emergencies. In addition several manuals and guides on *Gender Training* (including a range of different training modules), *Gender in the Project Cycle* and *Gender Evaluation Methodology* have been produced.

75. DFID has provided considerable support to the creation of several gender and development web-sites which host information on a wide variety of sectoral and topical issues. These have now been merged into one website, Siyanda (<http://www.siyanda.org/>) which is an on-line database of gender and development materials which also includes an interactive space where gender practitioners can share ideas, experiences and resources. It also is designed to make available gender mainstreaming resources from donor agencies and put gender policy into practice. The DFID have developed a Gender web site (<http://www.social-development.org/index.php?room=50>).

3.3 Common Approaches

76. Whilst the above analysis shows the various ways in which different development agencies have sought to pursue gender equality through a gender mainstreaming approach, the profiles also suggest that there are a number of key mechanisms and tools that most if not all of the organisations have commonly adopted and which can arguably be understood as essential to the effective implementation of a gender mainstreaming approach. These include:

- **Top-Level Commitment to Gender Equality.** A key lesson that has been drawn from mainstreaming efforts over the last decade or so, is that without support from top and senior management for the achievement of gender equality as a goal and gender mainstreaming as a strategy, both will fail. A number of international organisations (for example SIDA and UNDP) underline this commitment by making specific staff accountable for achieving gender equality policy objectives.
- **A Gender Equality Policy.** Gender mainstreaming is not an end in itself – it is a strategy to achieve gender equality. A gender equality policy provides an important entry point to the promotion of gender mainstreaming within any organisation and its work. Almost all international development agencies now have a gender equality policy in which gender mainstreaming is identified as the principal tool or strategy.
- **A Gender Equality Strategy.** A Gender Equality Strategy or Action Plan operationalizes the Gender Equality Policy. It outlines how the policy will be implemented, what the (measurable) objectives and performance indicators will be, who will be responsible, how it will be resourced, and when and how it will be monitored. Experience has demonstrated that a Gender Equality Policy that is not framed by concrete and measurable goals, objectives and outcomes is ineffectual. Operationalizing the Policy can either be done within the Policy itself – or in a separate Action Plan or Strategy. Most development agencies now have Gender Equality Strategies or Action Plans to support their gender equality policy commitments.
- **Establishment of Internal and External Advocacy and Support Networks.** Most development agencies have put in place Gender Focal Points and Networks to implement and support their gender mainstreaming efforts. Key to the success of these is that they have clear and measurable goals and objectives to guide their work, are supported with adequate financial and human resources to implement their mandate and have sufficient management support in their day-to-day work. Many agencies have also developed Gender Units and/or Gender Management/Advisory Groups to oversee policy and programme implementation and support the work of focal points. In recent years, to support their efforts to promote gender equality, a number of agencies have also found it useful to build external alliances and support networks in the form of External Advisory Groups and Forums.
- **A Comprehensive Knowledge Base.** Collecting, understanding and using data on the current situation of and relations between women and men (gender relations) are absolutely necessary for effective gender mainstreaming. Recognizing this, most international development organizations use gender analysis to inform their programme and project planning and design and to monitor the gender impacts of different interventions. In addition most organizations support gender studies and research to enhance the effectiveness of planned interventions. Regional and/or Country Gender Briefing Papers are prepared by many development agencies to identify key gender issues, goals and objectives and implementation strategies.
- **Financial Resources.** Adequate financial resources are an absolute prerequisite for gender mainstreaming, as for any other policy strategy. Mainstreaming implies a reallocation of existing funds. Even if organizations have comprehensive gender equality policies and operational strategies, this will not enable them to adapt existing

policy techniques and tools, develop new ones, develop a comprehensive knowledge base and provide the necessary gender training for staff. All these aspects require financial resources.

- **Human Resources.** Ensuring that all staff receive effective and regular gender training and establishing networks and focal points to support that training and other mainstreaming tools is now integral to the work of almost all international development agencies.

4. GENDER MAINSTREAMING – GOOD PRACTICES

77. Building on Section 3, this Section considers gender mainstreaming in practice. In particular it considers the key programming mechanisms and tools used by international development organisations for gender mainstreaming and how they have been utilized to improve programming or project development and implementation. These have been summarised in Box 8 and whilst not all agencies use all of these programming mechanisms tools all the time, most are central to the agencies efforts to work towards gender equality.

78. Using good practice examples drawn from the various international agencies which have been the focus of this paper, as well as from a range of sectors that are most relevant to KfW’s development work, this Section highlights the positive impact such tools can have in the real world on the promotion of gender equality. Each of the good practice examples corresponds to the eleven key programming tools described in Box 8. Although the policy, project or activity may not yet be perfect from a gender equality perspective, it is still possible, and important, to record positive steps in the right direction. And rather than providing an exhaustive list of the gender mainstreaming mechanisms and tools used by international agencies to promote gender equality, this Section focuses on some of the most common approaches. Many of these other mechanisms and tools have been recorded and can be found on the individual agency web-sites and Best Practice Databases listed at Annex 1 “Resources and Links”.

Box 12: GENDER MAINSTREAMING IN INTERNATIONAL DEVELOPMENT AGENCIES

KEY PROGRAMMING MECHANISMS AND TOOLS

1. Systematic gender analysis informing programme/project planning and design, including the use of gender-disaggregated statistics and data
2. Making gender equality a goal for all programmes and projects
3. Design and implementation of gender sensitive programming tools
4. Support for gender-focussed research and other analytical work and the establishment of mechanisms for incorporating findings into programme and project planning, design and implementation
5. Design and implementation of gender-sensitive mechanisms for consultation with key stakeholders
6. Joint development of gender equality goals and a gender mainstreaming strategy at the national level

4.1 Gender Analysis Informing Project Planning and Design

79. Gender analysis is a key tool for identifying the different roles, resources and needs of men and women and - in providing an understanding of gender relations, the division of labour between women and men and who has access to and control over resources – it enables planners to develop and implement concrete measures to promote

gender equality. In the past, many development agencies either assumed that development interventions were “gender neutral” or simply failed to take into account the different roles and needs of men and women in the planning and design of programmes and projects. This resulted in the design of policies and programmes that did not meet the needs of both men and women and, in some cases, had unanticipated negative effects on women. Most development agencies have now made gender analysis central to the planning and design of their development activities.

Sundarbans Biodiversity Conservation Project, Bangladesh (ADB)

80. The Sundarbans Reserve Forest (SRF), comprising 6,000 sq km, is the world's largest remaining contiguous mangrove area and a globally significant ecosystem. Under pressure from the growing number of users and the unsustainable harvesting of forest products and fishery resources, forest and biological resources are being depleted. The overall objective of the project is to develop a sustainable management and bio-diversity conservation system for all Sundarbans Reserve Forest resources.

81. Participatory rural appraisals conducted during the design revealed women's important role as forest users. The general perception of forestry officials and others that women were not significant users of the forest turned out to be incorrect. The gathering of firewood and the processing of forest products extracted from the SRF have traditionally been carried out by women from the surrounding rural communities. With increasing poverty in the impact zone, women are now also involved in fishing and crab collection. The rise of the shrimp industry and growing demand have led women to join in the collection of shrimp fry, disrupting the education of girls and exposing them to health hazards, violence, and harassment from illegal elements. Because the society and the forest officials do not recognize women's role as minor forest product collectors, women's needs are only marginally considered in forest management policies.

82. Given women's involvement in the forest, the project team considered a number of related issues including the project's likely impact on women's livelihood and how to ensure women's participation in future forest management structures. The design of alternative employment activities and community-based organizations also had to take into account the cultural conditions in the communities surrounding the forest, specifically the high level of gender segregation and gender division of labor. This segregation is particularly noticeable in the economic and public spheres, where women do not freely mix with men at work or within community-level forums. For this reason, specific strategies and targets were designed and included in the project to promote and encourage women's participation

83. The community development component of the project was designed to address the needs of women forest users living in the impact zone in the following ways:

- Women to comprise 50 percent of the beneficiaries of the micro-credit program.
- Priority was given to households headed by poor women in alternative employment and micro-credit activities.
- Alternative employment opportunities, including charcoal making, seedling plantation and reforestation was to be introduced to reduce women's dependence on forest products, fish and shrimp fry.

84. Reducing women's reliance on fishing and shrimp fry work through alternative employment generation will also benefit women and girls. Women frequently borrow from private moneylenders and shrimp fry traders at exorbitant interest rates in order to acquire boats and fishnets. High levels of indebtedness are common, resulting in near bondage terms of production. Furthermore, the growing demand for shrimp as well as growing landlessness had led more poor women and their daughters to join in the collection of shrimp fry, often disrupting the education of girls and exposing women to violence and

harassment within the forest. Developing alternative forms of work for these women will benefit both the forest and the women themselves. The micro-credit program is also intended to lessen women's dependence on private moneylenders and increase their incomes. It is also hoped that more girls will be enrolled in school as a result.

85. In terms of protecting women's rights to the forest as well as the forest itself, the project is mobilizing and organizing groups of women into forest user organizations which will give women a collective and legally recognized voice in the forest's planning and resource management processes. Representatives of women's forest user groups will participate in the Stakeholders Advisory Council.

86. Recognising the impact that the lack of adequate social infrastructure has on sanitation and health, the project also addresses social infrastructure improvement, such as sanitation facilities, clean water supplies, rural roads, schools, non-formal education and adult literacy programs. To ensure that proposed social infrastructure projects meet women's needs women will participate in village infrastructure planning processes through women's forest user groups and other women's groups. In addition, the Local Government Engineering Department, the agency responsible for developing social infrastructure, will be trained by NGOs in the areas of gender sensitization and participatory approaches.

Source: <http://www.adb.org/Gender/practices.asp>

4.2 Making Gender Equality A Goal for All Programmes and Projects

87. Gender mainstreaming implies that the promotion of gender equality informs the planning, design and implementation of all programmes and projects. It also implies that achieving gender equality is a key goal of all programmes and projects. With the adoption of gender mainstreaming approaches in recent years, international development agencies have increasingly recognised that gender equality must be a key goal of all development activities.

The Lok Jumbish, Peoples Movement for Education for All, Rajasthan India (SIDA)

88. This Primary Education project, which is located in Rajasthan in the North West of India sought to provide children up to the age of 14 with access to primary education through the school system and with part-time non-formal education where necessary. Only half of primary school age children attend school in rural Rajasthan and 70 per cent of girls from 6-14 years do not attend. Literacy rates are low – 55 per cent for males and 20 per cent for females. Both socio-cultural factors which place restrictions on women's mobility and poverty which forces families to send their children to work and/or keep daughters at home to attend to domestic work underline both the low literacy rates and poor school attendance.

89. From the inception of the project gender equity in education was one of the key project goals although the project was not gender-specific - women's development was not envisaged as a separate programme component but as a strategy to inform all programmes and activities. Gender aspects were consequently mainstreamed through every activity of the project including the initial community and school mapping process which identified which children in the community were not attending school, through to the creation of Women's Teachers Forums to increase the participation of women teachers in training programmes. Special innovations included informal education centres; day and evening classes; primary education camps for girls; low cost Hostels and women's Residential Institutes for Training and Education. Five years after the commencement of the project, 30,000 girls and 14,300 boys were enrolled in evening schools and over a thousand active women's groups were established. Significantly the Lok Jumbish project was managed and implemented entirely by local organizations and consultants with no SIDA staff present.

Source: OECD/DAC Working Party on Gender Equality. Reaching the Goals in the S-21: Gender Equality and Education. Volume I. DCD/DAC/WID(99)1. pp 54-55.

4.3 Design and Implementation of Gender-Sensitive Programming Tools

90. Effective gender mainstreaming for gender equality requires that gender concerns are considered and integrated at all stages of the programme and project cycle and in all programme and project components using gender-sensitive programming tools and techniques. It is not enough to consider gender for example in one project component and to leave other components gender-blind. Effective gender mainstreaming means developing a strategic and comprehensive approach to pursuing gender equality that is reflected in all project components, budgets, implementation and monitoring and evaluation arrangements. Good gender analysis can provide the basis for identifying both actions and mechanisms required for achieving gender equality outcomes.

Barani Area Development Project, Pakistan (ADB)

91. The status of women in Pakistan remains of grave concern. While the primary objective of the Barani Area Development Project was poverty reduction, its secondary objective was to improve the status of women and to enhance their contribution to, and benefit from, the project. Considerable gender disparities exist in the project area, with women having significantly less access than men to basic social services such as education and health. Overall, women's literacy in the project area is estimated at 8.5 percent but in some areas is below one percent. Women are often malnourished as a result of their heavy workload in the subsistence sector, poor nutrition and frequent pregnancies, and have limited access to resources of any kind. The institutional framework is ill-equipped to deliver services to women.

92. To address these acute gender inequalities, the project developed a strategic framework of gender mainstreaming that is fully reflected in the project's components, budget, implementation arrangements and benefit monitoring and evaluation programs. It was also detailed in the Loan Agreement and the Project Administration Memorandum (PAM) used by project implementation staff. Design features built into the project included formation of separate women's organizations led by women; placement of female credit officers to ensure that at least 30 per cent of borrowers are women; and skill and micro-enterprise training for women, together with support for their subsequent economic endeavours. This is accompanied by social training and strengthening measures in village health, education, organization and networking; and rural infrastructure such as improved water supply and roads, to ease their household labour burden and improve their access to outside resources. Specific percentages have been agreed to ensure women's share in all these activities.

93. To further ensure the effective implementation of these measures, the project has placed gender specialists in the project's management and implementation units and sub-units, to monitor and evaluate the process and interventions, and ensure further employment of women under the project. Efforts will also be made to ensure the balanced gender composition of project staff at the central level throughout project implementation. Following the high turnover of women staff in an earlier project because of the lack of protection available to women living alone, the project will construct hostel and office accommodation for women and provide double cabin vehicles which will be more acceptable for mixed-gender field visits.

Source: <http://www.adb.org/Gender/practices.asp>

4.4 Support for Gender-Focussed Research and Other Analytical Work

94. Gender analytical research and sex-disaggregated statistical data (about for example “beneficiary groups as well as managing and implementing organisations) is essential to effective gender mainstreaming. Such information (i) enables the identification of gender differences and inequalities; (ii) makes the case for taking gender issues seriously; (iii) informs the design of policies and plans that meets women’s and men’s needs; (iv) and facilitates the monitoring of the differential impacts of policy, project and budget commitments on women and men. Many development agencies have developed information systems that routinely disaggregate by sex, undertake gender analysis as part of social and institutional monitoring processes and undertake gender-focussed research to examine particular issues and address information gaps. The development of mechanisms to incorporate findings into programme and project planning, design and implementation is crucial if such information is to be effectively utilized in the pursuit of gender equality goals.

(Adapted from : Gender Manual: A Practical Guide for Development Policy Makers and Practitioners. DFID, 2002)

The World Bank Gender and Transport Thematic Group Grant Scheme

95. Since 1999, the World Bank Gender and Transport Thematic Group has been approving grants to projects in various countries in all regions of the Bank to conduct planning studies, design pilot projects and conduct evaluations to help integrate gender into transport projects and policies. Underlined by the recognition that men and women have different transport priorities and are affected differently by transport interventions, the Grant Scheme seeks to inform the Bank’s efforts to mainstream gender dimensions into all aspects of transport– related projects. The African Regional Transport Strategy for example included a grant to contract a transport economist to review the strategy and build in a gender framework. The end product comprised a review of existing literature, interviews to determine issues, constraints and opportunities for integrating women’s concerns in the African transport sector, and identification of specific activities to test the strategy. Similarly in Ghana a grant was provided for a study to assess travel demands and constraints of rural women, collect data on existing rural transport services, assess how the legal, regulatory and transport policy environment impacts on women’s and men’s travel preferences, review the potential for expansion of services and promoting women’s use of services, and evaluate the funding needs for such services. This was done by conducting a survey of male and female rural transport users, identifying and defining project interventions, doing a feasibility study, and developing monitoring indicators. The report was used as input in a series of workshops being held in Ghana in 2000. The results and recommendations from the report and the workshops are being used as a basis for the preparation of a new road sector development project and will also serve as input into the National Rural Transport Strategy being prepared by the government.

Source: <http://www.worldbank.org/gender/transport/>

4.5 Gender-Sensitive Consultation with Stakeholders

96. In order to ensure that women’s as well as men’s needs, priorities and constraints are recognized, addressed and influence the development agenda, all processes of policy development and project design should involve participatory consultation with women as well as men in beneficiary groups and include women as well as men in decision-making at all levels. This involves finding ways to ensure that: women’s groups are actively involved in the consultation and decision-making process and that the range of women’s views and needs is adequately represented (for example recognizing that different women have different needs based on class, ethnicity, religion, age and other factors). Gender-sensitive consultation with stakeholders has increasingly become a routine aspect of the

project appraisal, design and planning process of many development agencies as well as in routine monitoring and evaluation.

(Adapted from : Gender Manual: A Practical Guide for Development Policy Makers and Practitioners. DFID, 2002)

Male Involvement in Reproductive Health, Bangladesh (CIDA,USAID)

97. Since 1997, the Bangladesh Ministry of Health and Family Welfare has been implementing three innovative projects for promoting male involvement in reproductive health. The projects are based on a recognition of the roles and responsibilities of both women and men in relation to fertility and children and in securing women's rights and adequate health standards. Developed using literature reviews and baseline surveys of male participation, focus group discussions with health and family planning workers, community and religious leaders and orientation meetings with senior government officials, NGOs and other stakeholders, the project interventions include (i) orientation of government front-line workers and service providers, as well as NGOs, to gender and health issues;(ii) development and dissemination of information, education and communication (IEC) materials; (iii) introduction of special services for men such as 'exclusive clinic hours" and "husbands day" at the clinic; (iv) involvement of community and religious leaders; and (v) networking with NGOs to promote men's involvement in reproductive health.

98. Using a participatory process involving health providers, community leaders and clients, the projects have developed IEC materials on "Responsible Parenthood" highlighting men's roles and responsibilities in reproductive behavior and the health and welfare of their families, as well as a "service provider Guide" highlighting strategies for enhanced male involvement. The initial results are very encouraging with both male and female health workers making greater efforts to involve men. Awareness among men of health and family planning issues has increased and the use of male methods (such as condoms)has doubled in one year.

Source: OECD/DAC Working Party on Gender Equality. Reaching the Goals in the S-21: Gender and Health. Volume II. DCD/DAC/WID(99)2. Pg 20.

4.6 Joint Development of Gender Equality Goals and Strategies at the National Level

99. One of the key lessons-learned by donors over the last decade is that programmes and projects, including those that promote gender equality, are most effective if based on a partnership model that emphasizes leadership by partner governments and other key local actors. In such a model, development agencies play a supportive role and work with partner governments to identify and plan development initiatives. This is particularly the case in the promotion of gender equality where national ownership of initiatives is a key determinant of success – and where identifying and working with national gender advocates is essential in the development of strategies and activities. Crucial however is that development agencies firstly ensure the mainstreaming of gender equality in their own processes and programmes.

Rwanda Gender Budget Initiative (DFID)

100. The Rwanda Gender Budget Initiative (GBI) aims to translate into effective actions the Rwandan Governments commitment to promote gender equality by (i) informing the national debate about policy and the appropriate allocation of resources;(ii) ensuring that the policies and programmes of ministries' take into account the specific considerations, opinions, incentives and needs (COINs) of women and girls, men and boys; and(iii) ensuring that resources are allocated accordingly. The GBI is driven by the gender ministry in close collaboration with the Ministry of Finance and Economic Planning (MINECOFIN) and focuses on expenditures and on the recurrent budget. A key feature of

the project was the joint planning of the project between DFID, the ministries' of finance and gender and regular meetings and discussions throughout implementation.

101. The plans for the GBI were informed by an analysis of undertaken on different sectors by the gender ministry in 2000 and 2001 when drawing up the National Gender Policy and National Gender Plan of Action. It was also informed by discussions between the gender ministry and actors such as the finance ministry, line ministries, provinces, women's organisations, other civil society organisations and development partners. The approach used was participatory and gradual, involving the finance ministry and line ministries from the beginning of the GBI with a view to ensuring commitment and ownership of the initiative. The GBI, which was launched by the Prime Minister in 2002, is being implemented through a pilot approach over a three period from 2002-2004. By the end of 2004, the projects aims to ensure that all budgets of all ministries and provinces should be engendered.

Source: <http://www.bellanet.org/grbi/docs/GBMMC.pdf?OutsideInServer=no> .Gender Budgets Make More Cents. Country Studies and Good Practice. Budelender, D + Hewitt, G. Commonwealth Secretariat, 2002 118-132.

4.7 Implementation of a Gender-Sensitive Monitoring System

102. A gender-sensitive monitoring system is needed to track and assess whether programmes and/or projects are meeting gender equality and women's empowerment objectives. A pre-requisite for assessing progress and impact is the establishment of measurable goals (quantitative and qualitative) against which assessments can be made. Effective gender analysis at the early stages of a project can provide such information – including gender-disaggregated data and statistics. It is well accepted amongst development agencies that gender equality goals need to be underlined by effective monitoring (and evaluation) systems built on participatory approaches and that mechanisms for making necessary programme and project adjustments need to be in place if such monitoring systems are to have a positive utility.

The Andhra Pradesh Primary Education Programme (APPEP) (DFID)

103. The APPEP was initiated by the Government of India and was supported over two phases by DFID. Building on the experience of the APPEP, DFID extended its support to a separate project that built on the APPEP experience - the District Primary Education Programme (DPEP). The two programmes were amongst the largest undertaken by DFID, and focussed on improving the quality of teaching and learning, increasing retention and expanding access to disadvantaged groups. The projects included the provision of flexible forms of non-formal education for women and tribal groups and stressed the integration of gender concerns at all phases of planning and implementation.

104. In particular the projects emphasized the use of participatory methods to design, implement and monitor the projects and were strongly based on capacity building within communities. APPEP was monitored twice yearly and a substantial amount of material was generated through participatory evaluation surveys. These frequent evaluation and monitoring exercises which were built into the projects from the outset, generated enough gender-disaggregated data to help assess the impact on girls. Building on the results from these, the project – which was not specifically aimed at girls – developed a small 'social project' to increase the enrolment of both girls and scheduled castes. Positive gender impacts have been registered with a six per cent increase in girls enrolment over a 4 year period.

Source: OECD/DAC Working Party on Gender Equality. Reaching the Goals in the S-21: Gender Equality and Education. Volume I. DCD/DAC/WID(99)1. pp 54-55.

4.8 Implementation of Systematic Evaluations of Gender Equality Outcomes

105. Systematic evaluations of gender equality outcomes play a vital role in enhancing the quality of development co-operation. Information on gender equality outcomes gained from evaluations support the development of and/or improvements to policies, procedures and programmes and feed-back of evaluation data can provide a basis for organizational learning. If effectively linked to a decision-making system, the information produced can also be of crucial importance in ensuring that improvements related to the achievement of gender equality goals are included in the planning and implementation of new activities. Most development agencies now undertake regular reviews of gender equality outcomes at the project, programme or sector level and a few have adopted a more systematic approach that regularly assesses gender equality outcomes at both the institutional and programme level.

Evaluation of SIDA's Support for the Promotion of Gender Equality (SIDA)

106. Sida's Action Programme for Promoting Equality Between Women and Men is comprised of three parts: an Experience Analysis, a Policy and an Action Plan. The Experience Analysis part of the Programme focuses on identifying the constraints and potentials for promoting equality between women and men based on past experience through a process of consultation with all operational departments. The emphasis is on identifying "best practices" and well as lessons-learned".

107. Following a similar evaluation exercise in 1996, in 2000, SIDA commissioned an *Evaluation of SIDA's Support for the Promotion of Gender Equality* with three principal objectives: to assess how SIDA's mainstreaming strategy is reflected in the country strategy process; to assess the strategic and/or practical changes with regard to the promotion of gender equality that interventions supported by SIDA have contributed to; and to provide a deeper understanding of the concrete meaning of concepts in interventions supported by SIDA (for example gender equality, empowerment of women, stakeholder participation). The evaluation included three country case studies – Bangladesh, South Africa and Nicaragua and, in addition to examining impact at the national/country level, also examined how effectively gender equality was being pursued through gender mainstreaming interventions at the project level. The projects covered in each of the three target countries covered a range of sectors also enabling lessons-learned to be drawn at the sectoral level. Lesson's learned from the evaluation are being fed into SIDA's Revised Action Plan for Promoting Gender Equality which is due to be completed in 2004.

Source: For more information on SIDA's Evaluation Programme see:
<http://www.sida.se/Sida/jsp/polopoly.jsp?d=656&a=7515>

4.9 Identification, Recording and Dissemination of Lessons-Learned and Good Practices

108. The identification, collection and dissemination of lessons-learned and good practices provide development organization staff as well as their development partners with information that supports improved programming to achieve gender equality. Good practice databases make accessible the results of lessons learned from development programmes and projects and demonstrate how gender-inclusive design across all sectors is possible, desirable, and good development practice. Many

Box 13: Good Practice Databases

The World Bank and the ADB have also developed Good Practice Databases. You can find an inventory of good practice examples at:

- ◆ the World Bank :
www.worldbank.org/gender/promising/index.html
- ◆ the Asian Development Bank :
www.adb.org/Gender/practices.asp

development agencies now have Good Practice Databases that focus on the regional, country and sectoral level and showcase activities that are innovative, replicable and sustainable. Many also have developed programming mechanisms to incorporate lessons-learned (from regular and systematic monitoring and evaluation exercises for example) into the project cycle.

UNDP Good Practices Database

109. The UNDP Good Practices Database is an initiative to document and showcase Good Practices and Lessons Learned from UNDP Gender Programmes, projects and activities. The process is co-ordinated by the Gender in Development Programme in consultation with the UNDP Gender Advisory Committee and country offices and partners, is one of the key focus areas of UNDP's participation in the 5-year review of the Beijing Conference on Women scheduled for June 2000 ("Beijing+5") and feeds into an interagency initiative to showcase UN-system Gender Good Practices. The case-studies included demonstrate practical application of (a) gender mainstreaming in programmes and institutional processes as well as (b) advancement of women and gender equality. The Database also includes 'Guidelines for Good Practices' as well as a sample format and can be searched at the project, country, regional or thematic level. The database can be located at: <http://www.sdn.org/gender/practices/>.

4.10 Development of Guidelines, Manuals and Other Tools

110. Many development agencies have developed checklists, guidelines and manuals to assist their staff to mainstream gender at the programme, project and sectoral level. Whilst these tools cannot "do" gender mainstreaming in and of themselves they can help to explain why, where and how to incorporate a gender perspective in policies, programmes, projects and sectors and may contain helpful sources of information and background material. In many agencies training is provided to enable effective use of these tools.

SIDA-OECD/DAC Gender Tipsheets

111. Supported through funding from SIDA and developed by Members and Observers of the OECD DAC Working Party on Gender Equality, a series of Gender Tipsheets have been produced with the aim of providing information on how and why gender equality is a crucial dimension in all development activities. The TipSheets which can be accessed at http://www.oecd.org/document/34/0,2340,en_2649_34541_1896290_1_1_1_1,00.html cover over 40 sectors and issues including: donor practices; conflict, peace-building, disarmament and security; culture; economics and finance; education; employment, labour and social affairs; energy; enterprise development; evaluation; globalization; health and population; human rights; institutional and organizational change; land, agriculture and the environment; participation, governance and political systems; training; and urban issues.

112. Other agencies which have developed guides and checklists include the World Bank (see Box 5) and the Asian Development Bank (see Box 6). A list of sectoral gender sites, many of which include Guides and Checklists for mainstreaming gender equality is included in Annex 1.

5. CONCLUSION

113. This paper has sought to highlight the considerable efforts that have been made by multilateral and bilateral development agencies to mainstream gender equality into their policies and programmes. For each of these organizations gender mainstreaming has

been understood as fundamental to achieving their poverty alleviation goals and intrinsic to the concept of sustainable development. And although their policies, programmes and projects may not yet be perfect from a gender equality perspective, each organization is striving to make gender perspectives and the goal of gender equality explicit in all processes and documents.

114. The paper has also noted that efforts to promote gender equality have taken time to coalesce into the various institutional and programmatic mechanisms and tools which now characterize many of these organizations gender mainstreaming approaches. Underlined by the commitment, support and accountability of senior management, effective gender mainstreaming is by nature an iterative, learning process that requires consultation with staff and stakeholders - and their active participation to make it work. And notably, in many cases the commitment to and implementation of gender mainstreaming for gender equality has been driven and supported by a small core group of committed “gender champions” from within the organization.

115. The analysis of the gender mainstreaming efforts of the organizations considered in this paper suggests that there is a considerable range and mix of institutional and programmatic mechanisms and tools for gender mainstreaming that can be drawn on and adapted to different institutional environments. What has been found to work in one organization may not always work for another, but we can avoid “reinventing the wheel” and enable our own gender mainstreaming efforts by learning from the experiences of others and building upon the mechanisms and tools they have developed in response to these experiences.

116. In particular, the paper suggests that there are a number of institutional and programmatic mechanisms and tools that are most commonly used by international development organizations to implement a gender mainstreaming approach. These have been explored in Section 3.3 and include:

- Top level commitment to gender equality as a goal and gender mainstreaming as a strategy – usually underlined by a commitment to a policy and strategy and often with clear accountability mechanisms.
- Development and implementation of a gender equality policy and strategy – to set out the organizations gender mainstreaming rationale, goal and objectives (the policy); and how these will be realized (the strategy) in concrete terms including who will be responsible for what, when and how it will resourced and monitored.
- Establishment of internal and external advocacy and support networks – including at the internal level: gender units to co-ordinate and manage the implementation of the policy and strategy; gender focal points and networks to assist at the policy, programme and project level; and gender management/advisory groups to oversee policy and programme implementation and support the work of the gender unit and focal points. And at the external level, gender advisory groups and forums to give provide support to these internal efforts.
- Development and utilization of a comprehensive knowledge base – including using gender analysis to inform programme planning and design and undertaking gender studies and research (at sectoral, country and/or regional level for example) to enhance the effectiveness of planned interventions.
- Sufficient financial resources – to implement the policy and the strategy.
- Sufficient human resources - to implement the policy and the strategy.

117. At an organizational level, putting in place an effective set of gender mainstreaming mechanisms and tools takes time – and often takes place in stages. Many development organizations have taken an incrementalist approach that most often begins with garnering enough senior management and staff support to put in place some key

gender mainstreaming building blocks – usually in the form of a gender equality policy supported by a gender equality strategy. In some cases the policy and strategy have been condensed together – but in all cases a clear statement of goals and (measurable) objectives, how they will be achieved and the resources required to achieve them, has been central to framing the future gender mainstreaming approach. Moreover, many organizations have found that not only can encouraging management and staff participation in the development of the policy and/or strategy raise awareness of gender equality issues at the policy and programming level, but can also encourage greater ownership of and commitment to the policy/strategy in the longer-term.

118. This paper is intended to provide some food for thought for the current process of developing KfW's gender mainstreaming approach. It suggests that many development organizations – including development banks, bilateral and UN agencies – are well advanced in their mainstreaming efforts and has highlighted some of the key mechanisms and tools they have used to mainstream gender equality into their policies and programmes. Noting that the “mix” of mechanisms and tools used by each of these organizations is necessarily different, the paper has identified a number of key building blocks that are common to most organizations and which have provided a framework for their future mainstreaming work. For these organizations, and many others, making a commitment to gender mainstreaming for gender equality has not been perceived as an optional extra or a passing fad – but has been understood as an integral part of their broader commitment to work towards the elimination of world poverty and the achievement of sustainable development for all.

LIST OF ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CIDA	Canadian International Development Agency
DFID	Department for International Development (United Kingdom)
ECOSOC	United Nations Economic and Social Council
EU	European Union
GAD	Gender and Development
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
IANGWE	Inter-Agency Network on Women and Gender Equality
INSTRAW	United Nations International Research and Training Institute for the Advancement of Women
KfW	Kreditanstalt für Wiederaufbau
MDGs	Millennium Development Goals
NGO	Non Government Organization
OECD	Organization for Economic Co-operation and Development
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
PFA	Platform for Action (of the 1995 Fourth World Conference on Women – Beijing)
SIDA	Swedish International Development Agency
UN	United Nations
UNDP	United Nations Development Agency
UNICEF	United Nations Children’s Fund
UNIFEM	United Nations Fund for Women
WHO	World Health Organization
WID	Women in Development

ANNEX: RESOURCES AND LINKS

Gender-Related International Conventions and Declarations

- <http://www.un.org/womenwatch/daw/beijing/platform/>: The United Nations Beijing Declaration and Platform for Action, 1995.
- <http://www.un.org/womenwatch/un/iinstrum.htm>: Convention on the Elimination of Discrimination Against Women, 1979.
- <http://heiwwww.unige.ch/humanrts/instree/e2cprw.htm>: Convention of the Political Rights of Women, 1954.
- <http://heiwwww.unige.ch/humanrts/instree/e3dpwcea.htm>: Declaration on the Protection of Women and Children in Emergency and Armed Conflict, 1974.
- <http://www.unhchr.ch/html/menu3/b/21.htm> : Declaration on the Elimination of Discrimination Against Women, 1967.
- <http://heiwwww.unige.ch/humanrts/instree/e4devw.htm>: Declaration on the Elimination of Violence Against Women, 1993.
- <http://www.un.org/womenwatch/daw/cedaw/> : CEDAW-The Convention to Eliminate all Forms of Discrimination Against Women, 1979.

Gender and the Millennium Development Goals (MDGs)

- <http://www.undp.org/mdg/> UNDP Web site on MGDs
- <http://www.developmentgoals.org/> World Bank Web site on the MDGs

Statistical Sources

- <http://www.unicef.org/statis/index.html> UNICEF - World maps for selected indicators and economic and social statistics on the countries and territories of the world, with particular reference to children's well-being. e.g.:Gender: <http://www.unicef.org/sowc03/tables/table7.html>
- <http://www.un.org/womenwatch/> extensive statistical : This is the UN Internet Gate on the Advancement and Empowerment of Women". Provides information on women.
- <http://www.focusintl.com/statangl.htm>: WIDNET-Women in Development NETwork. Presents a databank on women's statistical information arranged by country and subject matter.

International organisations – Gender Sites

BILATERAL ORGANIZATIONS (surveyed in this paper)

Canada:

- <http://www.acdi-cida.gc.ca/equality> : Gender Equality at CIDA (Canadian International Development Agency)
- http://www.acdi-cida.gc.ca/cida_ind.nsf/852562900065549c8525624c0055bafb/6f0d1a14114696288525672900660de5?OpenDocument: CIDA's Policy on Gender Equality.

European Commission:

- http://europa.eu.int/comm/employment_social/equ_opp/index_en.htm: European Commission: Gender equality site
- <http://www.oneworld.org/euforic/dsa/dp3.htm>: Engendering Development- the EU's Policy: Department of European Studies, University of Bradford

Germany:

- <http://www.gtz.de/themen/cross-sectoral/english/gender.htm> : The homepage on gender equality at the German Agency for Technical Co-operation (GTZ)
- http://www.bmz.de/en/topics/focuses/focuses_12.html : The Federal Ministry for Economic Cooperation and Development (BMZ), Literacy and health education for women

Sweden:

- <http://www.sida.se/Sida/jsp/polopoly.jsp?d=656> : SIDA: gender equality site

United Kingdom:

- <http://www.dfid.gov.uk/>: Department for International Development. Search Sitemap->Social Development Department->Work in detail-> Gender

INTERNATIONAL DEVELOPMENT BANKS**World Bank:**

- <http://www.worldbank.org/gender> : GenderNet. Describes how the Bank seeks to reduce gender disparities and enhance women's participation in economic development through its programs and projects.
- <http://devdata.worldbank.org/genderstats/>: GenderStats is an electronic database of gender statistics and indicators offering statistical and other data in modules on several subjects.
- <http://www.worldbank.org/gender/tools/sectoral.htm>: Sectoral indicators for agriculture; health; water and sanitation; credit; and education. This section contains possible indicators, by sector, for monitoring gender-related aspects of policies/projects.

Asian Development Bank (ADB)

- <http://www.adb.org/Gender/default.asp> : ADB Gender web site
- <http://www.adb.org/Gender/practices.asp> : ADB gender and development good practices web site
- <http://www.adb.org/Gender/checklists.asp#checklists> : ADB gender checklists (agriculture, education, health, resettlement, urban development and housing, water supply and sanitation)

UNITED NATIONS ORGANISATIONS**Gender Specific Web Sites**

- <http://www.un.org/womenwatch/daw/> : **(DAW)** UN Division for the Advancement of Women
- <http://www.un.org/womenwatch/osagi/> : **(OSAGI)** Office of the Special Adviser on Gender Issues and Advancement of Women
- <http://www.un.org/womenwatch/ianwge/> : **(IANWGE)** UN Inter-Agency Network on Women and Gender Equality
- **FAO:** <http://www.fao.org/gender/> : FAO gender web site
- **ILO:** <http://www.ilo.org/dyn/gender/gender.home> : ILO gender site
- **UNDP:** <http://www.undp.org/gender/> : UNDP gender web site (includes Good Practices database)
- **UNESCO:** <http://www.unesco.org/women>: UNESCO's gender web site
- **UNHCR:** <http://www.unhcr.ch/cgi-bin/tehis/vtx/home?page=PROTECT&id=3b83a48d4>
- **UNICEF:** <http://www.unicef.org/girlsed/gelef.htm>: UNICEF's web site on girl's education.
- **UNIFEM:** <http://www.unifem.org>
- **UNIFEM/UNAIDS:** <http://www.genderandaids.org>: UNIFEM and UNAIDS portal on gender and HIV/AIDS
- **WHO:** <http://www.who.int/gender/en/>

Sectoral Gender Sites**Agriculture:**

- <http://www.worldbank.org/gender/tools/checkag.htm>: World Bank: Checklist of gender issues for project preparation and appraisal in the agriculture sector.
- <http://lnweb18.worldbank.org/ESSD/ardext.nsf/22ByDocName/Gender>: World Bank gender and rural development web site
- <http://lnweb18.worldbank.org/ESSD/ardext.nsf/22ByDocName/GenderinMonitoringandEvaluationinRuralDevelopmentAToolKit>: World Bank gender in monitoring and evaluation in rural development toolkit
- http://www.adb.org/Documents/Manuals/Gender_Checklists/Agriculture/default.asp?p=gencheck : ADB gender and agriculture checklist
- <http://www.cgiar.org/ifpri/themes/mp17/gender/gender.htm>: CGIAR/IFPRI web site
- <http://www.wedo.org/> : WEDO-Women Environment and Development Organisation.

- <http://www.fao.org/gender/>: FAO's web site on gender and food security.
- <http://www.usaid.gov/publications/pdf/guidetogenderanddevelopment.pdf> : AusAID Guide to Gender and Development (Gender and Agriculture Checklist)

Education:

- <http://www.unicef.org/girlsed/gelef.htm>: UNICEF's web site on Girl's education.
- http://www.adb.org/Documents/Manuals/Gender_Checklists/Education/default.asp?p=gencheck : ADB Education and gender checklist
- http://portal.unesco.org/en/ev.php@URL_ID=3160&URL_DO=DO_TOPIC&URL_SECTION=201.html : UNESCO's gender mainstreaming web site
- <http://www.unicef.org/gender/> : UNICEF Gender equality web site
- <http://www.usaid.gov/publications/pdf/guidetogenderanddevelopment.pdf> : AusAID Guide to Gender and Development (Gender and Education Checklist).

Energy

- <http://www.energia.org/about/index.html> : The International Network on Gender and Sustainable Energy
- <http://www.elci.org/energy/> : African Regional Network on Women and Sustainable Energy
- <http://www.undp.org/seed/eap/html/publications/2001/2001a.html>: UNDP publication "Generating Opportunities: Case Studies on Energy and Women" includes tips on integrating gender into energy projects as well as good practice examples
- <http://phantom.eri.uct.ac.za> : Energy and Development Research Centre (ERDC), University of Cape Town South Africa. Has produced over a 100 publications on energy, poverty, development and gender with a focus on Africa.

Good Governance and Democratization:

- <http://www.worldbank.org/wbi/publicfinance/decentralization/gender.htm> : World Bank web site on Gender, Decentralization and Public Finance
- <http://www.thecommonwealth.org/gender/html/whatwedo/activities/macroeconomic/natgenbudg.htm> : Commonwealth Secretariat web site with tools for a gender analysis of the national budget
- <http://www.adb.org/gender/practices/governance/default.asp> : ADB Gender and Governance Good Practices web site
- <http://www.undp.org/governance/gender.htm> : UNDP Gender and Governance web site

Health and Population:

- <http://www.oecd.org/health> : OECD- Health
- <http://www.genderandaids.org>: UNIFEM/ UNAIDS created portal on gender and HIV/AIDS
- <http://www.who.int/gender/en/> : WHO-World Health Organisation's Department of Gender and Women's Health

Micro-Enterprise Development:

- <http://www.usaid.gov/publications/pdf/guidetogenderanddevelopment.pdf> : AusAID Guide to Gender and Development (Micro-Credit Checklist)
- <http://www.swwb.org/English/1000/index.htm> : Women's World Banking web site. Includes links to other gender and micro-finance related sites
- <http://www.unCDF.org/english/links/microfinance.html> : United Nations Capital Development Fund (UNCDF) which specializes in local governance and micro-finance. Includes links to other gender and micro-finance sites.
- <http://microfinancegateway.org/master.com/teXis/master/search/?q=gender+equality&s=SS>: The Microfinance Gateway. The site contains several documents about the role of microcredit in poverty reduction and promoting gender equity. See also:
- www.cgap.org: CGAP, Building Financial Systems for the Poor. CGAP is housed at the World Bank, but it operates as an independent entity.
- http://www.fao.org/sd/2002/PE0401a_en.htm : FAO Guide to Gender Sensitive Micro-finance
- <http://www.gdrc.org/icm/wind/binns-cover.html> : European Commission paper on Integrating a Gender perspective in Micro-finance in ACP Countries
- http://www.swwb.org/English/4000/wwb_coalition_publications/ : International Coalition on Women and Credit

Transport and Communication

- <http://www.worldbank.org/gender/transport/> : World Bank Gender and Transport web site
- <http://www.worldbank.org/gender/transport/Tools/Packages/packages.htm> : World Bank gender and transport toolkits

Water and Sanitation

- http://www.adb.org/Documents/Manuals/Gender_Checklists/Water/default.asp?p=gencheck : ADB gender and water supply/sanitation checklist
- <http://www.worldbank.org/gender/resources/wstlkt4.pdf> : World Bank Toolkit on Gender in Water and Sanitation
- <http://www.undp.org/water/genderguide/> : UNDP Mainstreaming Gender in Water Management web site
- <http://www.genderandwateralliance.org/english/main.asp> : Gender and Water Alliance website . Focus on mainstreaming gender in water management
- <http://www.un.org/News/Press/docs/2003/envdev737.doc.htm> : UN Inter-Agency Gender and Water Task Force (coordinated by IANGWE)