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| **GENDER INTEGRATION GUIDANCE: IMPLEMENTING AND MONITORING** | |
| Why address gender issues at this stage? | Monitoring project activities and indicators is meant to help us understand not only how far we’ve come to reaching our objectives, but also how the implementation process is going. A continual process of reflection and analysis is necessary for monitoring to be used for management, accountability, and decision-making.  Addressing gender issues during the implementation of a project is necessary to understand if activities and interventions are reaching both men and women equitably. Ongoing monitoring and reflection can help us identify problem areas and allows Program Managers and others to make mid-course corrections. |
| Objective of addressing gender issues | * To know if projects are achieving targets to reach men and women * To reflect upon why there may be differences in men’s and women’s participation in and benefits from interventions |
| How to address gender issues | **Examine indicators to identify where there are significant differences in men’s and women’s participation and performance in activities.**  Good monitoring aims to analyze the project’s progress towards achieving results and activities. Doing this in a gender-integrated manner suggests that you are monitoring your sex-disaggregated indicators (or others) to understand if men and women are performing similarly in your project.  For example, are both men and women attending training or meetings? Are there significant differences in the production yields on men’s or women’s plots?  Progress should be measured against the project’s targets and any challenges in meeting those targets should be highlighted in the progress report. Understanding why those differences exist may require organizing a dedicated gender-focused reflection meeting (see below).  **Highlight achievements or challenges in the progress report.**  Gender issues can be highlighted in Section 5 Cross Cutting Themes. Guiding questions are provided (below) and in the Project Progress Report Tool to help you identify the type of information that should be included.  **Conduct a gender-focused reflection meeting to identify gender-related progress and challenges.**  Projects should periodically conduct a gender-specific reflection session as a monitoring exercise that can help identify gender-related progress and challenges. Instructions for how to conduct a gender-focused reflection meeting are provided at the end of this document. LWR recommends that projects conduct one (1) gender-focused reflection meeting in the first year and then every six months after that. |
| How to use the Gender Dimensions Framework | During implementation, the GDF can be used to help understand what your indicators are telling you. When you examine your sex-disaggregated data, use the GDF to identify questions about the differences in men’s and women’s performance:   * Do the differences relate to women’s time, schedule, or mobility? Or men’s time, schedule or mobility? *(Practices & Participation, Beliefs & Norms)* * Do they relate to differences in men’s and women’s roles in production or in the household? *(Practices & Participation)* * Do they relate to differences in men’s and women’s access to resources or to associations? *(Access to Assets)* * Do the differences relate to how the project is being implemented? (activities, process, administration, activity schedules, participation) |
| Checklist | * Are there gender issues that were not identified at the beginning of the project that are creating barriers for men and women to fully participating in the current reporting period? * Were there gaps between men and women participants evidenced by the sex-disaggregated data that are affecting the success of the project? * What actions are necessary to address any gaps or differences evidenced by the sex-disaggregated data? |
| Where to find additional information | * Land O’Lakes. Integrating Gender throughout a Project’s Lifecycle 2.0 |

## Conducting a Gender-Focused Reflection Session

This reflection session is designed to follow the same steps that are outlined in the DMEL’s Progress Report Reflection Meeting Guidance Tool. The main difference is that for this session we want you to primarily focus on how well the project is doing in terms of reaching both women and men, and to understand how and why the project has been successful or not in this regard. Please refer to the DMEL tool for the complete tips on preparing for the reflection session; we’ve included some here:

**Participants:** LWR country staff and partners.

**Time:** Minimum of 4 hours - up to 1 full day

**Project materials:** Completed Indicator Tracking Table (ITT) and Activity Tracking Table (ATT) through most current reporting period

**Materials:** Flip charts, markers, colored note cards, tape

**Before beginning, appoint a facilitator to keep time and manage the discussion, and a note taker to record in writing the discussions during the meeting.**

**Activity 1: Document and analyze overall project successes and challenges.**

1. Write each project outcome on a piece of flip chart paper.
2. Hand out **four** colors of sticky notes[[1]](#footnote-2) and ask all staff to write challenges that women beneficiaries specifically face for each outcome on one color, and the challenges that men beneficiaries specifically face for each outcome on the second color. Then repeat but have staff write successes in reaching women for each outcome on the third color, and successes in reaching men for each outcome on the fourth color.
3. While the comments are being placed on the flipchart the facilitator can begin clustering similar comments. It is not necessary to separate the comments about men from those about women because the different colored sticky notes will reveal those differences.
4. Finalize the key successes and challenges by summarizing the main challenge or success for men and then for women represented by each cluster.
5. Write the summary of the cluster (one for men and one for women) directly on the flip chart paper near the cluster.
6. Discuss with the entire group the finalized clusters. Orient the discussion around how each cluster affects the project’s work towards achieving its GOAL.

*Key Considerations:*

* + Does everyone agree on the main content of the clusters?
  + Does anyone have anything to add who did not originally provide a comment on that cluster?
  + Are there any comments that were not in a cluster? Are there outliers that are not as important or do they need further analysis?

*Key Discussion Questions:*

* + What are the main differences between the challenges and successes related to men and women?
  + Reflect on the possible causes of those differences. Use the GDF to help identify different kinds of questions you might ask yourself during this discussion. For example:

**NOTE:** If the answer to any of these questions sounds something like, “it’s cultural” or “it’s traditional” you need to examine in more depth what that means. Be very specific about what aspect of culture or tradition to which you are referring.

* + - Do the differences relate to women’s time, schedule, or mobility? Or men’s time, schedule or mobility? *(Practices & Participation, Beliefs & Norms)*
    - Do they relate to differences in men’s and women’s roles in production or in the household? *(Practices & Participation)*
    - Do they relate to differences in men’s and women’s access to resources or to associations? *(Access to Assets)*
    - Do the differences relate to how the project is being implemented? (activities, process, administration, activity schedules, participation)
  + Are any of the clusters linked? If so, do they have similar causes?
  + Look at the causes of each of the successes clusters. Can any of these causes be documented as key lessons learned for the project or are they primarily expected results?
  + Look at the causes of each of the challenge clusters. Identify which challenges need to be immediately addressed and determine with the group the best action to take.
  + Do any of the clusters contradict each other? Is there a success cluster that is the opposite of a challenge cluster? What does that mean for the project? Does it show that there are different experiences in different areas where the project is being implemented? How can the successes in one area help to address challenges in another?
  + Reflect on the previous reporting periods. Are any of the challenges identified during this reporting period similar or the same as challenges from previous reporting periods? How are these stubborn challenges affecting project progress and overall achievement of our goals? Does more effort need to be given in solving these challenges or are the challenges of low impact and should just be monitored?

1. Identify key questions that remain unresolved or unanswered.
2. The note taker should summarize the key conclusions of the discussion to ensure that the notes were taken correctly and allow for any further final comments.
3. These steps should be completed for all project OUTCOMES.

**Activity 2: Analyze project success based on OUTCOME indicators and their targets.**

1. Open the ITT so that you can view all project indicators.
2. Look at the OUTCOME indicators that are disaggregated by sex or relate to men or women specifically. Look at the % of target for each of those indicators and how the project is progressing towards the annual targets and life of project targets.
   1. What differences exist in progress towards the targets for men and the targets for women?
   2. If the project is on track, revisit the successes identified in the last section. What success factors are helping you stay on track?
   3. If the indicator target is not on track, revisit the challenges identified in the last section. What challenges are creating obstacles to helping you reach your targets?
3. Identify key questions that remain unresolved or unanswered.

**Activity 3: Analyze project progress based on OUTPUT indicators and their targets.**

1. Look at the OUPUT indicators that are disaggregated by sex or relate to men or women specifically. Look at the % of target for each of those indicators and how the project is progressing towards the annual targets and life of project targets
   1. What differences exist in progress towards the targets for men and the targets for women?
   2. If the project is on track, revisit the successes identified in the last section. What success factors are helping you stay on track?
   3. If the indicator target is not on track, revisit the challenges identified in the last section. What challenges are creating obstacles to helping you reach your targets?
2. Identify key questions that remain unresolved or unanswered.

**Activity 4: Analyze project progress based on ACTIVITY indicators and their targets.**

1. Reflect on the quality of all the activities by asking participants to bring up any major issues with quality that they have encountered for all activities linked to the OUTPUT.
   1. Even if the activity target was met, were there any issues with participation of men or women or the quality of the activity? Did participant surveys show they were satisfied with the activity? Were there any differences between men’s and women’s satisfaction with the activity? What issues contributed to men’s satisfaction/dissatisfaction? What issues contributed to women’s satisfaction/dissatisfaction?
   2. Was an activity particularly successful with men specifically or with women specifically? What factors contributed to that success? (better trainers, more time allocated to the activity, better pre-planning, more community involvement, more support from local community leaders)
2. Identify key questions that remain unresolved or unanswered.

**Activity 5: Wrap up**

1. Review the questions that remained unresolved or unanswered.
   1. Are any of them questions that can be answered by conducting qualitative interviews with beneficiaries?
   2. If not, include those unanswered questions in your progress report for discussion with LWR staff.

1. Teams can use colored cards and tape instead of sticky notes. [↑](#footnote-ref-2)