TEARFUND POLICY

ON

GENDER IN RELIEF & DEVELOPMENT

March 1998

CONTENTS

BACKGROUND

Section I below brings to our attention some of the facts about Women and Poverty. It explores the different impact that development initiatives (macro-economic, technology development etc.) have had on women and men and brings us to the understanding that no issue or intervention is gender-neutral. Section II outlines very briefly the evolution of development thinking over the last 30 years concerning women and development. Practical outworking of the more recent emphasis on gender relations is briefly introduced as gender roles and needs (practical and strategic) are explained. Section III, building on the foundations laid in section I & II, outlines some key points as to why Tearfund is concerned about gender as it seeks to fulfill its mission of bringing good news to the poor.

I Women and Poverty.

It is impossible to deny the fact that women, throughout history, have not been granted equality with men in the enjoyment of God's blessings, blessings which he had intended us all, men women and children to receive[1]

Women make up the majority of the World's poor:

- while women work 67% of the world's hours they earn only 10% of the world's income and own less than 1% property.[2]
- women constitute 70% of the world's poor and two-thirds of the world's illiterates.
- women occupy 14% of managerial and administrative jobs, 10% of parliamentary seats and 6% of cabinet positions.[3]

There is a growing awareness of women's absolute and relative poverty all over the world and yet, in spite of recent efforts, the feminisation of poverty has accelerated[4]

- **Economic** Structural adjustment programmes have had detrimental effects on the lives of the poor and in particular women. The apparently gender neutral language of macro-economics conceals gender bias in that the economy is defined in terms of marketed goods and services. Women's work and the resources it requires are excluded. The practical consequence of this is the assumption that women's unpaid labour is elastic; that women can stretch to cover any shortfall in other resources. Eg. Women farmers lose out since SAPs encourage the production of goods for export (cash crops grown predominantly by men) diverting investment away from the production of goods for local consumption (often grown by women).
- **Cultural** Apart from adverse macro socio-economic conditions, women and girls have to contend with aggression and discrimination in their own local contexts due to the patriarchal structure of their societies. In many regions of the world they suffer violence that breaches their human rights: physical abuse, rape, sexual assault, female infanticide. Discrimination is expressed in preference for male children and in double standards in nutritional patterns and education. In many cultures females are discriminated against even before

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[1] 1 Hughes, Dewi (1998/9) 'God of the Poor'
2 Eade, D and Williams, S (OXFAM 1995) Oxfam Handbook of development and relief vol 1
3 UNDP (1995). 'Human Development Report'.
4 McCloughry, Roy (1995).'Gender and Development: A discussion paper for Tearfund'

birth. The larger proportion of males in many Asian countries is firm evidence of a consistent bias in favour of male children. Once born male children often have priority when it comes to the distribution of food and the provision of health care and education. Female children will, from an early age, be expected to shoulder some of the burden of housework. If the domestic demands get too pressing they will be pulled out of education while their brothers carry on. Any challenge to gender inequality is threatening to a patriarchal society in which the whole social structure works to uphold women's traditional subordinate gender role.

- **Conflict** Widespread armed and ethnic conflict have a gender dimension. The proportion of women-maintained households in turbulent situations has been increasing in recent years and women and children form up to 85% of all those displaced by conflict and disasters. For instance more that 80%[5] of all households/family groupings in refugee settlements are headed by women. Women refugees face numerous problems, many exacerbated because of their gender: they are particularly vulnerable to violence, especially sexual violence , intimidation and abuse. Relief programmes have traditionally been top-down and as a result women are given little opportunity to contribute to planning; more often gender considerations are completely overlooked.

- **Technology Development** Modernisation of agriculture has altered the division of labour between the sexes, increasing women's dependent status as well as their workload. Women are often excluded from access to new technology. When intensive agriculture eats up the small plots of fertile land belonging to the poor, women are often displaced to less fertile, more distant. In many cases they may lose their land altogether. Without land, women have no access to credit, training or other aids to production.

- **Environmental** The growing environmental destruction has multiple repercussions for women. Increasingly they are unable to fulfill their responsibilities for providing fuel wood and water for family needs. Erosion, desertification and deforestation increase women's workload in agriculture, water and fuel gathering. As it becomes harder for women to make their traditional contribution, they become increasingly marginalised. Women have valuable knowledge about their environment and often have a key role to play in ecological management and conservation but this is often overlooked\ignored by development agencies and governments.

The development process has tended not to understand and support the different roles of women within the household and as a result women have to struggle for an equal share of the development process. It is important therefore to include the interests and needs of all family members when development planning is using the family as its basic unit.

II From Women to Gender

Prior to 1970 it was thought that the development process affected men and women in the same way. Productivity was equated with the cash economy and so most of women's work was ignored . When it became apparent that economic development did not automatically eradicate poverty through the trickle-down

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5 Williams, Suzanne op cit p245

effects, the problems of distribution and equality of benefits to the various segments of the population became of major importance in development theory. Acknowledgment of the unequal relations between sexes thus began to grow. Until relatively recently, northern policy makers and practitioners working in this area concentrated primarily on women in the development process: first highlighting the disadvantages they suffer and later recognising their positive contribution to development. However, they usually viewed attention to women's needs as something additional to the main thrust of development.

Since the mid 1980s there has been a growing recognition that an analysis of gender relations which deals only with women is incomplete and the focus has shifted towards the unequal division of labour and resources between women and men in societies and to the different ways women and men are affected by policies and programmes. A gender analysis, therefore is not just a question of identifying differences, but of analysing how these differences have led to inequalities between men and women. The approach, once again, leads us to the crucial recognition that no problem or issue is gender-neutral.[6]

Practical and Strategic Needs: [7]
Because men and women have different roles and responsibilities, they also have different needs, practical and strategic. Practical needs are to do with what people need to perform their current roles more easily. Projects can be designed to meet the practical needs of both men and women without necessarily changing their relative position in society. By contrast women's strategic needs are concerned with changing the position of women. Most governments now endorse the need to improve the status of women and have policies of equity and equal opportunity. However the cultural and legal status of women is still often subordinate to that of men. For this reason specific interventions must be undertaken to improve women's position in society.

A gender approach implies the adoption of strategies to redress

Examples of Actions that Address Women's Practical Needs
- reducing their workload by positioning stand-pipes and hand-pumps at convenient locations;
- providing grinding mills, fuel-efficient stoves.
- improving health, by establishing primary health care centres
- increasing income by providing skills training, credit groups and access to markets.

Examples of Actions that Address Women's Strategic Needs
- improving education opportunities, for example adult literacy classes
- including women in decision making groups, not only the establishment and support of women's groups, but also in local community committees.
- improving access to productive assets, for example legal status on land ownership; rights to use common property and bank accounts.

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6 McDonald, Mandy (1997). 'Gender and Organizational Change'
7 ODA Gender guidelines
8 Tearfund Gender Project: Theological Framework
9 Tearfund's Operating Principles

gender-based inequalities. Such strategies may focus on women or men separately, or on women and men together.

III Tearfund and Gender
- **Tearfund is committed** to the poor and to challenging injustice.
- **Tearfund is concerned** that women bear a disproportionate burden of that poverty and injustice.
- **Tearfund recognises** that no action or intervention is gender neutral and that gender sensitivity and analysis are therefore essential as they seek to be more effective in their mission of bringing good news to the poor.
- **Tearfund believes** it has an important contribution to make in the gender debate as they work towards their Christian development goal of shalom (harmony with God, people, creation and oneself). Redressing gender imbalance is seen as an expression of its commitment to the family both in development and relief/conflict situations.

The Gender Policy that follows is seen as the next essential step in Teafund's commitment to gender. It aims to ensure that issues are fully integrated into its programmes and management while at the same time providing a coherent and consistent framework against which objectives can be measured. Any subsequent gap emerging between stated policy and practice can thus be monitored and addressed.

TEARFUND'S GENDER POLICY FOR RELIEF & DEVELOPMENT DRAFT

Women are half the world's population, yet they do two-thirds of the work, earn one-tenth of the world's income and own less than one-hundredth of the world's property (UN 1985)

Principles

- **Men and women are equal before God**. From the beginning our relationship was intended to be one of partnership in a common cause. In the creation story men and women were given a mandate to nurture the world and manage its resources as God's representatives. We live in a world which has been deeply compromised by personal sin as well as corporate and social evil. God's original intentions for partnership have been distorted by considerations of power, abuse and self-seeking. Injustice and oppression have many forms in different cultures, but gender injustice can be seen in the way women lack access to power, wealth and resources. They do not have much access to education or employment, and the work which they do is frequently not recognised economically.

- **Tearfund is committed to the poor and to challenging injustice** [i] Women bear a disproportionate burden of that poverty and injustice. As Christians we should be committed to personal and social transformation so that men and women can live in shalom.

- Tearfund believes **empowerment** is important in the reconciliation process which brings the restoration of shalom[ii]. In order to empower women it is important to understand and confront the social, cultural economic and political structures which may be contributing to keeping women in powerlessness and vulnerability. It is not sufficient to identify and meet women's **practical needs**, consideration should also be given to understand their **strategic needs**. Tearfund's focus therefore is not only on women, but on the roles and relations of men and women in the household and community because understanding the structure and dynamics of gender relations is central to the analysis of social organisation and social progress.

Christian communities, including churches and Christian organisations, are looked to by the wider society to see how they implement their understanding of gender relations. Tearfund is aware of its own need to be an organisation which works towards gender justice both in its projects overseas and in its own corporate life. It considers these aims to be an important part of its vision for its own future and is working to bring about greater gender awareness throughout its organisation and work.

Strategic Objective:

Tearfund is committed to the vision of the restoration of God's original intention of partnership for man and woman in the household and wider community. Tearfund will work towards this by ensuring that its own policies, practices and the

programmes it supports are gender balanced. In so doing it hopes to be more effective in its mission of bringing good news to the poor.

Strategy

Tearfund recognise that gender awareness needs to become an essential 'tool of the trade' and be effectively internalised within all Tearfund's activities and policies..
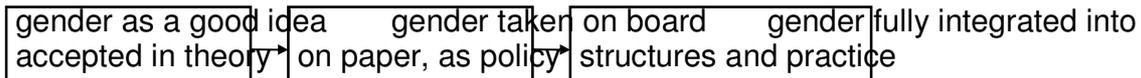
In order to achieve this objective Tearfund is committed to the following thrusts and activities:

- **Strengthening the partnership of men and women** in their shared responsibilities in the home, workplace and community.

- **Raising Gender Awareness** amongst their UK office staff; overseas partners and co-ordinators; UK and overseas consultancy base and donor constituents. This is seen to be a first step to ensuring that all emergency and development responses incorporate a gender perspective in assessment, implementation, monitoring and evaluation;

- **Participation and empowerment of women**. Tearfund is committed to actively promoting and encouraging the participation of women. at all levels and stages of the relief and development process. Empowering and enabling them to have a stronger voice in their communities and to open them to more opportunities and better access to resources

- **Advocacy** by speaking up on behalf of women for social justice. Recognising and helping women exercise their own rights over their bodies and protection from violence.

- **Policy Coherence**: Ensuring that all Tearfund's policies, guidelines, and programmes are gender sensitive. Tearfund seeks to implement the objectives of its Gender Policy for relief and development at all functional levels: in the composition of its leadership team, in the selection of its staff, in the appointment of its Overseas partners and co-ordinators, in the selection of project proposals as well as in all phases of project design, implementation and evaluation.

- **Understanding and Learning**: Tearfund recognises their own need to develop both understanding and capacity in gender sensitive design and analysis, they are keen to learn and collaborate with other agencies and groups who have experience in this area.

- **Monitoring the impact of their Gender policy**. It is important for men and women to be involved at all levels and stages of project design and policy formulation. An assessment needs to be made as to whether the outcome of projects and policies is equitable in gender terms. Tearfund is committed to monitoring the impact of its gender policy to this end.

RECOMMENDATIONS FOR IMPLEMENTATION

I   GENERAL RECOMMENDATIONS

Promoting Gender fairness abroad and practising it at home need to go hand in hand. The usual progression made by an organisation from the moment of first becoming conscious of the need to address gender issues to the final integration of gender into all aspects of its practice can be summarised as the continuum illustrated below:

gender as a good idea accepted in theory →	gender taken on board on paper, as policy →	gender fully integrated into structures and practice

Research has shown that while many agencies have passed beyond the 'good idea' stage with their counterparts, several are still at that stage internally. A gap develops between what the donor agencies expect of their counterparts and what they expect of themselves.

Tearfund's GRAD Policy and Staff Policy should be developed and implemented simultaneously. Similar 'gaps' can appear within an organisation if they develop their GRAD and Staff policy independently. Oxfam, for example, worked for many years on gender equality on two tracks: one consisted of work inside the organisation, while the other strand involved work directed towards programme outcomes. The two strands were not linked, were implemented by different departments and were based on different concepts of equality. This dichotomy points out the importance of linking the goals and agenda on gender and organisational change with the strategic objectives of the organisation as a whole, for instance by establishing mechanisms of regular communication between different departments dealing with gender-related issues.

'Top-down' and 'bottom-up' participation are vital for the successful implementation of the GRAD Policy. Experience demonstrates how determinant management commitment to gender can be. Where managers were unwilling to throw their weight behind the promotion of gender issues, the gap between the stated aims and practice was particularly large. Although change may be proposed from within top management need to be involved too.

The process of implementation should be viewed as long-term.. This is neither a quick fix, nor something that requires a one-off intervention, after which the goal can be assumed to have been reached. It is a combination of education and lobbying, both of which build change by means of many small steps.

Tearfund should encourage and facilitate increased gender awareness of its partners, but should not seek to be the change agent. Tearfund is concerned to raise both its own (in house) Gender awareness and that of its partners. Although central objectives and indeed some of the activities involved (e.g. workshops, training forums) will be similar, it is important to recognise a fundamental difference in the process. The proposed formation of a Gender Team and Advisor recognises the importance of change agents in the organisation in

order to bring about the required change process. In the case of gender awareness raising with partners Tearfund cannot play the role of the change agent as they are part of the external environment of the partner. In particular, the unequal nature of the relationship, springing from the partner's financial dependence, militates against Tearfunds' acting as change agents in their partner's processes of change. Tearfund should seek to raise gender awareness amongst their partners through helping to facilitate Gender training programmes and workshops in the region and through the distribution of appropriate training materials.

The implementation process should aim at broadening the base of ownership of the GRAD Policy and its subsequent implementation.
As stated in the GRAD policy statement the strategic objective aims at mainstreaming gender sensitivity and awareness. A broad base of ownership of the policy, its goals and implementation will therefore be of key importance. This broadening the base of 'ownership' will be achieved through wide-ranging consultation, aimed at getting people throughout the organisation to articulate what they see as the problem Building consensus around the issue identified is arguably half the battle of achieving change. The implementation process must be a flexible process of action-learning and it will need to be interactive and on-going.

The Gender Steering Committee should form the basis for a Gender Team and be responsible for the strategic and detailed planning and implementation of the policy. There has been a pendulum movement in the thinking of the most strategic location of gender change agents: beginning with an autonomous gender team, to introducing gender responsibles decentralised into the organisational structure. A combined strategy of locating gender responsibles or experts in a decentralised way throughout the organisation (with the aim of facilitating gender-equal policies throughout) plus a gender advisor with direct access to senior management is probably the most effective model. However, given the current budgetary constraints this is probably not a realistic option for Tearfund at the present time.

It is recommended, therefore, that the present gender steering committee forms the basis of a gender team. There would be 5-8 members in the gender team, with representatives from DRT, TRT, Regional desks, People Programme and Research and Policy. Where appropriate a consultant would train the team in Gender Awareness and a targeted training relevant to their specific area of work. The team would be responsible for the detailed planning, implementation and monitoring of the policy once ratified by the leadership team. The gender team could also act as a steering committee for other aspects of the gender project (eg Gender Staff Policy & Organizational Culture). Initially, (possibly for the first year) the 'chair' would be held by the team leader for Research and Policy after which each department would take a turn for a term of 6 months. Gender Team members would need to set aside 2 days/month when they hold this post and 1 day at other times.

The action plans on the following pages summarise the role and some of the anticipated activities of the gender team.

II   SPECIFIC PROGRAMME RECOMMENDATIONS

Gender Team Core Programme
Aim:
- To develop an in house capacity in Gender Awareness.
- Ratification and implementation of Tearfund's GRAD Policy.

Responsible: Team Leader Research and Policy

Activity	Person Response.	Notes
• Formation of Gender Team.	GT chair	5-8 people, with representatives from DRT,TRT International Partner relations, Policy & Research, People Programme
• Gender awareness training (general & targeted)	GT chair/ Consultant	'targeted' refers to gender training specific to their area of work
• Analysis of the gender debate /ratification of GAD policy	Gender Team	
• Strategic planning	Gender Team	For 1998/9 priority will be given to in-house gender awareness through, lunches, staff prayers, priority days & articles in true grit, footsteps, team news letters. By 1999/2000 GT members should be encouraging their respective departments to plan & set aside resources (time and money) for the anticipated activities
• Action		In line with planned activities the GT would set indicators for monitoring of the policy.
• Monitoring & Review	Gender Team	The action plans that follow provide an indication of the type of activities involved. Detailed planning will be undertaken by the Gender Team.

Gender Awareness Raising
Aim:
- To raise the awareness and skills of Tearfund staff and partners in Gender and Development
- To ensure all emergency and development responses incorporate a gender perspective in assessment, implementation, monitoring and evaluation

Responsible: Gender Team (GT) member from TRT

Activity	Person	Notes

	Response.	
• Develop GRAD Training Tools • Identify potential Trainers • Conduct Training Workshops • Screen existing training material and guidelines	TRT (GT)	Analytical Frameworks, Guidelines, Case-Studies, Workshop Packages In house /region Initially training of trainers and then for staff and partners Introducing Gender Perspective

Gender Policy Coherence, Research and Learning
Aim:
• To ensure all Tearfund's policies, guidelines and programmes are gender sensitive
• To develop their own understanding and capacity in gender sensitive design and analysis.
Responsible: GT member from Policy and Research

Activity	Person Response.	Notes
Review existing policies, mission statements Screen all new policies Research and learning	P&R (GT)	 Introduce Gender perspective where appropriate Network with other NGOs (GRAD Network) learning from their experience

Participation, Empowerment and Advocacy of women.
Aim:
• To promote and encourage the participation of women at all levels and stages of the development process
• To encourage advocacy at home and amongst our partner, speaking up on behalf of women for social justice and against violence
**Responsible:** GT members from DRT or Regional Desk

Activity	Person Response.	Notes
Investigate appropriate training courses for	Regional Desk (GT)	Developing women friendly scholarship packages

women		
Encourage Partners to send women on training courses		Publish appropriate case studies on Advocacy
Work with partners to become more informed about social injustice/ violence against women		
Work with partners to develop appropriate ways to advocate on behalf of women		

III RECOMMENDATIONS FOR MONITORING AND EVALUATION

Indicators should be set by the Gender Team corresponding to the planned activities. (see action plans in the section above). It is important that basic frameworks for gender monitoring and evaluation are established from the start.

The International Gender project is only one part of the Gender Project
Although the above indicators, once identified, may monitor the implementation of the GRAD policy, many of the indicators and anticipated outcomes will be interrelated. It will therefore be important to evaluate the impact of the GRAD policy in the overall context of the Gender Policy.
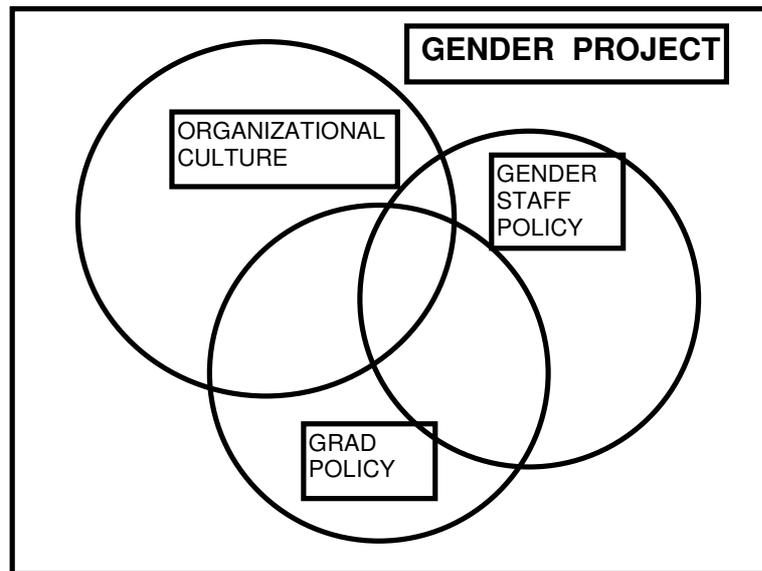
Some areas in which an evaluation might look at the impacts of a process of organisational change around gender include the following:
Knowledge and skills of staff
- increased understanding of gender and of the link between gender, programme quality and organisational change;
- acquisition of action-learning skills, include an ability to influence others;
- improved training and facilitation skills for gender team and trainers.
Organizational quality
- new, more gender-sensitive policies;
- improvements in operating systems;
- improved information flows between levels of the system;
- more efficient use of time;
- better working relationships between male and female colleagues;

Programme quality (It may be seen appropriate to monitor the gender profile of projects funded by Tear fund using the questionaire included in Appendix III).More detailed questions including the following may also be addressed:
- improvements in women's access to resouces

enhancement of women's knowledge and ability to organise themselves and advocate on behalf of those who are the victims of social injustices.

GUIDELINES FOR GENDER SENSITIVE PROJECT DESIGN

INTRODUCTION
Project interventions have different impacts on different members of the family and it is essential to have the different needs and interests of women, men and children taken into account in the planning phase.

'Women are more than half the world's population, and the mothers of the other half.'[1] As mothers and carers, as producers and farmers, women play a vital role in the development of their families and communities. Yet throughout the world, the poorest in the community are predominately women and their dependent children.

Will proposed development projects have the effects intended? Who will benefit, and who will not? What side-effects are likely?

Tearfund regards that gender and child sensitive project design is central to meeting the needs of the most poor and challenging injustice.

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[1] Mosse J.(1994).Half the world, Half a Chance.

PRINCIPLES
1 Encourage Participation
• Men, women and children in a community should be encouraged to identify their own needs and explore ways of resolving them.

• Because of women's workload and multiple role, the participation of women needs to be facilitated by ensuring settings in which women feel comfortable and by helping women to define and express their own needs.

Barriers to women's participation
• lack of time/heavy workload/family responsibility
• lack of experience/confidence
• lack of education and training/access to information
• difficulty in talking to outsiders
• fear of retribution
• specific cultural constraints

Ways of helping women overcome barriers
• staff training
• careful choice of time and place of meetings
• child-care provision
• taking time to explain concepts
• training in confidence building with women

• working with men to increase understanding of the need for women's involvement

2 Specify Beneficiaries
• 'Households' or 'farmers' are not homogenous groups. Whether projects are integrated or child/women specific it is essential to be specific as to who the project is intending to benefit. Desegregate beneficiaries by sex and age.

3 Address Women's Practical and Strategic needs

- A distinction of women's practical and strategic interests can help us to plan projects more effectively.

- Practical needs are related to the *condition* of women and their present workloads and responsibilities. These needs can be addressed by practical and short-term development interventions.

Examples of Actions that Address Women's Practical Needs

- Reducing their workload by positioning stand-pipes and hand-pumps at convenient locations; providing grinding mills; fuel-efficient stoves.
- Improving health, by establishing primary health care centres.
- Increasing income, by providing skills training; credit groups, access to markets.

- Strategic needs are related to changing women's *position* in society. Response to practical needs may be an important entry point and needs to be done in a strategic way.

Examples of Actions that Address Women's Strategic Needs

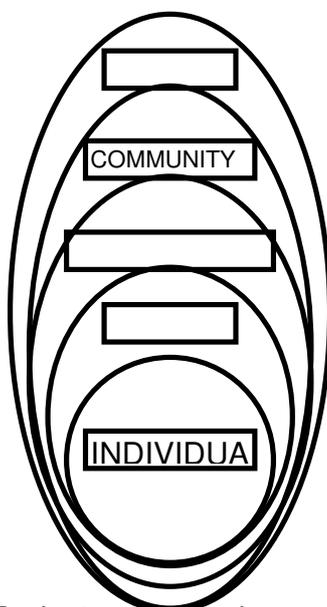- Improving education opportunities, for example adult literacy classes.
- Including women to in decision making groups, not only for the establishment and support of women's groups but also in local community committees.
- Improving access to productive assets, for example legal status on land ownership.

4 Work at different levels

Projects only touch a small proportion of people's lives. In order for project initiatives to be successful there may need for more broad based strategies aimed at different levels.

- **Family:** Work with the family towards strengthening the partnership of men and women in their shared responsibilities in the home, workplace and community.

- **Institutional:** Network with other agencies doing similar work.

- **Policy:** Look at suitable ways of facilitating discussion and negotiation of the social justices that families face and in particular women.

17

QUESTIONS TO ASK

ASSESSMENT

EVALUATION

PLANNING

FEED-BACK

IMPLEMENTATION

Use the following checklist[2] of questions at the various stages of project assessment, planning and implementation

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Questions to ask during Assessment

Participation
⇒ Were women involved in conducting the needs assessment and were the women of the community asked for their opinion on their problems and needs?

Target Impact
⇒ Is the project intervention aimed at a target group of both men and women?
⇒ For the problem selected for project intervention, how does this problem affect women and men differently?

Practical and Strategic needs

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2 Hale A (1993) Guidelines for good practice in Gender and Development.

⇒ What are women's **practical** and **strategic** needs? Has research been undertaken on:

- Women's **existing tasks** and responsibilities,
- Forms of **violence** against women in the community,
- **Environmental** and **economic** problems experienced by the sector and how they specifically impact on women.

Questions to ask during Planning

Participation
⇒ What involvement /participation did women/ children have in project identification and design?
⇒ What are the support systems the project aims to provide? For example, help with child care or time/labour saving devices.

Target Impact
⇒ Does the project desegregate the beneficaries by sex and age?
⇒ Is there any adverse impact of the project on women households who are not involved?

Practical and Strategic needs
⇒ How do the project objectives meet women's practical and strategic needs? In what way, specifically, will the project lead to women's increased access to credit, participation in decision-making at the

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level of family and community?

Work at different levels
⇒ Is the project aiming to work with other organisations in the community?
⇒ What work can be done with families to strengthen the partnership of men and women in their shared responsibilities in the home, work place and community?
⇒ Does the project plan to take an advocacy stance on any issue concerning women/children?

Questions to ask during Implementation

Participation
⇒ Are women included in the implementation team?
⇒ How is the project promoting the participation of women and what is the quality of that participation?
⇒ What limits/constraints on the participation of women has the project experienced? What is being dome to address these?
⇒ What is the extent and quality of women's leadership of the project?

Target/Monitor Impact
- Are there methods for monitoring the progress in reaching women? For instance, by monitoring:

- their increased occupation of leadership roles,
- increased utilization of credit facilities,
- increased participation in project management and implementation,
- increased influence over decision making process?

Practical and Strategic needs

⇒ How is the project affecting the consolidation of women's issues and the overall status of women in the community?

Questions to ask during Evaluation

Participation

⇒ Are women involved in the evaluation team?

Target/Monitor Impact

⇒ Do women receive a fair share, relative to men of the benefits arising from the project?

Practical and Strategic needs

⇒ What was the project able to achieve in terms of addressing women's practical and strategic needs? Does the project give women increased control over material resources, better access to credit and to her opportunities and more control over the benefits resulting from their productive efforts?

I   QUESTIONS TO ASK on assessment

Needs Assessment

Has research been undertaken to give information on the following:

- Women's **existing tasks** and responsibilities (productive, reproductive community)
- Existence of **female headed** households within the community
- Forms of **violence** against women in the community
- **Environmental** resources and problems and how these are being utilised/addressed by women
- Major **economic** problems experienced by the sector and how they specifically impact on women's personal condition and on their roles as household managers and childbearers.
- Presence of NGOs, their activities in the area and women's participation in them;

Based on the above what are women's **practical** and **strategic** needs?

Problem Identification

- Did the needs assessment look into the special or different problems and needs of the women in the community?
- For the problem selected for project intervention, how does this problem affect women and men differently?
- Were women involved in conducting the needs assessment and were the women of the community asked for their opinion on their problems and needs?

Project Strategy

- Is the project intervention aimed at a target group of both men and women?
- Have the women in the affected community and target group been consulted on the most appropriate ways of overcoming the problem?
- Is the strategy concerned merely with delivering benefits to women or does it also involve their increased participation and empowerment, so they will be in a better position to overcome problem situations?
- Is the chosen intervention strategy likely to overlook women in the target group, for instance because of their heavier burden of work and more domestic location?

II   QUESTIONS TO ASK on planning

- Do the project objectives make clear that project benefits are intended equally for women as for men?
- In what way, specifically, will the project lead to women's increased empowerment?
- For example:
- Increased access to credit?
- Increased participation in decision-making at the level of family and community?
- Increased control of income resulting from their own labour?
- Do any of the objectives challenge the existing or traditional sexual division of labour?

Project Design
What are the project objectives and how do they meet women's practical and strategic needs?
What involvement /participation did the women have in project identification and design?
What is the planned extent of women's participation in decision making and control over resources in the course of the project?
What are the foreseen anticipated benefits (economic, socio-political) women will derive from the project?

What are the support systems the project aims to provide? For example if women are to undertake economic enterprise they will need to free time and labour for it and may need help with child care or time/labour saving devices.
What are the foreseen benefits and possible adverse impact of the project on women household who are not involved?

QUESTIONS TO ASK on implementation

- Do implementation methods make sufficient use of existing women's organisations and networks such as women's groups in the church and party political organisations?
- Are women included in the implementation team?
- Are there methods for monitoring the progress in reaching women? For instance, by monitoring their increased occupation of leadership roles, increased utilization of credit facilities increased participation in project management and implementation, increased influence over decision making process?

How is the project promoting the participation of women and what is the quality of that participation?
What limits/constraints on the participation of women has the project experienced? What is being dome to address these?
What is the extent and quality of women's leadership of the project?
How is the project affecting the consolidation of women's issues and the overall status of women in the community?

QUESTIONS TO ASK on evaluation

- Do women receive a fair share, relative to men of the benefits arising from the project?
- Does the project redress a previous unequal sharing of benefits?
- Does the project give women increased control over material resources, better access to credit and to her opportunities and more control over the benefits resulting from their productive efforts?
- What are the (likely) long-term effects in terms of women's increased ability to take charge of their own lives, understand their situation and the difficulties they face

and to take collective
action to solve
problems?

What was the project able
to achieve in terms of
addressing women's
practical and strategic
needs? Look at economic
needs such as income
credit empowerment,
control over their lives and
bodies.
Overall, what was the net
gain from the project for
women as a social group?
For the community?

ANALTYICAL FRAMEWORK FOR GENDER SENSITIVE PROJECT DESIGN

Participation of women

⇒ Were women involved in conducting the needs assessment and were the women of the community asked for their opinion on their problems and needs?

⇒ What involvement /participation did women have in project planning and implementation?

⇒ What limits/constraints on the participation of women has the project experienced? What is being done to address these? For example if women are to undertake economic enterprise they will need to free time and labour for it and may need help with child care or time/labour saving devices.

⇒ Are women included in the implementation team?

Target beneficiaries/Monitor Impact

⇒ Is the project intervention aimed at a target group of both men and women? Do the project objectives reflect this? For the problem selected for project intervention, how does this problem affect women and men differently?

⇒ What are the foreseen benefits and possible adverse impact of the project on women, men and children who are not involved?

⇒ Are there gender sensitive indicators for monitoring the progress in reaching women? For instance, by monitoring their increased occupation of leadership roles, increased utilization of credit facilities, increased participation in project management and implementation, increased influence over decision making process?

Practical and Strategic needs

⇒ What are women's **practical** and **strategic** needs? Has research been undertaken on the following:

- Women's **existing tasks** and responsibilities,
- Forms of **violence** against women in the community,
- **Environmental** resources and problems and how these are being utilised/addressed by women,
- Major **economic** problems experienced by the sector and how they specifically impact on women's personal condition and on their roles as household managers and childbearers.

⇒ What are the project objectives and how do they meet women's practical and strategic needs?

⇒ In what way, specifically, will the project lead to women's increased empowerment? For example: Increased access to credit? Increased participation in decision-making at the level of family and community? Increased control of income resulting from their own labour?

Work at different levels

⇒ Is the project aiming to work with other organisations in the community?

⇒ What work can be done with families to strengthen the partnership of men and women in their shared responsibilities in the home, work place and community?

$\Rightarrow$ Does the project plan to take an advocacy stance on any issue concerning women?

GAD ANALTYICAL FRAMEWORK[1]

Questions to ask during project Assessment

Participation of women

⇒ Were women involved in conducting the needs assessment and were the women of the community asked for their opinion on their problems and needs?

Target Impact

⇒ Did the needs assessment look into the special or different problems and needs of the women in the community?

⇒ For the problem selected for project intervention, how does this problem affect women and men differently?

⇒ Is the project intervention aimed at a target group of both men and women?

Practical and Strategic needs

⇒ What are women's **practical** and **strategic** needs? Has research been undertaken on the following:

- Women's **existing tasks** and responsibilities (productive, reproductive community),
- Forms of **violence** against women in the community,
- **Environmental** resources and problems and how these are being utilised/addressed by women
- Major **economic** problems experienced by the sector and how they specifically impact on women's personal condition and on their roles as household managers and childbearers.

Questions to ask during project Planning

Participation of women

⇒ What involvement /participation did the women have in project identification and design?

⇒ What are the support systems the project aims to provide? For example, if women are to undertake economic enterprise they will need to free time and labour for it and may need help with child care or time/labour saving devices.

Target/Monitor Impact

⇒ Do the project objectives make clear who are the intended beneficairies?

⇒ What are the foreseen benefits and possible adverse impact of the project on women, men and children who are not involved?

Practical and Strategic needs

⇒ What are the project objectives and how do they meet women's practical and strategic needs?

⇒ What are the foreseen anticipated benefits (economic, socio-political) women will derive from the project? In what way, specifically, will the project lead to women's increased empowerment? For example:

- Increased access to credit?
- Increased participation in decision-making at the level of family and community?
- Increased control of income resulting from their own labour?

Work at different levels

⇒ Is the project aiming to work with other organisations in the community?

⇒ What work can be done with families to strengthen the partnership of men and women in their shared responsibilities in the home, work place and community?

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[1] Longwe, Sarah (1993). Examples of Questions to Ask About a Projects Contribution Towards Women's Development

⇒ Does the project plan to take an advocacy stance on any issue concerning women?

Questions to ask during project Implementation
Participation
⇒ Are women included in the implementation team?
⇒ How is the project promoting the participation of women and what is the quality of that participation?
⇒ What limits/constraints on the participation of women has the project experienced? What is being done to address these?
⇒ What is the extent and quality of women's leadership of the project?
Target/Monitor Impact
⇒ Are there methods for monitoring the progress in reaching women? For instance, by monitoring their increased occupation of leadership roles, increased utilization of credit facilities increased participation in project management and implementation, increased influence over decision making process?
Practical and Strategic needs
⇒ How is the project affecting the consolidation of women's issues and the overall status of women in the community?

Questions to ask during project Evaluation
Target/Monitor Impact
⇒ Do women receive a fair share, relative to men of the benefits arising from the project?
Practical and Strategic needs
⇒ What was the project able to achieve in terms of addressing women's practical and strategic needs?
⇒ Does the project give women
• increased control over material resources,
• better access to credit and to her opportunities and
• more control over the benefits resulting from their productive efforts?

ANNEX. III
GENDER PROFILE OF PROJECTS[1]

1. Are women the primary and main target group (agents and beneficiaries) of the project?

2. If not, are women identified explicitly as part of the target group (agents and/or beneficiaries) of the main components of the project?

If Yes to either of the above the following questions should be answered:

3. Have women, whose lives will be affected by the project, been consulted during project design and does the project document explain how this was done?

4. Does the project document make it clear how women will be involved as active participants in project implementation, not just as beneficiaries or as a source of manual labour?

5. Are barriers to female participation in the project identified in the document and have measures been designed in order to overcome these barriers?

6. Does the project provide for expertise in the gender aspects of development to be utilized throughout the project cycle and does the document make it clear how the expertise will be used to address issues?

WID specific: *Yes to question 1, plus yes to question **3-4***

WID integrated: *Yes to question 2, plus yes to question **3-6***

WID relevant: *Yes to question 2, and yes to at least one of question **3-6.***

WID not relevant: *No to all questions*

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[1] ODA 'Guide to the participation of women in development projects'

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