



CRCID GENDER EQUALITY POLICY



Revised July 2009



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1. AIM OF THE POLICY

1.1 Why this policy?

This policy represents the organizational commitment to gender equality for the Canadian Rotary Collaboration for International Development (CRCID). CRCID is committed to implementing this policy and the values upon which it is informed both in the way the organization and its partners operate and in the objectives they seek to achieve. The need for a gender equality policy in CRCID was discussed and agreed by members at CRCID's 2009 Annual General Meeting. It is recognized by members and the Board that implementing the CRCID gender policy will require the active leadership of management as well as the release of funding and allocation of staff time to engage with gender related issues.

1.2 How will the policy be used?

The policy encompasses a number of principles that will guide the work of the organization. Many of the principles are not new, and are already incorporated in strategies, systems and structures. Where this is not the case, it will have to be done. The policy will therefore be further elaborated in program strategies, internal guidelines, procedures and policies as well as being reflected in the organizational culture, management style and activities. Gender indicators will also be integrated into staff objectives as well as accountability and performance Management systems.

The management team of CRCID is responsible for implementing the policy as well as ensuring timely monitoring of implementation. Furthermore, it will be a management responsibility to set up appropriate structures and promote the required attitudinal changes implied by the policy. However, it is also the duty of all staff at CRCID to make sure that the gender equality policy is followed up by action at all levels of the organization, in other words, "walking the talk" at CRCID. Ownership to the gender equality principles and strategies by staff and partners are thus key to successful gender mainstreaming.

It is also necessary to focus on the specific contexts within which CRCID works in order to achieve the desired impact of gender activities by the developing country programs. Therefore, all developing country programs supported by CRCID will use this revised CRCID gender policy to formulate country implementation strategies based on the specific context in which they work in terms of the cultural setting, socio-economic factors, religion, and ethnicity.

1.3 Main objectives of the policy

The overall objective of CRCID's gender equality policy is to support the achievement of equality between women and men to ensure sustainable development. CRCID wishes to advance women's equal participation with men as decision makers in shaping the sustainable development of their societies. CRCID will address the unequal power relationship between men and women with the aim of promoting structural change and full realization of women and girls' human rights.

CRCID will strengthen the mainstreaming of gender equality and women's empowerment into the full range of CRCID activities and practices. CRCID's own internal structures and practices must also reflect CRCID's commitment to gender equality. This includes staff policies, modes of communication, campaigns as well as all program work.

CRCID understands gender equality as:

- Equal opportunities to participate in and influence political and economic decision making for women and men.
- Equal political, civil, economic and social rights for women and men.
- Equal consideration, valuation and favouring of the needs and aspirations of women and men.
- Equal access to and control over resources such as land, income and other productive assets.

Gender equality means that women and men have the right to equal opportunities when it comes to participating and benefiting from economic, social, cultural, and political development. In other words, equality means that one's rights or opportunities do not depend on being male or female. CRCID sees gender equity as a major means for achieving greater equality between men and women in the long run and thus specifically supports women in order to compensate for ingrained historical social and political inequality and discrimination against women.

2.GENDER EQUALITY, POVERTY AND DEMOCRACY

CRCID recognizes that “across the globe women are experiencing inequality at the household, community, and national levels: this impacts negatively on their enjoyment of basic rights, control over resources, and participation in the economic and political spheres. This inequality is a barrier to development and it affects the welfare of women and their families”¹.

CRCID also recognizes that unequal power relations between women and men are major obstacles for achieving democratic development and for fighting poverty and injustice. A strong gender perspective is therefore critical in CRCID's work supporting Rotary entities implement poverty reduction initiatives.

Gender equality and the empowerment of women are important goals in their own right, but are vital to poverty elimination. Although some progress has taken place during the last decade, gender continues to be one of the most important factors that causes the discrimination and marginalization of women.

Throughout the organization, CRCID will base its work on an understanding of gender equality and empowerment as central to overcoming poverty. CRCID will prioritize

¹ Mellempfolkeligt Samvirke. Policy on Gender Equality Danish Association for International Co-Operation Policy Paper: page 8.

developing country programs that specifically include initiatives designed to raise the status of women. CRCID's vision as expressed in the 2007/10 Strategic Plan states:

The Canadian Rotary Collaboration for International Development will be a leading advocate in fostering the alleviation of poverty and improving the quality of life through facilitating the implementation of sustainable international development programs.

This vision goes beyond the purely economic of providing matched funding to Rotary initiated developing country programs to also include the alleviation of inequalities often represented as discrimination against specific groups (e.g. women).

3. GENDER MAINSTREAMING AS A STRATEGY

3.1 CRCID strategy

CRCID adheres to the gender mainstreaming approach, as gender should not be seen as a separate topic but indeed be an integrated part of all work. However, at the same time CRCID acknowledges that gender mainstreaming is not the only strategy for achieving gender equality. CRCID will therefore in future adopt a twin-track approach that aims at integrating gender into all existing operations as well as developing specific initiatives that address gender inequalities.

3.2 Challenges with mainstreaming gender

The general criticism of gender mainstreaming is that it has led to a reduction in funding and a weakening of focus on initiatives that specifically target women. Another critique is that mainstreaming processes do not recognize the diverse needs and experiences of women suffering multiple forms of discrimination. But the major critique of gender mainstreaming is that gender has remained at the policy level, without any real operational impact. It is a general experience that strong backing from management at all levels of the organization is essential for gender mainstreaming to be successful. It is important to hold all CRCID staff, Directors, and members accountable for implementing gender goals.

3.3 Lessons learned on mainstreaming gender

Similar to many other development organizations, CRCID has also faced challenges in developing a comprehensive gender policy with effective procedures. CRCID integrated gender analyses into its project and program applications in 2002 but the results have not been systematic or consistent, and good practices have varied between programs. A primary reason for these poor results are due to CRCID staff, members, Directors and Program Coordinators not having sufficient training and knowledge regarding gender equality. However, gender disaggregated data is also not readily available in some of the developing countries that do not track gender statistics.

Mainstreaming gender requires positive action to ensure outcomes and improved results. By using a twin-track approach CRCID wishes to make sure that gender mainstreaming is followed up by specific interventions both internally and with those Developing Country Programs it is supporting.

4. PRINCIPLES

The overall principles for how CRCID will work with gender equality are as follows:

- CRCID will address the unequal power relationship between men and women, recognizing that addressing structural gender inequalities is in essence a political project aimed at promoting structural change.
- CRCID recognizes the importance of actively engaging both men and women in promoting gender equality.
- CRCID believes addressing structural gender inequalities requires working with gender at the household, the community and the societal levels. CRCID will work with both women and men to address the stereotypes, including traditional belief systems and practices that create and reinforce gender inequalities.
- CRCID recognizes that women and men are not homogenous groups and therefore works to promote gender equality without losing sight of the ways in which gender interacts with other identities such as ethnicity, class, race, religion, nationality, disability or sexual orientation.
- CRCID will build the capacity needed to address the fundamental causes of gender inequality. CRCID will seek to influence the policy and practice of partners and organizations with which we work and encourage them to participate in relevant gender equality networks. CRCID will prioritize work that specifically raises the status of women and girls.
- CRCID recognizes that gender is not just about designing programs and policies or ensuring personnel balance. It is also about practicing an organizational culture within CRCID, which promotes care, flexibility and empowerment, which will inform behaviour, rules, programs and impacts in CRCID.

5. OVERALL STRATEGIES FOR ACHIEVING GENDER EQUALITY

5.1 Implementation of Developing Country programs

All programs will include explicit gender specific objectives to prevent and correct inequalities between women and men.

Guidelines, action plans and systems for monitoring will include concrete and measurable gender specific objectives. Resources necessary for establishing the capacity to achieve this will be allocated. Gender analyses will be consistently carried out to reveal basic structural factors impacting on the possibilities and perspectives of women and men. Indicators for all programs and projects shall explicitly reflect both sexes. Initiatives and objectives for promoting gender equality in programs will be formulated and 'gender screening' at all phases of the program/project cycle will be carried out.

Responsibility: CRCID Secretariat & Program Coordinators

Tools and methods for ensuring gender mainstreaming in programs and projects will be made available to staff and CRCID partners.

This will be supported by providing the necessary resources in the form of tools and opportunities for competency development. Systematic and consistent attention will be given to gender equality objectives throughout the program cycle.

Tools: Gender Analysis Framework (see Appendix 1)

Responsibility: CRCID Secretariat & Program Coordinators

When establishing partnerships, the commitment and capacity of potential partners to adhere to CRCID's gender policy will be assessed.

The commitment and capacity of partner organizations to implement gender policies that live up to CRCID's gender policy will be an important criterion for entering into a partnership with CRCID. Whether partner organizations adhere to CRCID gender policy will be monitored on a continuous basis, and an on-going dialogue on challenges and opportunities will support this. Failure to support or live up to CRCID's gender policy will lead to the termination of a partnership.

Responsibility: CRCID Board of Directors

Integration of learning and experience on gender equality will be prioritized.

CRCID will form appropriate structures to monitor implementation, provide support and facilitate the sharing of knowledge within the field of gender equality.

Responsibility: CRCID Board of Directors & Secretariat

5.2 Public image, information and campaign activities

Information and campaign activities by CRCID will reflect CRCID's commitment to promoting gender equality.

All materials and general communications will be formulated to reflect CRCID's goals and objectives on gender equality and equity. These will challenge gender stereotypes and recognize diversity. Gender perspectives will be consistently incorporated in relation to the selection of target group and focus areas, in criteria for results, in objectives of annual plans and in indicators for the implementation of campaign and information activities. The Information and Campaign teams play important roles in mainstreaming gender, as effective information flows are a prerequisite for mainstreaming gender equality, including information about new and innovative gender programming internally and externally.

Responsibility: CRCID Public Engagement Committee & Secretariat

Membership and network activities shall appeal to both men and women.

As a membership-based organization CRCID wishes to be an organization that offers a variety of network activities that appeal to both men and women.

Responsibility: CRCID Public Engagement Committee & Secretariat

Gender sensitive language will be used in all internal and external communications.

Gender sensitive language and images will be used in all internal and external communications. The guiding goal of gender-sensitive language is to include and respect all target audiences. Bias-free language benefits everyone. It makes communication plain and accessible, and it also encourages creativity and new meanings.

- **The “man” factor.** Find inclusive synonyms for words which use “man” to mean person or people, e.g. policeman becomes police officer.
- **The pronoun problem.** Get around the “he/she” dilemma: construct the sentence so that a pronoun is unnecessary or an article can be used. Use the plural “they-their” if appropriate.
- **Avoid stereotypes and loaded words.** Particularly avoid using words in a way that diminishes or devalues a person’s status. For example: “just a housewife” or “deadbeat dads”.
- **Double standards.** Do not treat women and men differently if it is not justified. For example, if you don’t mention marital status, physical appearance or other personal traits when describing a man, don’t use them for a woman. On the other hand, including women’s realities may mean revaluing things like homemaking; it may be relevant to refer to men’s family responsibilities as well as women’s.
- **Use appropriate examples.** When illustrating situations, use examples that are authentic for both women and men.
- **More inclusive metaphors.** Metaphors and similes are vivid shortcuts to understanding. Use metaphors that have a resonance for both women and men. Consider the appropriateness in a context of using a sports metaphor.
- **Seeing is believing.** Gender sensitivity also applies to visual languages. Ensure images represent and respect the diversity of people in society.

Responsibility: CRCID Public Engagement Committee & Secretariat

5.3 Global Contact

Activities under Global Contact must reflect CRCID’ commitment to promoting equality.

Global Contact campaign materials will appeal to both sexes through use of appropriate language, contents and visual materials. Global Contact travels shall target men as well as women. This will be ensured through the identification of projects that reflect the interest areas of both sexes.

Responsibility: CRCID Board of Directors; Public Engagement Committee & Secretariat

5.4 Human resources

CRCID’ personnel policy will reflect the gender principles for CRCID as an organization.

The existing personnel policy will be extended with elements that ensure gender equality based on organizational development principles.

Responsibility: CRCID Executive Director

Gender perspectives must be incorporated into job identification processes, job descriptions and job advertisements.

When positions are established the job functions will be 'gender screened'. In cases where jobs pose special challenges for women, men, single parents or other groups, these challenges will be reflected and explained in the job description. This will be done within the overall framework of Canadian legislation on gender equality. In addition to professional aspects, job advertisements will include a description of CRCID as a family-friendly workplace. The language used in job advertisements will appeal to both sexes. The staff responsible for Human Resources CRCID will be assigned special responsibility for monitoring and following-up on CRCID' gender policy and will report to the management team and the board.

Responsibility: CRCID Executive Director

5.5 Organizational management and development principles

The Executive Director will report on the principles in the yearly personnel policy report to CRCID' Board.

CRCID will work towards gender balance in staffing and in steering committees/bodies.

The target is a distribution of women and men that is representative of the gender distribution of Rotary in Canada. This balance ought to be reflected in the management team, the board as well as each individual team in the secretariat and CRCID' country offices.

Responsibility: CRCID Board of Directors & Executive Director

CRCID will practice a flexible working culture which will take the individual family situation of women and men working in the organization in Canada into consideration.

CRCID staff at the head office will enjoy working conditions ensuring a good balance between family life and work. This will be ensured through the personnel policy.

Responsibility: CRCID Executive Director

CRCID will practice a non-discriminatory gender and diversity culture policy to ensure that the organization allows room for women and men with varied backgrounds.

Communication and decision-making processes in CRCID should reflect equal opportunities for the two sexes at all levels: the board, staff, volunteers, managers.

Responsibility: CRCID Executive Director

CRCID will ensure a workplace free from sexual harassment.

CRCID intends to maintain a workplace free from sexual harassment and with respect for sexual integrity. CRCID condemns sexual exploitation, abuse and discrimination in all its forms. CRCID will develop a code of conduct for sexual harassment, which includes effective and transparent procedures in cases of physical or verbal sexual assault or abuse of or by staff members. CRCID will continuously take preventive initiatives in the secretariat offices to prevent sexual harassment. This includes safe means of traveling for women.

Responsibility: CRCID Executive Director

CRCID will ensure equal access to competency development for women and men and will prioritize gender related training.

Equal access to competency development will be provided through clear principles and resource allocation for training and further education.

Responsibility: CRCID Executive Director

CRCID will integrate gender indicators into staff objectives.

Gender perspectives will be incorporated into performance criteria for monitoring CRCID program management teams.

Responsibility: CRCID Executive Director

6. APPENDICES

APPENDIX 6.1: GENDER ANALYSIS

WHAT IS GENDER-EQUALITY ANALYSIS?

Gender-equality analysis is part of the policy development process. It is an analytical tool that assesses the differential impact of proposed and existing policies, and programs on women and men by considering the different life situations (different socio-economic realities) of women and men.

Gender-equality analysis should be a common thread woven from beginning to end throughout the entire program planning, implementation, and evaluation process, and not merely during the planning phase.

Gender-equality analysis recognizes that the realities of women's and men's lives are different and that equal opportunity does not necessarily mean equal results. The challenge is to anticipate the results of policies and programs to ensure they are as equitable as possible for all women and all men.

OBJECTIVES OF CRCID'S POLICY ON GENDER-EQUALITY ANALYSIS

The *Policy of CRCID on Gender-Equality Analysis* requires that:

- Gender-equality analysis be integrated in all CRCID related work, including:
 - The development and implementation of policies, programs, and, communications plans; and,
 - Consultations and negotiations.
- Where gender-equality issues arise, solutions be developed and implemented to prevent and remedy any inequality.
- Where gender-equality issues cannot be addressed or fully addressed by staff, the appropriate CRCID Director should be informed in a timely fashion and the issue should be raised at the next CRCID Board of Directors meeting.

ANALYSIS IS BASED ON THE FOLLOWING BASIC PRINCIPLES

- It is an integral part of all CRCID related work.
- It recognizes the importance of understanding the social context in which the policy or program will be developed and applied.
- It highlights the impacts of the policy or program on diverse groups.
- It is based on sound data, research and information, which may require looking beyond conventional sources.
- It recognizes the ways in which personal values; experiences; and, education may often affect research and evaluation frameworks and approaches.
- It requires every staff, member and Director of CRCID to examine and question the assumptions that underlie CRCID policies and programs.
- Gender-equality analysis is enhanced by collaboration.

SUMMARY

Gender equality needs to be part of the mindset for all employees, contractors and partners for carrying out CRCID related work. It is important to recognize gender aspects in such day-to-day work as drafting correspondence, briefing notes, reports, carrying out environmental reviews, making presentations, in negotiations and in meetings, and so on.

Gender-equality analysis is about understanding women's and men's distinct situations and experiences and using this knowledge to uncover potential gender-equality problems and design solutions. The goal of gender-equality analysis is to advance equality by identifying policy and program options that respect and support everyone's safety, autonomy, well-being and full participation. Policies and programs that are based on a comprehensive and accurate assessment of the needs of all staff, members, Directors and partners of CRCID will be more effective, durable and fair.

GATHERING INFORMATION/DATA

There are many issues surrounding data gathering. The program outcomes will be affected by what information is accessed and used. Any limitations in the database and in what data have been collected should be pointed out.

Extrapolations or case studies are an option where there is a lack of national data.

Consult with colleagues when planning how best to gather data, since collaboration may lead to unexpected sources.

In the information and data-gathering process, ensure that:

- Women and men are included in the data-collection process, even when numbers are small – excluding a group may lead to bias in the research outcomes or conclusions;
- Statistical information or data are disaggregated by sex;
- Assumptions that may be driving the approach and the questions are repeatedly checked; and,
- Data collecting looks deeper than the family unit or group itself – different members of the same family or group will experience the impact of a policy or program differently.

RESULT OUTCOMES AND FUTURE DIRECTIONS: POLICY OR PROGRAM DIRECTIONS REGARDING IMPACT ON WOMEN AND MEN

Ask yourself:

- Does the research indicate future research is required on potential impacts?
- Do unanswered questions remain (e.g., are there knowledge gaps that could affect the overall effectiveness of the policy or program)? Would these gaps pose a risk to implementation? Would these gaps risk exposing the most vulnerable groups of women or men to further inequality?
- How do the findings so far reflect the issues of diverse groups of women and diverse groups of men? Would one group of women be disadvantaged in order to resolve the equality issues of another? Do the findings indicate how the policy

could be formulated to ensure this does not happen? What further information is required, and from which sources?

- What are the potential risks to CRCID if a policy is developed and implemented based on incomplete/partial research?
- Are the views of women and men who have participated in the analysis reflected in the findings?
- Are the outcomes explained clearly, showing how they can or will have an impact by gender, and how these outcomes could promote or hinder gender equality?
- Are the limitations of the data being accessed (e.g., gaps, under-representation of groups), and the time and resource constraints described?

APPENDIX 6.2: CRCID GENDER ANALYSIS FRAMEWORK

The Gender Analysis Framework is an important gender mainstreaming and programming tool. It enables CRCID and partner staff to do a systematic analysis of gender relations and issues in the communities in which they work. The GAF sets out the key factors that need to be considered in programs and projects in order to achieve CRCID's development objectives as outlined in the Gender Policy. It is a tool that can guide planning, monitoring, review / assessment and evaluation processes. Its use can help project teams plan and implement gender equitable projects that:

- are based on a sound understanding of social relations and dynamics, roles, position and condition of women, and differential constraints, needs and interests in target communities
- empower women as well as men
- reduce gender discrimination and other rights violations
- achieve planned impacts of equal benefit for women and men

The GAF is also a learning tool. The application of the GAF helps project teams to understand, in a very practical way, what gender issues and relations are, how they affect development problems and CRCID supported projects, what changes are desirable and possible, and how this change can take place.

The Objective of the Gender Analysis Framework is to enable CRCID staff and CRCID partners to develop and implement programs and projects that bring equal benefit, empowerment, status and rights realisation to women and men in targeted communities.

CRCID will integrate the following gender equality questions into the Gender Equality section of Developing Country Program Proposal that must be submitted by a Canadian Rotary Entity to qualify for CRCID funding:

Basic Questions:

These basic questions are designed to identify which significant roles women and men play in the sector relevant to the objectives of the project or program. These questions are best asked orally in the context of formal and informal discussions and transcribed for inclusion in the proposal.

- What roles do men and women play in the sector and in the locality concerned relative to the project or the program?
- Do women as well as men play significant roles in the sector relevant to the objectives of the project?
- What is the proportion of women-headed households in the project locality?

Knowledge Question:

Projects/Programs need to recognize and take into account the different knowledge women and men have about the sector concerned:

- What knowledge do women and men have about the sector concerned?

Activity Questions:

Identification of the different activities women and men undertake

- What do women do, and what do men do?
- For which different activities and functions are women and men responsible?

Resource Questions:

Focusing on the degree of access to and control over development resources, including those provided by the project/program, that women and men have.

- Do women and men have equal access to and control over development resources?
- Who benefits most from the proposed program?

Incentive Questions:

The factors that motivate women and men to get involved in the project/program activities.

- What provides an incentive for women's participation?
- And men's?

Inputs and Services Assessment:

This is to assess the relative availability of inputs and services to women and men that the program intends to make. These inputs and services will have an impact on gender roles and you need to anticipate what those impacts can be in order to put in place appropriate monitoring and evaluation mechanisms.

- Are inputs and services available to women and men in proportion to their presence/involvement in the sector in question?

GENDER ANALYSIS FRAMEWORK (GAF)

Instructions: Complete the GAF during the planning of the program or project with the exception of the final column. The final column is completed at the expiration of the funding agreement with CRCID by comparing the baseline information with the anticipated targets. Any variance greater than 10% will require a more detailed explanation.

Developing Country Program Name:				
Country(ies):				
Sectoral Priority:				
Category	Questions	Baseline Responses (status at start of program)	Program Targets	Actual Targets Achieved (at completion of current agreement)
Basic	<ul style="list-style-type: none"> What roles do men and women play in the sector and in the locality concerned relative to the project or the program? Do women as well as men play significant roles in the sector relevant to the objectives of the project? What is the proportion of women-headed households in the project locality? 			
	<ul style="list-style-type: none"> What knowledge do women and men have 			

Knowledge	about the sector concerned?			
Activities	<ul style="list-style-type: none"> • What do women do, and what do men do? • For which different activities and functions are women and men responsible? 			
Resources	<ul style="list-style-type: none"> • Do women and men have equal access to and control over development resources? • Who benefits most from the proposed program? 			
Incentive	<ul style="list-style-type: none"> • What provides an incentive for women's participation? • And men's? 			
Inputs and Services Assessment	<ul style="list-style-type: none"> • Are inputs and services available to women and men in proportion to their presence / involvement in the sector in question? 			

APPENDIX 6.3: CONDUCTING GENDER EQUALITY ANALYSIS

RESPONSIBILITY: Program/Project Managers

EVALUATION FRAMEWORK

Gender-equality issues must be considered during the developmental stages of a policy initiative or program. At this early stage, Program/Project Managers can assist CRCID Program Officers by reminding themselves of the need to consider potential differential impacts on various social groups

The Program/Project Managers are responsible for ensuring that the CRCID gender-equality policy and its principles are integrated into the planning, implementation and reporting phases of the program or project.

Viewing women (or men) as an undifferentiated group, failing to take into consideration other diversity issues, socio-economic status, age, literacy, etc., must be avoided. The danger of this “lumping together” is that what is good for some women (or men) might not be good for others.

STEP 1 — ANALYSING THE POTENTIAL UNINTENDED IMPACTS

The gender-equality analysis policy requires that consideration be given to whether there are potential unintended impacts on women or men or on particular groups of women or men.

The Program/Project Managers should ask:

- Who is the target group? Is the target group predominantly male or female? Does this have any potential implications for women or men?
- Do the objectives of the program or initiative make assumptions about the social roles of women and men? If so, could this result in unintended impacts on either women or men?
- Could this program or initiative have unequal effects on diverse groups of women or men, such as those who are disadvantaged due to poverty, disability or inability to speak either official language?
- If there is an element of discretion involved in the policy or program, could this affect individuals or particular groups in an unintended way?
- Do previous evaluations of similar programs in the literature suggest that gender could be an issue?

Sometimes it may appear that gender is not a relevant issue. However, before deciding, the CRCID Program Officer will need to challenge his/her assumptions and talk to colleagues and/or with a Gender Equality Specialist at CIDA.

STEP 2 IDENTIFYING THE EVALUATION QUESTIONS AND INDICATORS

Even if the Program/Project Managers do not identify any potential impacts, he/she may still want to include evaluation questions and indicators to determine whether the program is having impacts that were not anticipated.

The Program/Project Managers should ask:

Regarding program development and implementation:

- Were the appropriate individuals or groups consulted in the development of this policy or program? If not, should they have been? If they were consulted, did they express concerns and, if so, were these addressed? If not, why?
- What are the participation rates of men and women, such as those who are disadvantaged due to poverty, disability, inability to speak either official language, etc? If there are differences in participation rates, what are the implications for individuals or groups of women? Are there elements of the program or its implementation that pose particular barriers to participation?

Regarding program impact:

- What impacts has the program or policy had on particular individuals and groups?

Regarding program relevance:

- Is the problem this program or policy addresses equally relevant to all groups? If not, are there any significant implications for them?

STEP 3 IDENTIFYING THE DATA SOURCES AND METHODS

The Program/Project Managers will need to make sure the data sources and methods will provide valid and reliable information regarding impacts on different groups of people.

The Program/Project Managers need to:

- Include women and men who have been or will be affected by the program, and representatives from equality-seeking groups, where this is appropriate.
- Pay particular attention to the methodology if there is reason to believe that the program will differently affect some groups or individuals. Mainstream equality-seeking organizations may only be able to provide anecdotal information on the program's impact.
- Seek out organizations that are more narrowly focused than mainstream organizations to provide information from groups of women or men or find ways to obtain the views of the women and men themselves.

There are certain methods that are considered more appropriate for women's groups.

EXAMPLE

You may want to avoid a mail survey for individuals with limited literacy and you should avoid Lickert scales questions for people with limited numeracy. Open-ended interviews, focus groups, case studies and more participatory processes, such as empowerment evaluation, are considered more gender sensitive and more appropriate for evaluations involving Aboriginal groups. In selecting qualitative methods, you need to be sensitive to communication issues affecting some communities or groups of women or men. Focus groups may not be appropriate if there are potential self-confidence or privacy concerns. They are often dominated by the loudest and most articulate participants whose interests may be different from those who do not speak. In addition, you need to consider whether there may be negative impacts on certain groups of women or men if they participate in your evaluation (e.g., women who are victims of, or vulnerable to, spousal abuse). You might instead organize "in-camera" sessions.

When conducting interviews, you need to make sure your choice of interviewer is appropriate. It may also be important, both for the comfort of the respondent and for the reliability of the data, that the interviewer be of a similar background to the respondent.

STEP 4 EVALUATION APPROACH

This section presents general principles for gender-equality analysis, which need to be kept in mind when Program/Project Managers are developing evaluation methodologies.

This approach should be considered in all program or project related work:

- **Begin, whenever possible, with the lives of women and men**, not existing program categories. Social inequalities may arise from the limitation of existing categories. It is important not to limit your research. Expand the analytic options by striving to understand the societal realities and dynamics of inequality. In this way, the partiality or limitations of particular legal rights may become apparent.
- **Recognize the importance of experiential knowledge**, which often provides unanticipated insights and ideas about the nature of the problem and potential solutions. Consult with affected groups to obtain experiential knowledge. Individual stories can provide important information.
- **Include the opinions of women and men** who are likely to be most affected, but least heard.
- **Make a careful choice about which indicators are going to be applied**, because you want the indicators to reflect the gendered approach you are developing. Quantitative performance indicators are useful. Indicators, which capture women's and men's options, including access to justice, participation in the processes which affect them and satisfaction with the results of the process, policy, law or program, etc., are desirable. Ask yourself if the same proposed indicators are relevant for both women and men.
- **Recognize the insights gained from interdisciplinary approaches**, which are essential to research aimed at understanding the larger social, economic, familial and political context within which law and social policy operate.

6.4 GLOSSARY OF TERMS

GENDER and SEX

Sex identifies the biological difference between men and women. Gender identifies the social relations between men and women. It therefore refers not to men and women but to the relationship between them, and the way this is socially constructed, gender relations are contextually specific and often change in response to altering circumstances. (Moser 1993:230)

GENDER ANALYSIS

Refers to a systematic way of looking at the different impacts of development on women and men. As development programs have actively sought to reach women, we have learned that gender has a lot to do with what work we do, how much time we have to do it, and how much money we have to do it with. Gender analysis requires separating data by sex, and understanding how labour is divided and valued. Gender analysis must be done at all stages of the development process; one must always ask how a particular activity, decision or plan will affect men differently from women. (Parker 1993:74)

GENDER BLINDNESS

Person, policy, or an institution that does not recognize that gender is an essential determinant of the life choices available to us in society. (based on Parker 1993:74)

GENDER AND DEVELOPMENT (GAD)

This approach shifts the focus from women as a group to the socially determined relations between women and men. A Gender and Development approach focuses on the social, economic, political and cultural forces that determine how men and women might participate in, benefit from and control project resources and activities differently. (Parker 1993:74)

GENDER DISAGGREGATED INFORMATION

Information differentiated on the basis of what pertains to women and their roles, and to men and their roles.

GENDER MAINSTREAMING

In response to some of the criticism regarding the ineffectiveness of Women in Development approaches, in the post-Nairobi period some development agencies and governments promoted “mainstreaming” as a new strategy for taking women’s concerns into account. By bringing women’s issues into their mainstream policies, programs and projects, they hoped, earlier problems of marginalization would be overcome. To carry out this mandate, development organizations have attempted to integrate gender concerns into the very institutional structures and procedures responsible for development work. WID/gender bureaux, divisions, units and focal points thus mushroomed across a wide range of organizational contexts, their mandate being to institutionalize, or “make routine”, gender issues in the organization’s work. (Shahra Razavi and Carol Miller 1995)

GENDER PLANNING

A planning approach that recognizes that because women and men play different roles in society they often have different needs. (Moser 1993:230)

GENDER SENSITIVE

Refers to the ability to include gender specific information in all stages of the project cycle and the ability to allow this knowledge to inform our analysis and decision making.

GENDER SPECIFIC

Refers to activities and information that are predicated on the existence of division of labour based on gender.

OWNERSHIP

'Ownership' refers to the relationships between stakeholders in a development project. Ownership is high when:

- i) the intended beneficiaries substantially influence the conception, design, implementation and operations and maintenance of a development project;
- ii) the implementing agencies that influence the project are rooted in the recipient country and represent the interests of ordinary citizens;
- iii) there is transparency and mutual accountability among the various stakeholders. (Moore et al. 1996:9)

PARTICIPATORY DEVELOPMENT

Participatory development stands out for a partnership, which is built upon the basis of a dialogue among the various actors (stakeholders), during which the 'agenda' is set jointly, and local views and indigenous knowledge are deliberately sought and respected. This implies negotiation rather than the dominance of an externally set project agenda. (DAC Expert Group on Aid Evaluation (1996:94)

POLICY

A course or principle of action adopted or proposed by a government, business, party, or individual.

PRACTICAL GENDER NEEDS

Needs women identify in their socially accepted roles in society. PGNs do not challenge, although they rise out off, gender divisions of labour and women's subordinate position in society. PGNs are a response to immediate perceived necessity, identified within a specific context. They are practical in nature and often concern inadequacies in living conditions such as water provision, health care and employment. (Moser 1993: 230)

SOCIO-CULTURAL DEVELOPMENT

Aspects of development relating to the society and culture of that society.

STAKEHOLDER

An individual, group or organization that has something to gain or lose from involvement in the development project. Having a stake often implies an element of risk: standing to gain or lose something, and possibly having to make some sort of investment (not necessarily money), in order to obtain benefits from a project. Stakeholders are not simply 'beneficiaries'. Those who stand to lose from a project are also stakeholders. (Moore et al. 1996:24)

STRATEGIC GENDER NEEDS

Needs women identify because of their subordinate position in the society. They vary according to particular contexts, related to gender divisions of labour, power and control, and may include such issues as legal rights, domestic violence, equal wages, and women's control over their bodies. Meeting SGNs assists women to achieve greater equality and change existing roles, thereby challenging women's subordinate position. (Moser 1993:231)

WOMEN IN DEVELOPMENT (WID)

Development workers' and planners' concentration on Women In Development issues arose from a realization that women's contributions were being ignored and that this led to many failures in development efforts. Women In Development projects, frequently involving only women as participants and beneficiaries, were an outcome of this realization. (Parker 1993:74)

6.5 ACKNOWLEDGEMENTS & FURTHER READINGS

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