



SUNGO & UNDP 2021

SUNGO and UNDP

A TOOLKIT FOR CSOs

Gender Equality Mainstreaming in Project Design and Management

EU & UN Spotlight Initiative with UNDP and SUNGO 2021: The development of a gender equality CSO user-centred toolkit focusing on gender equality mainstreaming in project design and management.



**Spotlight
Initiative**
*To eliminate violence
against women and girls*



EU & UN Spotlight Initiative with UNDP and SUNGO 2021: The development of a gender equality CSO user-centred toolkit focusing on gender equality mainstreaming in project design and management



Further information available on Spotlight Initiative Facebook @Spotlight Initiative Samoa and www.ws.undp.org

UNDP

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ACKNOWLEDGEMENTS

This venture is a joint partnership between UNDP under the EU & UN Spotlight Initiative and the Samoa Umbrella for Non- Governmental Organisations (SUNGO) to develop civil society organization (CSO) user-centred toolkit focusing on gender equality (women and girls) in project design and management to engage with relevant CSOs, Taskforce members and the Spotlight Initiative CSO National Reference Group to obtain input in developing user-centred information and resources.

We acknowledge with gratitude the following people and organisations that contributed to this work.

- Thank you to Fuimaono Vaitolo Ofoia SUNGO Chief Executive Officer
- Mailo Helen Tanielu (CS NRG co-chair
- Louisa “Isa” Apelu of the Spotlight Initiative Samoa,
- Pito Opetaia and the SUNGO Staff members

GLOSSARY

BPFA- Beijing Platform for Action

CA- Capacity Assessment

CBO- Community Based Organisation

CEDAW- Convention on the Elimination of Discrimination

CP- Child Protection

CRC- Convention on the Rights of the Child

CSO -Civil Society Organisation

CSO NRG- Spotlight Initiative National Reference Group Against Women

CRC- Convention on the Rights of the Child

CRPD -Convention on the Rights of Persons with Disabilities

DHS- MICS Demographic Health Survey- Multiple Indicator cluster Survey

DV- Domestic Violence

EU- European Union

EVAWG- Ending Violence against Women and Girls

FBOs- Faith Based Organisations

GBV- Gender Based Violence

GE- Gender Equality

IPV- Intimate Partner Violence

IRC-International Rescue Committee

MCIL -Ministry of Commerce, Industry and Labour

M & E- Monitoring& Evaluation

MJCA-- Ministry of Justice Courts & Administration

MWCSD- Ministry of Women Community & Social Development

NIP- National Indicative Programme

NGO- Non-government organization

REVISED PPFA- Revised Pacific Platform for Action

SDG- Sustainable Development Goal

SDG 5 -Sustainable Development Goal 5 on Gender Equality

SI -Spotlight Initiative

SUNGO Samoa Umbrella for Non-governmental Organisations Inc.

VAWG -Violence against Women and Girls

UN -United Nations

UNDP -United Nations Development Program

UNDP Spotlight PMU -UNDP Project Management Unit

UNESCO -United Nations Educational, Scientific and Cultural Organisation

UN Women- United Nations Entity for Gender Equality & Empowerment of Women

CONTENTS PAGE

- ❖ TITLE PAGE-P1
- ❖ ACKNOWLEDGEMENTS- P 3
- ❖ GLOSSARY- P 4

- ❖ TABLE OF CONTENT- P 6
- ❖ A WORD FROM TAUILILI -P 10
- ❖ INTRODUCTION- P 11
- ❖ SCOPE OF WORK- P 11
- ❖ PREFACE- P 2
- ❖ BACKGROUND- P 4
- ❖ TARGET AUDIENCE:-P 4
- ❖ BENEFICIARIES- P 14
- ❖ IMPLEMENTATION APPROACH - P 14
- ❖ MONITORING AND EVALUATION (M & E)- P 15
- ❖ VISION - P 15
- ❖ OBJECTIVES P 16
- ❖ GUIDING PRINCIPLES FOR THE WORKPLAN- P 19
- ❖ GENDER PERSPECTIVE- P 20
- ❖ WHAT IS GENDER? - P 21
- ❖ GENDER EQUALITY MAINSTREAMING IN PROJECT DESIGN AND MANAGEMENT- P 22
- ❖ GENDER PERSPECTIVE IN POLICY FRAMEWORKS- P 23
- ❖ THE EU COMMITMENTS AND POLICY ON GENDER EQUALITY: P 23
- ❖ PROGRAMMES- P 23
- ❖ PROJECTS- P 24
- ❖ THE CYCLE OF OPERATIONS- P 24
- ❖ POLICY ISSUES FOR GENDER MAINSTREAMING: P 26
- ❖ KEY QUESTIONS FOR GENDER MAINSTREAMING: P 27
- ❖ FURTHER KEY QUESTIONS FOR GENDER MAINSTREAMING: P 28

- ❖ CHECKLIST OF EVALUATION AND AUDIT - P 28
- ❖ QUALITY ASSESSMENT- P 29

- ❖ THE LOGICAL FRAMEWORK - P 30
- ❖ ENGENDERING THE LOGFRAME-31
- ❖ GENDER PERSPECTIVE IN POLICY FRAMEWORK- P 32
- ❖ INDICATORS OF THE LOGFRAME: P 33
- ❖ DEFINE OBJECTIVES IN TERMS AND DELIVERABLES P 33
- ❖ THE IMPORTANCE OF GOOD INDICATORS - P 33
- ❖ DEFINE OBJECTIVES IN TERMS OF OUTPUTS AND DELIVERABLES - P 33

- ❖ ACTION PLAN - P 35
- ❖ WHAT ARE GOOD INDICATORS- P 37
- ❖ WHY ARE INDICATORS IMPORTANT? - P 37
- ❖ HOW DO WE GENDER MAINSTREAM?- P 38
- ❖ STAGE I MONITORING AND EVALUATION- P 40
- ❖ PROJECT STAGE HOW TO MAINSTREAM- P 42
- ❖ CONCLUSION- P 45
- ❖ ANNEX 1: TERMS OF REFERENCE - P 49
- ❖ ANNEX 2: SALARY COMPARISONS - P 50
- ❖ ANNEX 3 CYCLE OF OPERATIONS - P 51



**"Every powerful woman
needs a support system of
powerful women."**

Tauiiili Alise Stunnenberg

-
- ✓ ACADEMIC
 - ✓ PHILANTHROPIST
 - ✓ ENTREPRENEUR
 - ✓ BOARD DIRECTOR
 - ✓ MATAI
 - ✓ MOTHER

INTRODUCTION

Project Title: A Consultant is to develop civil society organization (CSO) user-centred toolkit focusing on gender equality (women and girls) in project design and management to engage with relevant CSOs, Taskforce members and the Spotlight Initiative CSO National Reference Group to obtain input in developing user-centred information and resources.

SCOPE OF WORK

The consultant will work directly with SUNGO CEO with assistance from the UNDP Spotlight Coordinator to:

Produce CSO user –centred information and resources for project design focusing on women and girls in addressing domestic violence against women and girls.

Conduct a capacity development/training for SUNGO team on access, use and dissemination of these resources.



Fuimaono Vaitolo Ofoia

Louisa Apelu,

Siaosi Salesulu

PREFACE

On the 19 November 2021 - Core members of Spotlight Taskforce attended a consultative meeting coordinated by SUNGO.

The consultation was charged with the task -*“To develop a civil society organization (CSO) user-centered toolkit focusing on gender equality (women and girls) in project design and management”*

Why? -The reason is there is a perceived deficit of gender equality in project design and management in Samoa-Mainstreaming affirms that there is a real need for gender equality in all spheres of Project design and management.

One of the objectives of the meeting was to obtain views/input as representatives of the NRG into the development of user centered information for project design/management.

Once again, the group was reminded that SUNGO’s vision is that *“Samoa has a competent and confident civil society sector that promotes sustainable development and quality of life for the people of Samoa”*.

With that at the forefront of SUNGO’s work their respective mission is to “deliver capacity building research, opportunities, information, sharing, advocacy and support for civil society in Samoa”

During our meeting I embraced the sentiments of the group who reinforced the following principles that are not only embroidered in the work of SUNGO but also sustained by the Spotlight Initiative-Samoa.

These include

- ✓ Gender equity
- ✓ Inclusion and support for the disabled, the disadvantaged and the marginalised
- ✓ People centred
- ✓ Sensitive to spiritual and cultural values
- ✓ Advocate and propose policies on cross cutting issues such as human rights, gender, disability, environment, sustainable development, and HIV/AIDS/STI.

- ✓ Promote research to provide support and evidence for the development of the civil society sector.



BACKGROUND

The Samoa Umbrella for Non-Government Organizations or known through the acronym “SUNGO” in response to the Spotlight Initiative CSO Capacity Assessment findings, SUNGO & Taskforce CSO Capacity Response Joint Workplan 2021 – 2025 hopes a ‘gender equality and gender mainstreaming toolkit’ will increase the capacity of CSO’s to design innovative projects that adequately address domestic violence and violence against women and girls.

SUNGO works under the auspice of collaboration and encouraging genuine partnerships amongst all the members through joint programming, trainings, and communication activities.

SUNGO’s objectives include the integration and mainstreaming efforts amongst its members, with government and other relevant partners to better complement efforts.

TARGET AUDIENCE:

The target audience of this project were the following-Civil Society organisations, non - government organisations, community-based organisations that represent and serve women, men, senior citizens, persons with disabilities, boys and girls, marginalized individuals and groups.

BENEFICIARIES

Direct beneficiaries will be the civil society members comprising of advocates, women’s rights movement, community-based organisations or local grassroots organisations, youth, disability, sexual orientation, gender identity groups, women, men, SOGI regardless of their gender, sex, status, disability, age, religion, political affiliation, sexual orientation. This will include survivors of domestic violence, women, men, youth groups, persons with disabilities, faafafine/faatama, faith-based organisations.

EXAMPLE: IMPLEMENTATION APPROACH TO GENDER MAINSTREAMING

An example of applying gender mainstreaming to the implementation of the joint SUNGO & Taskforce workplan may be done through joint efforts with SUNGO as implementing partners, however implementation can also be carried out by other non-government organisations or civil society.

The coordination role for the plan was done by SUNGO as the supervisors of this Project.

SUNGO was also responsible for reporting back on the funds received and utilised for the joint workplan.

EXAMPLE: MONITORING AND EVALUATION (M & E)

The overall monitoring and evaluation of the joint SUNGO & Taskforce workplan will be done jointly by SUNGO. The consultant was required to submit regular progress updates supported by quantifiable data related to the implementation of relevant activities directly to the SUNGO Chief Executive Officer. This information provided the basis for periodic reviews by the committee to track progress of indicators against the work plan.

Note: Definition of Civil Society Organisation (CSO) – comprises of local non -government organizations (NGO) and community-based

- SUNGO
- Board
- CSO National
- Taskforce
- SUNGO Secretariat &
- Organisations (CBO) who are registered or organically created in the formal and informal setting.

VISION

Real Gender Equality can only be achieved with the elimination of violence against women and girls. Violence includes bias and prejudicial behaviours that may include images and words.



OBJECTIVE 1:

OBJECTIVE	RESOURCES	TEAM RESPONSIBILITIES
Extract and produce relevant gender mainstreaming indicators aligning with SDGs and national gender indicators used for reporting on UPR and CEDAW to produce a CSO Gender Scorecard checklist for easy monitoring and reporting purposes.	All relevant publications and literature, resource people and relevant personal experience	Consultant

GOAL 1: Develop a work plan and training program agenda with clear and achievable assignment objectives and outcomes

Engage with relevant CSOs, Taskforce members and the spotlight Initiative CSO National Reference Group to obtain input in developing user-centered information and resources.

OBJECTIVE 2:

OBJECTIVE	RESOURCES	TEAM RESPONSIBILITIES
Extract and produce relevant gender mainstreaming indicators aligning with SDGs and national gender indicators used for reporting on UPR and CEDAW to produce a CSO Gender Scorecard checklist for easy monitoring and reporting purposes.	All relevant publications and literature, resource people and relevant personal experience	Consultant

GOAL 2 Develop and produce user-centered information and resources on gender mainstreaming in project design. This includes a gender mainstreaming checklist or how to integrate women and girls into results-focused project design and project proposal writing. Ensure these materials and resources align with SDGs, global best practices and innovative approaches.

OBJECTIVE	RESOURCES	TEAM RESPONSIBILITIES
Develop a gender scorecard checklist for reporting purposes as outlined in output 3 above to assist with building CSO capacities in monitoring or auditing their own program implementation efforts.	Consultant-All relevant personal experience	Consultant

GOAL 3-To produce relevant gender mainstreaming indicators aligning with SDGs and national gender indicators used for reporting on UPR and CEDAW to produce a CSO Gender Scorecard checklist for easy monitoring and reporting purposes.

GOAL 4 Develop a gender scorecard checklist for reporting purposes as outlined in output 3 above to assist with building CSO capacities in monitoring or auditing their own program implantation effort.

OBJECTIVE	RESOURCES	TEAM RESPONSIBILITIES
Provide all the final and endorsed materials, information, and resources as a toolkit package both in hardcopy and electronic form to SUNGO CEO for printing.	Consultant-All relevant personal experience	Consultant

OBJECTIVE	RESOURCES	TEAM RESPONSIBILITIES
Conduct a training session for SUNGO staff on how to use and disseminate the materials and resources developed.	Consultant-All relevant personal experience	Consultant



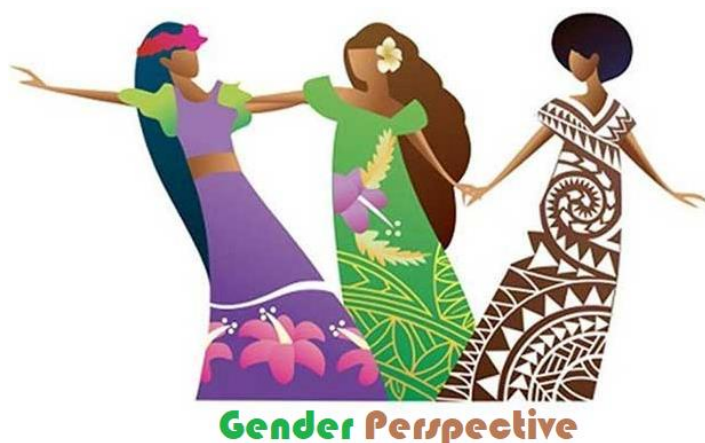
GUIDING PRINCIPLES FOR THE WORKPLAN

The guiding principles are adopted from a prevention and good governance. It also translates into practical application the leaving no one behind principle that this work plan must adhere too.

1. Be accountable to women and girls
2. Do no harm
3. Transparency and good governance
4. Be grounded in a rights-based approach
5. Be inclusive
6. Be gender transformative
7. Be informed by context



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Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels.

It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes.

The result of gender mainstreaming is that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally in all political, economic and societal spheres.

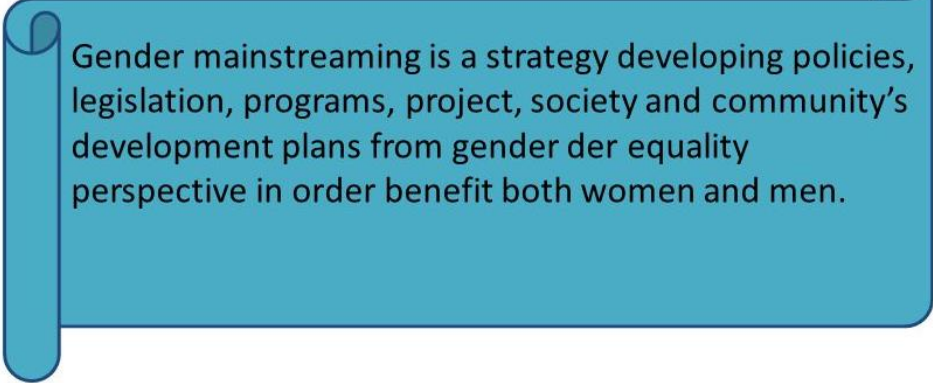
¹ Gender Mainstreaming in Project
Cycle Management
(based on EC guidelines)
ISPI – Workshop Gender and Development
13 March 2017

WHAT IS GENDER?

Gender is about men and women. It refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women.

Your gender will dictate how you are treated and valued in your society, whether and how you have access to resources, representation and power. It will differ in each country and region and is not static, it will change over time.

What is Gender Mainstreaming?



Gender mainstreaming is a strategy developing policies, legislation, programs, project, society and community's development plans from gender equality perspective in order to benefit both women and men.

Gender mainstreaming is “ensuring that strategies and actions for ending discrimination at all levels and stages of the project cycle; taking into consideration men and women's needs, desires, ambitions when decisions are made and resources are allocated”.

- What are the practical implications of the different roles and status of women and men in the project area? How will these affect the chance of the project being successful? How will these affect the project design?
- If roles are rigidly divided by gender and this division is strictly enforced by law or custom, a project to expand the activities of women into male-only areas is likely to fail. Your first task is to figure out what can and cannot be accomplished in a particular area. On the other hand, much can be done to improve women's and men's lives even within separate spheres.

- What is the strategic potential of the project for improving the status of women and promoting gender equity? How will the project affect women and men? How can the project contribute to long-term strategies to achieve gender equity?
- A project aimed at improving women's abilities and facilities for doing their reproductive and productive roles could improve the physical well-being of the entire community. If the project includes ways of celebrating and rewarding women's efforts, their contributions to the community become more visible and valued- which increases women's status in general.

GENDER EQUALITY MAINSTREAMING IN PROJECT DESIGN AND MANAGEMENT

The overall objective of mainstreaming gender within projects is to have a gender sensitive project that provides a signal that helps to measure gender-related changes in the society, politics, economics participation etc.

Gender mainstreaming means assessing from the start the implications for women and men of any planned action – including legislation, policies or programmes in any area and at all levels. It means i) recognising that women and men have different needs and that development policies can affect them differently ii) understanding that women tend to have more limited access to information and more limited opportunities to participate and iii) designing projects to ensure that men and women benefit from them equally and that neither group is inadvertently disadvantaged or ignored. It is not an isolated exercise, but an integral part of the project or policy cycle. It is not an “add on” to project work but rather a technique to employ in all planning to ensure projects are even more efficient and effective. We do not expect to achieve this overnight, it is an ongoing process improving each year.

GENDER PERSPECTIVE IN POLICY FRAMEWORKS

The EU Policy at country level is the broad strategic context with national priorities aligned with the country's development plan. It is articulated in the **National Indicative Programme (NIP)**.

The NIP is the result of political and policy dialogue and the application of the 5 principles of the Paris declaration:

- **Ownership**
- **Alignment**
- **Harmonization**
- **Managing for results**
- **Mutual accountability**

THE EU COMMITMENTS AND POLICY ON GENDER EQUALITY:

- a. Identify the political commitments on GEWE of the partner country
- b. Commission a gender analysis as part of the situation analysis
- c. Ensure a gender responsive policy framework for development cooperation (including gender equality targets).

PROGRAMMES

Programmes are broad areas of work, which are required to implement the policy priorities.

There are sectorial programmes (cover a whole sector, such as the health sector or the transport sector) thematic programmes (focused on a specific theme, such as “Non State Actors” programmes consisting of a package of actions and/or projects with a common focus or theme) national or regional programmes (set of actions to support a country or a region during a specific period)

To identify gender issues in a programme, it is important to make a gender analysis of the sector, the theme or a gender profile of the country or region previous to or during the identification phase.

PROJECTS

A Project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget.

Project objectives should contribute to the broader programme areas, which in turn contribute to the national policies and priorities.

Projects with a gender perspective contribute to the achievement of the policy goals of national partners and the donors regarding women's rights and gender equality.

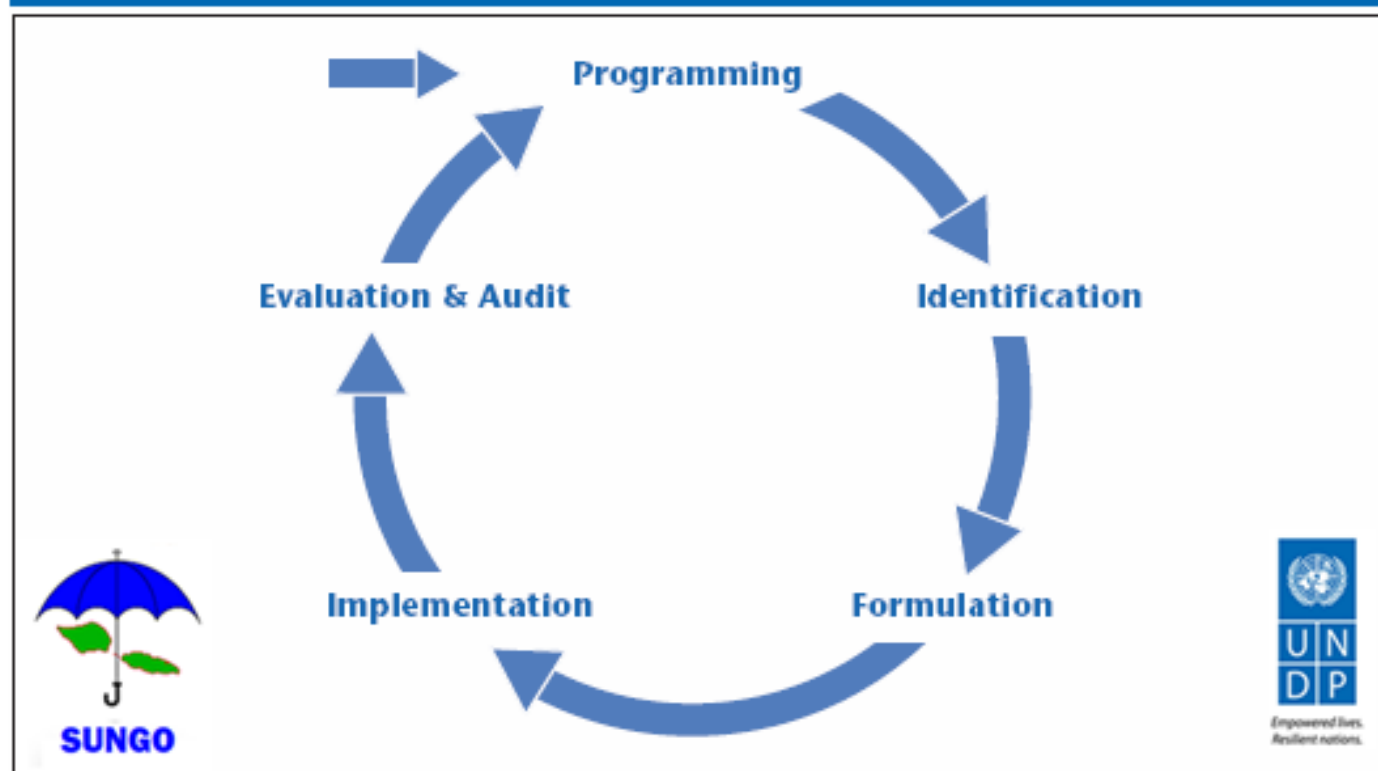


THE CYCLE OF OPERATIONS

The cycle of operations for managing the EU's external assistance projects has five phases:

1. Programming
 2. Identification
 3. Formulation
 4. Implementation
 5. Evaluation/Audit.
- Each phase has its own decision- making criteria and procedures
 - A new phase can start if the previous has finished
 - The cycle produces feedback (monitoring & evaluation) for institutional learning, and new programming
 - In each phase gender equality issues should be taken on board

Cycle of operations





Policy Issues

- How will men and women participate in the project, and in what capacities?
- Which government agencies and NGOs with a focus on women (or an interest in gender and development) might contribute to the project- financially or with expertise?
- Are the regulatory policies that will affect what can or cannot be done in the project and/or how it must be done?

Have local women's organizations been consulted?

Generic key questions for gender mainstreaming:

- Has a gender analysis been conducted previous to the dialogue?
- Are relevant stakeholders for gender issues included in the political dialogue?
- What are the partner's national and international commitments on gender equality and women's rights? How do these partner's commitments coincide with EU's gender equality commitments?
- Have gender issues been mainstreamed appropriately in the NIP?

KEY QUESTIONS FOR GENDER MAINSTREAMING:

- Is the gender perspective appropriately addressed in the TOR of the feasibility study?
- Do the objectives reflect a gender perspective?

Note 1: can use a coding system such as G-1 if there are some gender considerations reflected or G-2 a strong gender consideration is reflected or G-0 is no gender consideration is reflected at all.

Note 2: It is important to understand that we want our TORs to be G2 and not G0.

- Does the Action Fiche include measurable results based on sex disaggregated data?
- Are the resource allocations of the Action Fiche sustained by a gender budget analysis that shows how budget allocations will enhance gender equality?
- Has the Logframe been engendered, including gender specific accountability provisions and gender equality indicators?

FURTHER KEY QUESTIONS FOR GENDER MAINSTREAMING:

- Are working relations established with relevant stakeholders for gender issues and women's rights?
- Are equal opportunities applied in the mobilization and management of human resources?
- Are gender performance mechanisms and indicators included in the Monitoring and Evaluation systems?
- Is the gender perspective appropriately addressed in the TORs for progress reviews, monitoring and mid-term evaluation?
- Do men and women, boys and girls of different target groups equally benefit so far from the results achieved?
- Are equal opportunities and gender equality taken into consideration in the phase-out and hand-over of the project?

CHECKLIST OF EVALUATION AND AUDIT

- Is the gender perspective appropriately addressed in the TORs of evaluation? Is gender expertise adequately represented within the evaluation team?
- To what extent did men and women, boys and girls of different target groups equally benefit from the results achieved?

- Has the project contributed to sustained women's rights and long lasting improvement of gender equality?
- Have budget allocations equally benefited different needs and priorities of men and women, boys and girls in order to enhance gender equality?
- What lessons have been learned regarding the gender perspective of the project?

QUALITY ASSESSMENT

At each main decision point within the cycle of operations, a set of quality assessment criteria are applied to ensure that decisions are based on sound and consistent analysis.

The gender perspective should be applied to each of these criteria In the project approach (projects + programmes) the Quality Frame consists of three sets of key quality assessment criteria (16 in total):

- Relevant: the programme/project meets demonstrated and high priority needs, and is consistent with the policy objectives of the EU and those of its partner countries.
- Feasible: its design is technically, socially and economically sound and will provide sustainable benefits to the target groups;
- Effective and well managed: the aid will deliver sustainable benefits.



THE LOGICAL FRAMEWORK



- The Logical Framework Approach (LFA) is a comprehensive methodology to plan, manage, **monitor and evaluate a project.**
- The key tool in the logical framework approach is the LogFrame matrix. It is a core tool required by the EC in Project Cycle Management.
- The Logframe is the result of a participative and/or consultative process among stakeholders and is used as a reference tool throughout the project cycle.

THE LOGICAL FRAMEWORK MATRIX

Objectives & activities	Indicators	Means of verification	Assumptions
Goal (Impact)			
Purpose/ (Outcome)			
Outputs			
Activities	Means		

- ❖ What needs to be fulfilled before activities can start
- ❖ Pre-conditions

ENGENDERING THE LOGFRAME

Gender Mainstreamed Logframe means that a gender equality perspective is integrated in the project design and indicators.

- gender issues integrated from the first step.
- both women and men are involved.
- participatory process which enhances ownership during the whole project cycle.

Tool: Gender mainstreaming in the Log frame (Toolkit). The engendered log frame is a crucial tool to mainstream gender equality in the entire project cycle.





Gender perspective in policy frameworks

- ❖ The EU Policy at country level is the broad strategic context with national priorities aligned with the country's development plan.
- ❖ It is articulated in the National Indicative Programme (NIP).
- ❖ The NIP is the result of political and policy dialogue and the application of the 5 principles of the Paris declaration:
 - Ownership
 - Alignment
 - Harmonization
 - Managing for results
 - Mutual accountability

Preparing for the

- ❖ Tool kit,
- ❖ Action plan,
- ❖ and the checklist for gender main streaming in Projects

NOTE-Paragraph 42 of the Paris Declaration commits donors and partner countries to harmonise their approaches to gender equality. The links between aid effectiveness and gender equality, however, go far beyond that: broad based, democratic ownership requires participation by all stakeholders – women as well as men.

INDICATORS OF THE LOGFRAME:

Define gender indicators and gender disaggregated indicators

Column of the objectives and results to be achieved	Types of indicators
Main Objective	Impact indicators
Specific Objective(s)	Outcome indicators
Results	Output/result -indicators

THE IMPORTANCE OF GOOD INDICATORS

Gender indicators point out gender related changes over time in a given social context.

Without gender indicators, or gender disaggregated indicators, you will not know the impact, effect or result of the project on the life of men and women in all their diversity (age, income, ethnicity, with/without handicap, etc.).

Define objectives in terms of outputs and deliverables

- Are project objectives clearly related to practical and strategic gender needs?
- Have both men and women participated in setting those objectives?
- Which activity or activities (production, reproduction, socio-political) does the project involve?
- Do women and men view planned activity in the same way?
(For example: a project wants to streamline engagement and women's participation in mainstream civil society issues. Do the women, men and the project all have the same viewpoint about the time that can be spared for engagement and participation, the priority this activity should have, who should keep the profits and what resources should be used for?)
- What specific changes are planned in the target sector or activity? To change the location of the activity? To change the mode of activity (means or methods of production)? The technology involved? To introduce new products or enterprises?
- What positive or negative effects would there be on women and on men of such changes?
- What measurable product or output will be produced?





- To what degree are women visible in the target sector (such as farming, telecommunications, fishing, and housing)?
- Are women's needs in the sector the same as those of men?
- Have both men and women been consulted in identifying needs and opportunities related to the general purpose of the project?
- Do women and men have equal access to resources? If not, what opportunities exist for increasing women's access to and control of resources and/or benefits?
- Identify possible negative effects
- Is the project likely to have some positive and negative effects on women and on men?
- Might the project, in general, reduce women's access to or control of some resources or benefits they currently have?
- Does the organization, institution or task group responsible for doing the project (the implementing agency) have the capacity and authority to deliver benefits to women or to involve women?

What social, economic and political effects will the project have on women and on men in the short term? In the longer term?



ACTION PLAN

Gender Equality Scorecard and Action Plan (GAP)

		Objective/Change * means applicable to USP	Metric	Related Support Activities
Phase 1 Immediate Changes	Field led changes	Increase proportion of female staff at manager-level and above	% of staff band 6 and above who are female	*Recruitment guidance *Facilitates successions planning
		Establish & support Women at Work Groups	% of senior management teams that have 1+ female members	*Training on Bias and equity measures
		Increase overall awareness of the importance of gender equality as a part of IRC's mission Increase the number of female members of IRC-affiliated boards Pursue pay equity	% of -affiliated Board of Directors that are female	*Regular maintenance *Implement monitoring process *Assessment of exiting data *Development of equity checklist

		Objective/Change * means applicable to USP	Metric	Related Support Activities
Phase 2 Future Changes	Field led changes	Increase female leadership through hiring and promotion increase safety and security among female staff	% of leadership who are female % of females who were internally promoted % of staff demonstrates a commitment to safety and security	Recruitment guidance Facilitate succession planning Implement promotional tracker Crate network for potential leaders Updates security risk assessment processes Finalise and roll out sexual violence policy Efforts to increase female staff
		Increase commitment by leaders to addressing gender inequality in the office * Increase workforce understanding and confidence in IRC's effort to address safeguarding issues	Senior management demonstrate a commitment to addressing issues of gender inequity in the workplace. Increase of all hired are asked about gender equality issues during the interview process Those hired understand anti sexual misconduct training	Recruitment guidance Updated HR policies Training values clarification Listening sessions and regular communication about safeguarding

WHAT ARE GOOD INDICATORS

Project indicators must express what should be achieved concretely and should be objectively verifiable. An objectively verifiable indicator (OVI) should also be SMART:

Specific: in relation to the objective/results (for both m/w) that should be measured

Measurable: in quantitative or qualitative terms; disaggregated by sex when possible

Available: the required information should be available at a reasonable cost; lots of data are available disaggregated by sex, but not used

Relevant: responding to the needs and priorities of both women and men in such a way that the project can be well managed

Time-bound: indicating when the (gender sensitive) objective or targets should be achieved

WHY ARE INDICATORS IMPORTANT?

- They visualize what is important for the promotion of gender equality
- What is counted “will be taken into ACCOUNT” (E.g.: unpaid work, domestic violence, etc.)
- They measure and show the changes that have taken place over time for men and women (performance indicators)
- They put targets of what has to be achieved within a specific time span (accountability)

Why are indicators important? (2)

- They are tools for monitoring and evaluation
- They are crucial for mutual accountability between donors and partners
- They are useful tools in the political dialogue
- They are instruments for awareness raising on gender gaps (E.g.: the public debate in the media)

HOW DO WE GENDER MAINSTREAM?



Collect sex-disaggregated data – data that is collected and presented separately on women and men.

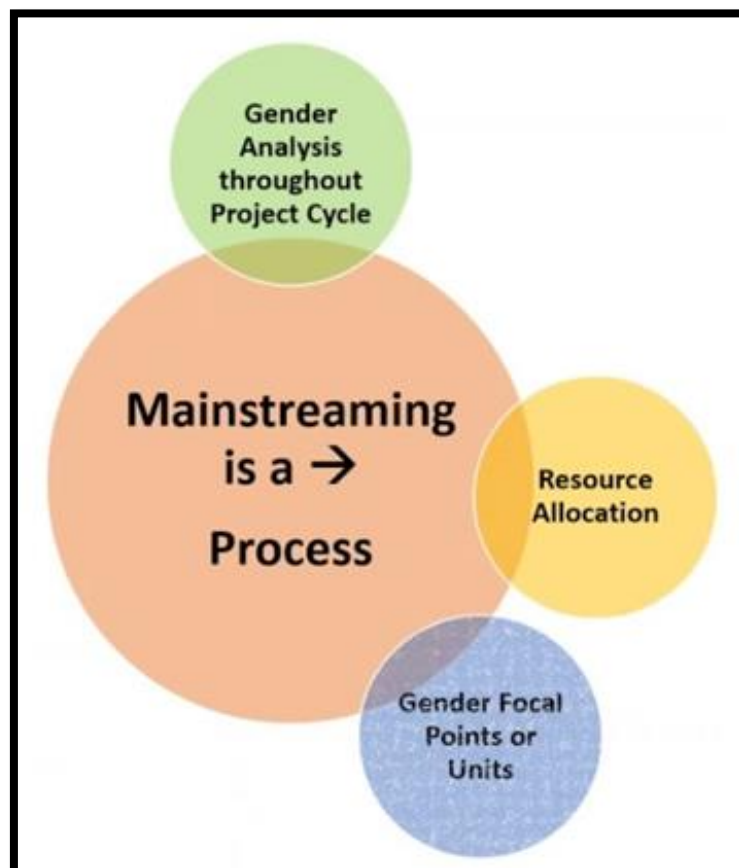
Analyse these data by using a “gender analysis” - Who is valued? Who makes the decisions? Who has a say over resources? Who is rewarded? Who has the power to act?

Who is overlooked? What strategic and practical needs are being addressed or overlooked?

Identify the obvious, less obvious and least obvious gender equality issues and gaps through an analysis of the data and through consultations with both women and men to make an appropriate diagnosis of the problems.

Design projects that address these issues - what kind of change is required? –


- ✓ **Legal?**
- ✓ **Policy?**
- ✓ **Cultural?**
- ✓ **Services?**
- ✓ **Personal,**
- ✓ **Political**



STAGE I MONITORING AND EVALUATION	FORMULATION	IMPLEMENTATION	MONITORING AND EVALUATION
Purpose	To formulate a project that analyses the roles and needs of women and men, addresses any gender inequalities so that women and men an equally access, equally participate in and equally benefit from the resources, services, capacity building and other activities offered by the project.	To implement project activities that ensure women and men can equally access project resources and services, equally participate in project activities and decision-making processes, and equally benefit from training or other capacity building activities offered by the project.	To ensure women and men equally participate in monitoring and evaluation activities and decision-making processes and data is collected on women and men so that gender impacts are tracked to assess if the project equally benefits women and men.
Key Activities	<p>Assess and categorize the project’s potential to integrate gender dimensions and contribute to the advancement of gender equality.</p> <p>☐ Collect and analyse sex-disaggregated data and qualitative information to understand roles and needs of women and men.</p> <p>☐ Design project activities to meet the specific needs of women and men.</p> <p>*Example activity: For capacity building activities, ensure training curricula and tools are developed to accommodate the different education/skill levels that may exist between women and men.</p> <p>☐ Incorporate mechanisms to ensure gender balanced representation and participation in project activities and decision-making processes (target at least 40% of whichever sex is underrepresented).</p> <p>*Example activity: Targeted awareness outreach activity to increase women’s participation in project activities.</p>	<p>The project is considered gender relevant, conduct a more comprehensive gender analysis in the field and establish a baseline.</p> <p>☐ Ensure women and men can equally access project resources and services.</p> <p>*Example activity: Include targeted trainings for women or men who need to upgrade their skills in order to access new technologies provided by the project; take into account particular social or legal restrictions that may prohibit women or men from accessing resources, such as finance/credit.</p> <p>☐ Make sure women and men can equally participate in project activities such as trainings or capacity building activities.</p> <p>*Example activity: Include special transportation or have mobile training units to address any security or distance challenges; to enhance women’s participation, provide childcare services</p>	<p>Collect sex disaggregated data to track gender equality results and assess gender impacts.</p> <p>Monitor access, participation, and benefits among women and men and incorporate remedial action \that redresses any gender inequalities in project implementation.</p> <p>Regularly report on how gender is mainstreamed and ensure that mid-term reviews, assessments, audits, etc. include gender as a specific criteria/component.</p> <p>☐ Ensure gender balance in evaluation team and recruit gender evaluation expert to be part of evaluation team.</p> <p>If this is not feasible, make sure at</p>

	<p>☑ Develop gender-specific targets or performance indicators that track gender results and impact. *Example target/indicator: Number of national or regional industry related legislation, policies, strategies or plans that incorporate a gender perspective.</p> <p>☑ Take into account any adverse impacts or risks that may affect the equal access to, equal participation in and/or equal benefit from project activities among women and men. *Example activity: Identify if there are any cultural/religious/legal restrictions that would not allow women or men to access or participate in project activities.</p> <p>☑ Ensure equal opportunity for women and men in the management and implementation arrangements of project. *Example activity: Create terms of reference for project staff that include gender sensitivity/respect for diversity as a competency and/or include incentives for women to apply.</p> <p>☑ Allocate sufficient financial resources for gender equality and women's empowerment activities. *Example activity to fund: Recruit gender expert to ensure gender issues are addressed during implementation; conduct gender equality training; undertake a comprehensive gender analysis and baseline exercise in the field at project inception.</p> <p>☑ Identify and consult with women/gender groups, associations or stakeholders on project formulation.</p> <p>☑ Consider lessons learned from previous projects with gender dimensions and integrate them into project formulation where relevant.</p>	<p>and/or, specifically target women networks in awareness building/outreach.</p> <p>☑ Recruit gender expert or ensure at least one member of the project management team is knowledgeable about gender issues and gender mainstreaming.</p> <p>*Example activity: Ensure project manager completes basic gender course ("I Know Gender Course on UN Women's eLearning Campus https://trainingcentre.unwomen.org)</p> <p>☑ Engage with gender focal points in-country (women's groups, associations, NGOs) as project counterparts and/or as gender advisors.</p> <p>☑ Build capacity within the project team and among stakeholders to ensure gender-responsive implementation and the continued integration of a gender perspective within the sector/area of intervention after the project ends.</p> <p>*Example activities: i) Involve gender focal point or Gender/women-focused groups in "train the trainer" programmes and/or project monitoring activities to ensure sustainability. ii) Provide gender sensitization training to all project personnel and share branch gender mainstreaming guide.</p>	<p>least one member of the evaluation team is knowledgeable about gender issues and gender mainstreaming. ☑ Ensure women and men are able to participate in monitoring and/or evaluation processes. *Example activity: If evaluation calls for interviews, ensure that both women and men can participate, taking into account transportation, language, and time requirements.</p> <p>☑ Integrate gender-specific evaluation questions and components in the Evaluation ToRs in line with UNIDO Evaluation Group Guide for integrating gender so that the evaluation report includes an assessment of gender equality results and impacts. Identify good practices and lessons learned on project outcomes/outputs or activities that promote gender equality and/or women's empowerment.</p> <p>☑ Incorporate a gender dimension in project staff's performance appraisals (e.g. by incorporating gender related tasks in project staff's job descriptions)</p>
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PROJECT STAGE	HOW TO MAINSTREAM
	<ul style="list-style-type: none"> • What, if any, are the anticipated benefits for women (skill development, increased productivity, income opportunities etc.)? • Can a gender-inclusive design be drawn up for the project, and the project still effectively target women? • Have there been any earlier efforts with the same objectives? With what success. • Identify and assess gender needs and opportunities. • What is the gender division of labor in general in the region? • What are the main sources of income for women and men? • What needs and opportunity exist for increasing women's productivity and/or production? • To what degree are women visible in the target sector (such as farming, telecommunications, fishing, and housing)? • Are women's needs in the sector the same as those of men? • Have both men and women been consulted in identifying needs and opportunities related to the general purpose of the project? • Do women and men have equal access to resources? If not, what opportunities exist for increasing women's access to and control of resources and/or benefits? • Identify possible negative effects. • Is the project likely to have some positive and negative effects on women and on men? • Might the project, in general, reduce women's access to or control of some resources or benefits they currently have? • Does the organization, institution or task group responsible for doing the project (the implementing agency) have the capacity and authority to deliver benefits to women or to involve women? • What social, economic and political effects will the project have on women and on men in the short term? In the longer term?

<p>Design and planning</p> <p>the purpose is to determine the specific activities of the project</p>	<p>Project Analysis and Design is information on household economic arrangements (such as roles; sex/age/time of labour; land ownership/control; sources/types/control of incomes) adequate for the planning and evaluation of project?</p> 
	<p>Are there legal, cultural, religious or other constraints on women's potential participation in the project? Have strategies been formulated to address these factors?</p> <p>How are men's and women's activities, access to and control of resources shaped by structural factors (legal, customary, institutional)?</p> <p>Will women directly benefit from all project components?</p> <p>Does the project design include strategies to facilitate women's active involvement in the project?</p> <p>Define objectives in terms of outputs and deliverables</p> <ul style="list-style-type: none"> • Are project objectives clearly related to practical and strategic gender needs? • Have both men and women participated in setting those objectives? • Which activity or activities (production, reproduction, socio-political) does the project involve? • Do women and men view planned activity in the same way? <p>(For example: a project wants to streamline engagement and women's participation in mainstream civil society issues. Do the women, men and the project all have the same viewpoint about the time that can be spared</p>

	<p>for engagement and participation, the priority this activity should have, who should keep the profits and what resources should be used for?)</p> <ul style="list-style-type: none"> • What specific changes are planned in the target sector or activity? To change the location of the activity? To change the mode of activity (means or methods of production)? The technology involved? To introduce new products or enterprises? • What positive or negative effects would there be on women and on men of such changes? • What measurable product or output will be produced? <p>Policy issues</p> <ul style="list-style-type: none"> • How will men and women participate in the project, and in what capacities? • Which government agencies and NGOs with a focus on women (or an interest in gender and development) might contribute to the project-financially or with expertise? • Are the regulatory policies that will affect what can or cannot be done in the project and/or how it must done? • Have local women's organizations been consulted?
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CONCLUSION

The overall objective of mainstreaming gender within projects is to have a gender sensitive project that provides a signal that helps to measure gender-related changes in the society, politics, economic participation and so forth. Gender mainstreaming in projects is about using participatory approaches, it is a process of assessing the implications for women and men of any planned action in all project stages. The initial step is to have a basic understanding of what gender mainstreaming is "It is ensuring that strategies and actions for ending discrimination at all levels and stages of the project cycle; taking into consideration of men and women's concerns and experiences and ambitions when decisions are made and resources are allocated" to ensure women and men benefit equally and inequality is not perpetuated (ECOSOC Agreed Conclusions, 1997/2). Gender mainstreaming is the primary tool for promoting gender equality.

All projects begin with the same basic questions:

- What are the practical implications of the different roles and status of women and men in the project area? How will these affect the chance of the project being successful? How will these affect the project design?
- If roles are rigidly divided by gender and this division is strictly enforced by law or custom, a project to expand the activities of women into male only areas is likely to fail. Your first task is to figure out what can and cannot be accomplished in a particular area. On the other hand, much can be done to improve women's and men's lives even within separate spheres.

Gender mainstreaming and work to end violence against women (VAW) have been on development agencies' agendas for decades. Why are they still important? Some of us feel that "everyone" in development and human rights organisations are well aware of the issues. But the truth is that in organisations without any explicit focus on gender equality or gender justice, the levels of awareness for gender-based discrimination (and the need to end it) tend to be uneven. Efforts to promote gender equality remain limited and often isolated. Some would prefer to drop "gender" altogether, busy as they feel with all those other issues that must be "mainstreamed" - good governance, environmental protection, HIV/AIDS prevention, "you name it!"

But there are at least five reasons why "gender mainstreaming" must continue:

Organisations that are committed to universal human rights have a responsibility to ensure their work respects and promotes human rights. Women's rights are human rights, enshrined in widely accepted international treaties as the the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979). Any rights-based approach that neglects women's and girls' rights is inadequate.

International movements and campaigns rally large numbers of people. Women and girls make up the majority of the world population (although in India and China, sex-selective abortion and infanticide are skewing sex ratios towards boys). Opportunities are likely to be missed and mistakes will be made if planners, implementers and evaluators ignore women's interests and needs, and refrain from engaging women as interlocutors, collaborators and allies.

Many development and human rights agencies are into education and campaigning - i.e., they attempt to spread ideas around, and to mobilise others to join them in their cause. The messages they convey, implicitly or explicitly, influence people's minds: research has shown that campaigning can reinforce or weaken people's value systems - broadly speaking, what they consider to be "good" or "bad", "right" or "wrong". (See for example the report *Common Cause - The Case for Working with our Cultural Values*. I'll summarise it in a future post!) Hence, it is important to avoid reinforcing values that condone discrimination and other violations against women which would be in stark contradiction with the development and human rights goals most of us defend.

Gender-based violence is not only one of the most pervasive human rights violations, it jeopardises development. For example, large numbers of women and girls (as well as a smaller proportion of men and boys) have experienced sexual extortion in schools, health services and police stations, with dire consequences for their physical well-being, their mental health and their social status. Getting girls to school is right, but if they risk their lives because teachers and classmates are likely to abuse them, something is deeply wrong. Gender-blindness (sometimes euphemistically called "gender neutrality") helps to turn a blind eye on the bleak situation that an estimated one-third of the world's women face.

In terms of efficiency, any organisation has an interest in ensuring that staff members and volunteers enjoy equal opportunities to unfold their full potential at work, regardless of their sex (and of the size and form of their households)

These are the main reasons that have come to my mind. Feel free to add more by using the comments function below!

PS: This year was my “gender year”: I have never carried out a project of this nature nor have I ever been conveyed the moniker and/or responsibility as a consultant in gender issues in Samoa.

I have been a projects manager for 20 years in New Zealand and Samoa. I now realise that there are many confronting issues that I must face if I am to be an effective, competent and efficient manager of projects

Thank you for all involved with this project I am indebted for your patience and efforts throughout this venture. Thank you for the privilege of facilitating this programme and plotting a course forward for SUNGO.

Wishing you all a safe and prosperous Christmas and a joyous start to 2022.

May the Good Lord continue to bless you and keep all your families in HIS care.

Faafetai mo le tapuaiga o le galuega i lenei lava tausaga. Faafetai mo le lagolago mai ma le faamalosiā mai i soo se taimi ma soo se avanoa. Ou te lagona lava o lenei tausaga, o se tausaga sa feagai ai nisi o tatou aiga ma ni faafitauli tuga.

Ia alofa faamanuia mai le Atua i tagata uma ae maise Samoa le atunuu peleina ma ia outou maua se Kerisimasi fiafia ma le saogalemu. Ia avea le faamanatuina o le aso na soifua ai le Alo o le Atua, e faafouina ai o tatou agaga ma taumafaiga.

Ia tatou sao mai ni faalavelave ma ia tatou aulia atu i se Tausaga Fou manuia ma saogalemu.

Ma lou faaaloalo

Siaosi Salesulu -VAILELE

ANNEX 1: Terms of Reference

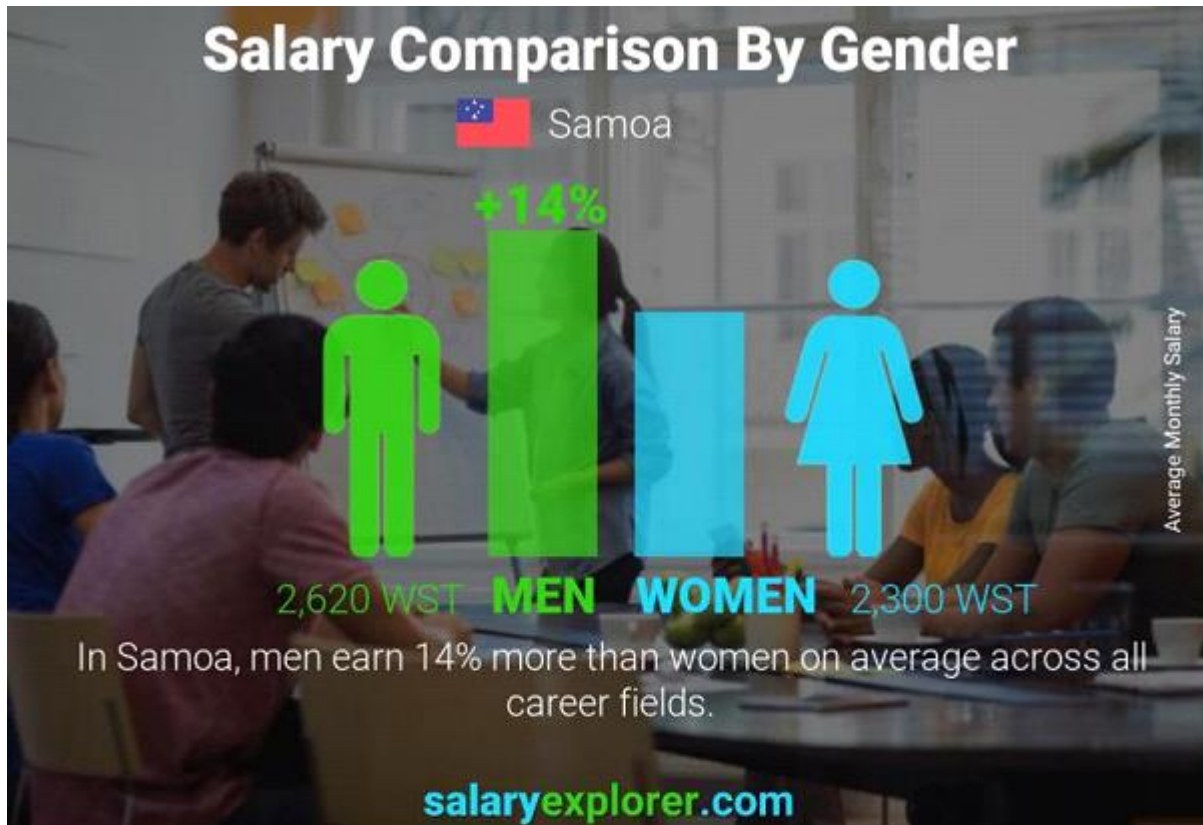
ANNEX 2: Salary Comparisons

ANNEX 3 Cycle of operations

ANNEX 1 DELIVERABLE	TENTATIVE DUE
Upon approval by UNDP of the following; 1. Develop a work plan and training program agenda with clear and achievable assignment objectives and outcomes.	15 November
Upon approval by UNDP of the following; 2. Engage with relevant CSOs, Taskforce members and the Spotlight Initiative CSO National Reference Group to obtain input in developing user-centered information and resources.	19 November 2021
Note: Consultant is expected to provide a written report to be approved by CEO SUNGO & UNDP ARR indicating the result of consultations, who attended - with stakeholders to trigger milestone payment.	
Upon approval by UNDP of the following; 3. Develop and produce user-centered information and resources on gender mainstreaming in project design. This includes a gender mainstreaming checklist or how to integrate women and girls into results focused project design and project proposal writing. Ensure these materials and resources align with SDGs, global best practices and innovative approaches. 4. Extract and produce relevant gender mainstreaming indicators aligning with SDGs and national gender indicators used for reporting on UPR and CEDAW to produce a CSO Gender Scorecard checklist for easy monitoring and reporting purposes. 5. Develop a gender scorecard checklist for reporting purposes as outlined in output 3 above to assist with building CSO capacities in monitoring or auditing their own program implementation efforts. 6. Ensure all new changes are reflected and aligned in the CSO capacity response joint work plan coordinated by SUNGO.	3 December 2021
Upon approval by UNDP of the following;	17 December

<p>7. Provide all the final and endorsed materials, information, and resources as a toolkit package both in hardcopy and electronic form to SUNGO CEO for printing.</p> <p>8. Conduct a training session for SUNGO staff on how to use and disseminate the materials and resources developed.</p>	
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ANNEX 2



ANNEX 3



GENDER EQUALITY MAINSTREAMING IN PROJECT DESIGN AND MANAGEMENT

CYCLE OF OPERATIONS

(Project Approach)

Mainstreaming gender equality in the operational cycle

1. Gender in Nat. Dev. Plan and NIP?
2. Have relevant stakeholders on gender issues involved?

Action Document been checked with the authorized?

3. Is gender budget analysis and gender mainstreamed log frame included in the Action Document?

Are the results pursued gender equality aimed?

4. Are gender sensitive reviews and monitoring applied? Are equal opportunities applied?
5. Are the ToR gender sensitive? Is gender expertise ensured in the evaluation team?