

# **Report on Effectiveness of SDC's engagement in the field of gender equality**

Annexes to Technical Report  
Final version  
28 February 2018

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## Annex 1 Terms of Reference

### Background

The senior management of Swiss Agency for Development and Cooperation SDC (Federal Department of Foreign Affairs) decided to dedicate the sixth Report on Effectiveness (RE) to SDC's efforts in international cooperation to the topic of Gender Equality. The preceding five REs have analyzed the effectiveness of SDCs or the Swiss International Cooperation in the Water Sector (2008), Agricultural Sector (2010), Climate Change (2014), Health (2015) and Employment (in process, expected 2017).

In order to enhance transparency and recognition of the Swiss International Cooperation as a result-oriented and effective instrument of Swiss foreign policy, SDC has committed itself in the Dispatch to the Parliament on International Cooperation 2013-2016 to fully account on the means used and results achieved under this bill.<sup>1</sup> The RE is thus primarily an instrument of accountability, addressed to the Swiss parliament and the interested wider public, but it is also viewed as an opportunity of institutional learning and capacity building in order to share key insights and to develop constructive lessons for future systemic strengthening of programming, normative and coordination work.

### Objective and Scope of the RE Gender Equality

#### Objective

The primary objective of the RE Gender Equality is to assess the effectiveness of SDC's engagement in gender equality and to highlight areas of success or in need of improvement. Furthermore, it should inform the Swiss public and the Swiss parliament about the level of effectiveness of SDC's activities in mainstreaming gender in all SDC programs and topics. This report aims to be an unbiased review of selected SDC interventions (projects and programmes) in the field of gender equality: SDC is accountable not only for successes of its engagement but also for difficulties, challenges and failures within its interventions.

The RE Gender Equality shall account for effects induced and concrete qualitative and quantitative results achieved by the bilateral, multilateral and institutional engagement with clear aims targeting gender equality. Given its focus on effectiveness it should measure to which extent the objectives were attained and which factors affected their achievement.

Moreover, the RE Gender Equality is designed as an outcome assessment, with focus on reporting on results achieved - or not - by the continuous long term engagement of SDC in the gender issues, through both gender specific interventions and through integrating gender as a cross-cutting theme into all SDC programs, and also by taking measures in favor of institutional learning and change.

The conclusions of the report should also help SDC to reflect on successes and challenges in mainstreaming gender equality in view of further improving the effectiveness of SDC's work and instruments. Moreover, the report shall deliver means to compare the Swiss intervention with the experience of other donors in order to identify common challenges and lessons learnt.

#### Scope

The RE Gender Equality shall aggregate, analyze and synthesize information from different programs and projects, including core institutional support and policy dialogue, carried out by all four departments (Global Cooperation, South Cooperation, Cooperation with Eastern Europe and Humanitarian Aid and SHA):

- Programs and projects (including core contributions) with gender principal goals, with clear gender objectives, fostering gender equality or fighting gender based discrimination;
- Programs and projects (including core contributions) with gender equality as a significant (transversal) theme, using gender sensitive data, strategies and implementation plans in order to achieve their aims and operating with gender-sensitive indicators;
- Selected engagements in policy dialogue: bilateral with SDC partner countries and regarding SDC's engagement for the improvement of framework conditions for gender equality in development as well as in multilateral and international institutions and platforms. Furthermore with strategic partners from civil society, academia, public and private sector.

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<sup>1</sup> Dispatch on Switzerland's International Cooperation 2013-2016 (2012), likewise in 2017-2020 (2016).

The report covers programs and projects in different SDC sectors, contexts, and conditions, across all SDC themes, which are, besides gender equality: agriculture and food security, climate change and environment, water, health, fragile contexts and prevention of violent conflict, advocacy and good governance, local governance and decentralization, state and economic reform, basic education and vocational training, migration, private sector development as well as disaster risk reduction, emergency relief, reconstruction and protection.

In order to reflect both, intermediate and long-term results of SDC intervention in the field of gender equality, the RE Gender Equality will analyze the results achieved in the intervention period from 2007 until 2016.

The RE Gender Equality is expected to effectively capture results at different levels. With regards to gender principal and significant interventions, it should report – as far as possible – on the interventions which target:

- a) The beneficiary level: change directly affecting individuals, households, communities.
- b) The institutional level in partner countries at different levels (e.g. national, decentralized, local and organizational): changes concerning capacities, policies, organizational structure within partner country government, private sector, civil society organizations, sector associations as well as multilateral organizations and donors.
- c) Global level: changes affecting international norms and standards.

### **Methodology and Process**

The methodology should be closely linked to the intervention logic by targeting the general and specific questions through qualitative and quantitative assessments. The elaboration of a theory of change as well as context specific typologies for interventions (freedom of violence, economic empowerment and political participation) should provide a methodological guidance to the RE Gender Equality.

The process in order to elaborate the RE Gender Equality is iterative. Key questions and methods presented in this paper shall be reviewed and commented by consulting teams within their offers. The selected consulting team shall adapt the methodological approach as best suitable for each part of the portfolio and present it within the inception report.

The RE should draw as extensively as possible on available data and already existing evaluations; where necessary and possible, supplementary primary research can be conducted. It is suggested that reference is made to the practice of other donors, where ready-made data, reports or evaluations are accessible.

In the first place, the RE Gender Equality will be based on a vast meta-analysis of program and project documents. The portfolio prepared by SDC should be used as a basis for the selection of the final portfolio. Different analytical tools and methods should be considered for the different parts of the portfolio as both the set-up and data quality between a) gender principal projects and b) gender significant projects is heterogeneous. The consulting team shall suggest a methodological approach, apt to systematically analyze SDC's gender-significant interventions despite their diversity in order to share key insights on the gender-results attained and to develop constructive lessons for future systemic strengthening of programming, normative and coordination work for both types of interventions.

Second, following the meta-analysis, structured or semi-structured interviews as well as surveys, e-discussions or workshops should be used in order to verify and compare the findings.

Thirdly, the Portfolio c) Gender policy dialogues shall be assessed through qualitative methods, based on interviews and additional document review (for instance, country strategies, annual reports, etc.).

The consultant team is expected to interact with key informants and resource persons at Head Quarter, as well as in the field offices. The methods and methodologies have to comply to the subject of analysis as well as with OECD-DAC and SEVAL standards<sup>2</sup>.

### **Deliverables**

Under the mandate assigned through a tendering process the following deliverables are expected:

#### **Inception report**

Following a first desk review and initial interviews with the steering and reference group, the consulting team should produce an inception report with the following elements:

- Refine the workplan presented in annex 2 of the Approach Paper;

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<sup>2</sup> cp [www.oecd.org/dac/evaluation/2755284.pdf](http://www.oecd.org/dac/evaluation/2755284.pdf) and [www.seval.ch/documents/Standards/SEVAL-Standards%202016\\_d.pdf](http://www.seval.ch/documents/Standards/SEVAL-Standards%202016_d.pdf).

- Refine and further develop the intervention typology and develop results chains in order to illustrate the intervention logic (as presented in the Approach Paper);
- Propose a refined methodological approach which produces reliable answers to the questions formulated in chapter 3 of the Approach Paper;
- Comment the project portfolio and propose a sample for meta-analysis (chapter 4, Approach Paper);
- Propose approaches to mitigate risks and challenges, such as mentioned under chapter 1.2 of the Approach Paper;
- Propose possibilities to reduce the complexity of the task;
- Propose an innovative communication concept for public reporting and dissemination.

The inception report should be in English and not exceed 25 pages (*arial 10, normal margins*) excluding annexes. It should be addressed to the Steering Group for further discussion and approval.

### **Technical report**

The consultancy team should produce a technical report including the following elements:

- Content page
- Acronyms and abbreviations
- Acknowledgements
- Executive summary
- Introduction (purpose and objectives of the report; scope of the report on effectiveness; methodological approach)
- Description of the SDC's intervention (context of the intervention, including policy and institutional context; description of the intervention and the intervention logic and the implementation arrangements)
- Findings (presentation and interpretation of the factual evidence in relation to the evaluative questions)
- Conclusions
- Challenges, failures
- Lessons learned and good practices
- Recommendations (proposals for improvements for SDC)
- Annexes:
  - TORs
  - List of persons consulted
  - Detailed description of the report process and methodology (including any limitations of this method), information sources (including any data issues), stakeholders' participation and consultation.

The technical report should not exceed 50 pages (*arial 10, normal margins*) (not including annexes / project fact sheets) and will be addressed to the Steering Group for further discussion and approval. The technical report of this RE will be made available to any interested third party.

### **Public report**

The consultancy team is expected to transcribe the findings from the technical report into a ready to print public report. The report should reflect the results, challenges and the way forward for SDC. A report of approximately 20 pages seems most appropriate.

The design, layout and content of the public report should specifically address the following audiences:

- The Swiss parliament which has to account for disbursements on Swiss international cooperation under the approved bills
- The larger public interested in international cooperation and gender equality

The consultancy team is expected to elaborate a final draft of a public report, including the design and layout in English, French, Italian and German (translations from English to French, English to Italian, and English to German, will be provided by SDC with no costs for the bidder).<sup>3</sup>

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<sup>3</sup> FDFAs Visual Communication will provide an Adobe InDesign template that complies with the corporate design guidelines of the Federal Administration.

**Time frame, target dates**

<b>Deadline</b>	<b>Activity</b>
May/June 2017	Kick-off meeting First round of interviews, study of documents and writing of Inception report
June/July 2017	Meeting on Inception report
July– November 2017	Study on effectiveness of SDCs engagement in the field of gender equality; Handing in of Draft Technical Report
December 2018	Meeting: Review of Draft Technical Report
February 2018	Final Technical Report; Draft Public Report
March 2018	Final Public Report
March-April 2018	Presentations with External Reference Group; SDCs Senior Management; Advisory Committee on International Cooperation (2 meetings in Bern)
June 2018	End of mandate

## Annex 2 Bibliography

This Annex lists the main documents that have been consulted as part of the RE on Gender Equality.

Not included are the following documentation:

- Part of the extensive documentation received from SDC in the context of the policy dialogue reviews which served as evidence of the various policy dialogue related efforts and achievements. These concern invitations for side events, programmes of meetings or events, concept notes, flyers and many other miscellaneous documents.
- The documents reviewed for the assessment of the 79 gender principal and gender significant engagements, such as Credit Proposals, Logical Framework, End-of-Phase documents; and
- The documents reviewed for the four country studies (country strategies, annual reports, MERVs, beneficiary assessments, etc.).

### Documents by SDC and/or FDFA:

Gender Equality – A key for poverty alleviation and sustainable development. SDC Gender Policy, 2003

Gender in Practice: A Toolkit for SDC and its Partners, 2003

Gender at SDC – Strategic lines and thematic priorities 2015 – 2018

Dispatch on Switzerland's International Cooperation 2017 – 2020, 2016

Dispatch on Switzerland's International Cooperation 2013 – 2016, 2012

10 Years SDC Gender Policy, 2013

How-to-Note Integrating SDC's Gender Policy into Cooperation Strategy Management, 2013

FDFA Strategy on Gender equality and Women's rights, 2017

Manual on the SAP characteristics, Version 08.05.2017

Annual Progress Reports on gender equality 2009/0, 2012 and 2013 (also with input of ICFG)

Gender Screening of Annual reports 2015 and 2016

GENGOV Toolkit for Mainstreaming Gender and Governance, by SDC Bangladesh (undated)

Towards gender equality: Capitalization of SDC experience in gender mainstreaming, 2005

Gender Equality Mainstreaming: Checklist for gender equality mainstreaming and reporting, 2014

SAP Policy Marker Gender: Adaptation and alignment of the SDC Gender Policy Marker with the DAC Gender Policy Marker, 2017

Gender Reference Indicators for Monitoring the Strategic Goal 7 on Gender Equality (Dispatch 2017-2020), November 2017

Swiss Position on Gender Equality in the Post-2015 Agenda. Working Paper 20.1.2014

Swiss Commitments and Policies on Gender Equality and Prevention of and Response to VAWG (in emergencies), UK High Level Event on VAWG in Emergencies, November 2013

SDC Factsheets Multilateral Organisations: UN Women (August 2015), UNICEF (September 2015) and UNFPA (November 2015);

Peacebuilding and Statebuilding Strategy for SDC's work in fragile and conflict contexts, 2015

Switzerland's initial steps towards the implementation of the 2030 Agenda for Sustainable Development. Report to be presented at the High-Level Political Forum on Sustainable Development, July 2016

Women's Economic Empowerment in M4P Projects – Synthesis of the e-discussion of SDC's e+i network from 19 March to 10 April 2012.

Gender Guidance sheets on Addressing Sexual and Gender-Based Violence in SDC Programmes; Gender and Unpaid Care; Gender and Land Governance; Gender and Vocational Skill Development; Mainstreaming Women's Economic Empowerment (WEE) in market Systems Development; Gender and Food Security; Gender and Migration & Development; by SDC's Gender network in cooperation with Helvetas (2016 or 2017).

National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security 2007-2009; for 2010-2012; and for 2013-2016.

Switzerland's Foreign Policy Action Plan on Preventing Violent Extremism, 2016

<http://www.shareweb.ch/site/Gender/en>

<http://www.eda.admin.ch/deza/en/home/themes-sdc/gender-equality.html>

### **Documents commissioned and/or (co-) funded by SDC:**

University of Bern, Interdisciplinary Centre for Gender Studies (ICFG): Evaluation - Gender in the Project Cycle Management in the Global Cooperation and the Humanitarian Aid Departments of SDC, 2015

Becker, Dr. D. and Weyermann, B.: Gender, Conflict Transformation and the Psychosocial Approach. Toolkit. Office for Psychosocial Issues (OPSI); commissioned by SDC, 2006.

Bieri, S. et al: Added Value – Contributions to gender equitable economic development. A joint publication by SDC, ICFG and Caritas Switzerland, 2000.

BRIDGE: Gender and Food Security: Towards Gender-just Food and Nutrition Security, Overview Report, BRIDGE Cutting Edge Programmes, IDS, with financial support of Irish Aid, SDC and DFID, 2014.

Bridge, IDS: Gender and Humanitarian Aid: Why and how should SDC integrate gender into Humanitarian Aid? Commissioned by SDC, 2008.

Graf, A. and Derungs, F: Gender & Land – Implications for Sustainable Development. A working paper for development practitioners. ICFG, University of Bern; commissioned By SDC, December 2014.

Helvetas Swiss Intercooperation: Unpaid Care Work: Practical Guidance on Analysis and Intervention Design, May 2017

International Federation of Red Cross and Red Crescent Societies (IFRC): Unseen, unheard: Gender-based violence in disasters. Research project carried out with support from the Australian Red Cross, Finnish Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross and the Swiss Agency for Development Cooperation (SDC), 2015.

Sever, C.: Gender and Water – Mainstreaming gender equality in water, hygiene and sanitation interventions. By Bridge / IDS and commissioned by SDC, 2005

Stuart, R. et al.: Evaluation of SDC's performance in mainstreaming gender equality. Commissioned by SDC and conducted by Gender at Work, Evaluation 2009/1.

UNRISD Project: The Political and Social Economy of Care; Final Progress Report Submitted to SDC, June 2010

UNWomen, EvalGender+ and ioc: Evaluating the Sustainable Development Goals with a "no one left behind" lens through equity-focused and gender-responsive evaluations. In partnership with EvalPartners, UNEG, UNICEF, UNFPA and SDC, 2015

Women Peace Security – Reloaded; Civil Society Alternative Report on the National Action Plan 1325 as seen from the Gender Perspective – Impulses and Inputs for Actors in Politics, Administration and Civil Society. KOFF-Swisspeace, cfd, Frauen für den Frieden, Peace Women across the Globe and WIDE Switzerland, 2016.

Virdee, G. and Carter, J.: SDC's experience in addressing Sexual and Gender-based Violence. Commissioned by SDC, by Helvetas Swiss Intercooperation and Medica Mondiale, May 2016.

### **Other documents:**

African Development Bank, OPEV: Mainstreaming Gender equality. Evaluation Insights, Number 3, November 2011.

Commission on World Food Security (CFS): Principles for Responsible Investments in Agriculture and Food Systems, 2014. (With as principle 3: "Foster gender equality and women's empowerment")

Danish Management: Impact evaluability assessment and meta-analysis of Finland's support to women and girls and gender equality, 2017

Donor Committee for Enterprise Development (DCED): Synthesis Document: How to Integrate Gender and Women's Economic Empowerment into Private Sector Development Programmes, Women's Economic Empowerment Working Group, May 2017.

EU Gender Advisory Services (2008): Report on the quality review of the application of the G-marker (internal report).

Geneva Centre for Democratic Control of Armed Forces (DCAF): Managing for Results, DCAF Performance Report 2016.

Jones, N. et al: Evaluation of Norway's support to women's rights and gender equality in development cooperation, Commissioned by Norad, Evaluation Department and carried out by SIPU, ODI and CMI, April 2015

Koester, Diana, Emily Esplen, Karen Barnes Robinson, Clare Castillejo & Tam O'Neil (2016): How can donors improve their support to gender equality in fragile settings? Findings from OECD research. Gender & Development, 24:3, 353-373, <http://dx.doi.org/10.1080/13552074.2016.1240907>

OECD: DAC Guidelines and Reference Series – Quality Standards for Development Evaluation

OECD-DAC Network on Gender Equality (Gendernet): Definition and minimum recommended criteria for the DAC gender equality policy marker, December 2016

OECD: Aid in Support of Gender Equality and Women's Empowerment – Donor Charts. Statistics based on DAC Members' reporting on the Gender Equality Policy Marker, 2014-2015, March 2017

Peebles, D. et al: Evaluation of Policy Dialogue as an Instrument – the case of Gender Equality. Evaluation commissioned to Particip GmbH by SIDA, June 2015.

Watkins, F. et al, 2015: Evaluation of EU Support to Gender Equality and Women's Empowerment in Partner countries (Evaluation commissioned by the EU and carried out by Consortium COWI A/S, ADE, Itad), Executive Summary, April 2015

UNDP New Deal Implementation Support Facility: 2015 Annual Report.

UN Women, EvalPartner and ioc: National Evaluation Policies for sustainable and equitable development: How to integrate gender equality and social equity in national evaluation policies and systems. In partnership with USAID, Ministry of Foreign Affairs Finland, and UNEG, 2015.

## Annex 3 People interviewed

<b>SDC/FDFA</b>	
<b>Name</b>	<b>Position</b>
Carmela Bühler	Gender Focal Person Human Security Division, lead NAP 1325
Elisabeth von Capeller	Head of Cooperation with Eastern Europe, member of directorate
Jean François Cuénod	Deputy Head South Cooperation
Patrick Egli	Co-head Global Institutions Division
Manuel Flury	Co-head Global Programme Food Security
Régine Gachoud	Gender Advisor FDFA, General Secretariat GS-FDFA
Michael Gerber	Special Envoy Agenda 2030
Jean Michel Jordan	East Cooperation Department
Ester Keimer	South Cooperation Department
Ursula Keller	Gender Focal Point (HQ)
Eva Kocher	Intern at SDC
Sascha Müller	Humanitarian Aid, Gender Focal Person
Frédéric Noirjean	Institutional Partnership Division
Chantal Oltramare	Gender Desk WB
Daniel Roduner	Evaluation and Corporate Controlling Division SDC and Task Manager for the RE on Gender Equality
Nils Rosemann	Focal Point Conflict and Human Rights
Nicole Ruder	Global Cooperation, Head Global Institutions, previously Head of staff HA (2012-2015)
Philippe Sas	Head of Staff division, South Cooperation, theme responsible gender
Peter Tschumi	Head of Cooperation Cuba, former e+i Focal Point (2008-2012)
Barbara Weyermann	Country Office Kathmandu, previously worked on psychosocial approach and GBV
<b>External institutions/organisations</b>	
<b>Name</b>	<b>Organisation</b>
Sabine Bieri	Geographic Institute, Uni Bern
Emily Esplen	DFID (former DAC Gendernet)
Ursula Funk	Former SDC UN Women Desk, long term SDC employee
Andrea Graf	IZFG, University of Bern
Maja Loncarevic	NGO Iamaneh
Shahra Razavi	UN Women, previously UNRISD
Tina Tinde	International Federation of Red Cross and Red Crescent (IFRC)
Annemarie Sancar	WIDE / KOFF Swisspeace / gender consultant (former SDC Gender Focal Point)
Inga Sniukaite	Deputy Chief, Independent Evaluation Office UN Women
Daniel de Torres	Head Gender and Security Division, DCAF
<b>Country study Bangladesh</b>	
<b>Name</b>	<b>Position</b>
Sohel Ali Ibn	Gender Focal Person, SDC Country Office Bangladesh
Beate Elsässer	Deputy Head of Cooperation, SDC Country Office Bangladesh
Anirban Bhowmik	Country Director, Swisscontact involved in: <i>Katalyst project and Vocational training project</i>
Deeba Farah Haque	Gender Coordinator, Swisscontact
Kaspar Grossenbacher	Country Director, Helvetas Swiss Intercooperation Involved in several projects
Rafiqul Islam Khokan	Executive Director, Rupantar Involved in: <i>Grassroots Women's Leadership Programme</i>
<b>Country study Bolivia</b>	
<b>Name</b>	<b>Position</b>
Amparo Ergueta	Gender Focal Person, SDC Country Office Bolivia

Nadia Ottiger	Head of Cooperation, SDC Country Office Bolivia
Cecilia Campos	Gender Focal Person, Solidar Suiza
Benjamin Lang	Country Director, Swisscontact Involved in: <i>Rural Market project and Clean Air project</i>
Martin Perez	Country Director, Solidar Suiza Involved in: <i>Project Vida sin violencia and Programa para la mejora de servicios locales (PMS)</i>
<b>Country study Chad</b>	
<b>Name</b>	<b>Position</b>
Remadji Mani	Gender Focal Person, SDC Country Office Chad
Weletna Djaranabi Amharba	Communication and Rural Development Expert, Gender Focal Point, GIZ Involved in: <i>Project Gestion des eaux de ruissellement dans le Chad Sahélien (GERTS)</i>
Labeye Koulamadjibeye	Secrétaire générale, Plateforme des Femmes Transformatrices de la Région du Mandoul. <i>Funded by Caritas' SODEFIKA project</i>
Jean Ngamine	Country Director, Caritas Involved in: <i>Project Soutien au développement des filières karité et arachide au Tchad (SODEFIKA)</i>
<b>Country study Tajikistan</b>	
<b>Name</b>	<b>Position</b>
Shodiboy Djabborov	Gender Focal Person, SDC Country Office Tajikistan
Roos Walburga	Head of Cooperation, SDC Country Office Tajikistan
Gulchekhra Boboeva	WASH Coordinator, Oxfam Involved in: <i>Tajikistan Water Supply and Sanitation Project</i>
Diana Ismailova	Gender Coordinator, Oxfam Involved in: <i>Tajikistan Water Supply and Sanitation Project</i>
Rangina Jumakhonova	Head of Monitoring and Evaluation Unit, Aga Khan Foundation Involved in: <i>Integrated Health and Habitat Improvement Project</i>
Sirus Khujamov	Senior Program officer, Aga Khan Foundation. Involved in: <i>Integrated Health and Habitat Improvement Project</i>
Alisher Mirzoev	Policy/Capacity Building expert, GOPA Involved in: <i>Project Prevention of Domestic Violence</i>
Viorelia Rusu	Senior expert on PDV, GOPA Involved in: <i>Project Prevention of Domestic Violence</i>

## Annex 4 Final sample of the gender principal and gender significant portfolios

Update of final version sampling report 19 June 2017

### 1. Introduction

This report on the portfolio sampling was prepared at the request of SDC to present the results of a crucial step of the Inception phase. Its main purpose was to maintain a good coordination with the Reference Group in order to ensure (i) the representativeness of the sample and (ii) that sufficient information exist for each of the selected engagements.

In line with the Approach Paper, the portfolio for the evaluation consists of three different types of engagements: a) gender principal, b) gender significant and c) gender relevant policy dialogues. This report presents the selected gender principal and gender significant projects that were analysed by the Expert Team. It should be noted that in this annex the two portfolios are referred to as portfolio a (gender principal engagements) and portfolio b (gender significant engagements) in line with the terminology of the Approach Paper.

### 2. Overall portfolio

#### 2.1. Preparation of the final portfolio

At the start of the inception phase, SDC provided the Expert Team with a set of three files:

- an overall database (without the projects for 2016)
- a preselected project list for portfolio a (gender principal projects/programmes)
- a preselected project list for portfolio b (gender significant projects/programmes)

These two preselected lists should have allowed the Expert Team to draw a sample based upon the agreed criteria, by classifying the projects according to their thematic focus, geographic area, their bilateral or multilateral funding scheme. Nevertheless, the initial analyses showed that these project lists did not include all the relevant information needed for the sampling.<sup>4</sup>

Hence it was necessary to prepare a new list of projects for both portfolios as basis for the sampling process. SDC provided an updated database on the 2<sup>nd</sup> of June, including projects until 12/2016, which became the basic document the team worked with.

The overall database contained raw data that did not allow any broad modelling on a portfolio-wide basis, and needed to be cleaned in order to reconstruct an overall portfolio relevant for the evaluation.<sup>5</sup> The cleaning was done upon mutually agreed criteria with SDC. In general, the cleaning aimed at the removal of entries that did not resemble project/programme interventions such as:

- **Organizational units:** statistics, policy and analysis, knowledge-learning-culture, communications, translation services, units related to human resources.
- **Certain project/programme categories:** core contributions<sup>6</sup>, general/sector/ budget support, sector wide approaches (SWAPs) and scholarships. These categories will be included in the list of projects/programmes for portfolio c.

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<sup>4</sup> In the initial sampling list received from SDC the projects finalised in 2016 were not yet included. Moreover, some data on departments, countries, year, humanitarian aid projects 1st phase were missing and the identification of the global cooperation projects (one of the departments) in the list was impossible. By cross checking the lists with the overall database file, it became obvious that the project lists were also incomplete regarding existing projects and programmes for G1 marker. In addition, the provided pivot table contained an error which made any selection of G2 projects impossible.

<sup>5</sup> The in the database used G1 and G2 marker were changed in the pivot table to significant and principal which made working with the pivot table impossible.

<sup>6</sup> Core contributions have been deleted via a text search as sometimes they were mentioned only in the characteristic action.

- **Other reasons:** small actions<sup>7</sup>, backstopping mandates, mainstreaming mandates, conferences, office running costs, celebration of anniversaries.

During the verification of the selected projects it turned out that numerous projects were double marked with G1 and G2 (different phases of the same project received different markers). The Expert Team, in agreement with SDC, decided to consider only the highest marker. In addition, five duplications were removed (four projects appeared twice in portfolio b<sup>8</sup> and one project in portfolio a<sup>9</sup>).

An overview of all applied filters is provided in Appendix 1 to this Annex.

The final database for the sampling contained the following number of projects per department:

**Table 1: Overview of portfolio a (G2 – principal projects)**

Department	Number of projects	%	Budget (CHF)	%
South Cooperation	29	45	53.279.943	74.5
Cooperation with Eastern Europe	5	7	5.172.175	7.2
Global Cooperation	2	3	4.967.000	6.9
Humanitarian Aid*	29	45	8.110.032	11.3
<b>Total</b>	<b>65</b>	<b>100</b>	<b>71.529.150</b>	<b>100</b>

\* the projects for the humanitarian aid include projects with at least 1 phase

**Table 2: Overview of portfolio b (G1 – gender significant projects)**

Department	Number of projects	%	Budget (CHF)	%
South Cooperation	164	46	598.965.833	74
Cooperation with Eastern Europe	46	13	124.438.704	15
Global Cooperation	17	5	28.369.931	4
Humanitarian Aid**	126	36	57.640.615	7
<b>Total</b>	<b>353</b>	<b>100</b>	<b>809.415.083</b>	<b>100</b>

\*\* the projects for the humanitarian aid include projects with at least 1 phase

<sup>7</sup> Small actions have been deleted via a text search in all languages as well as different writing variations.

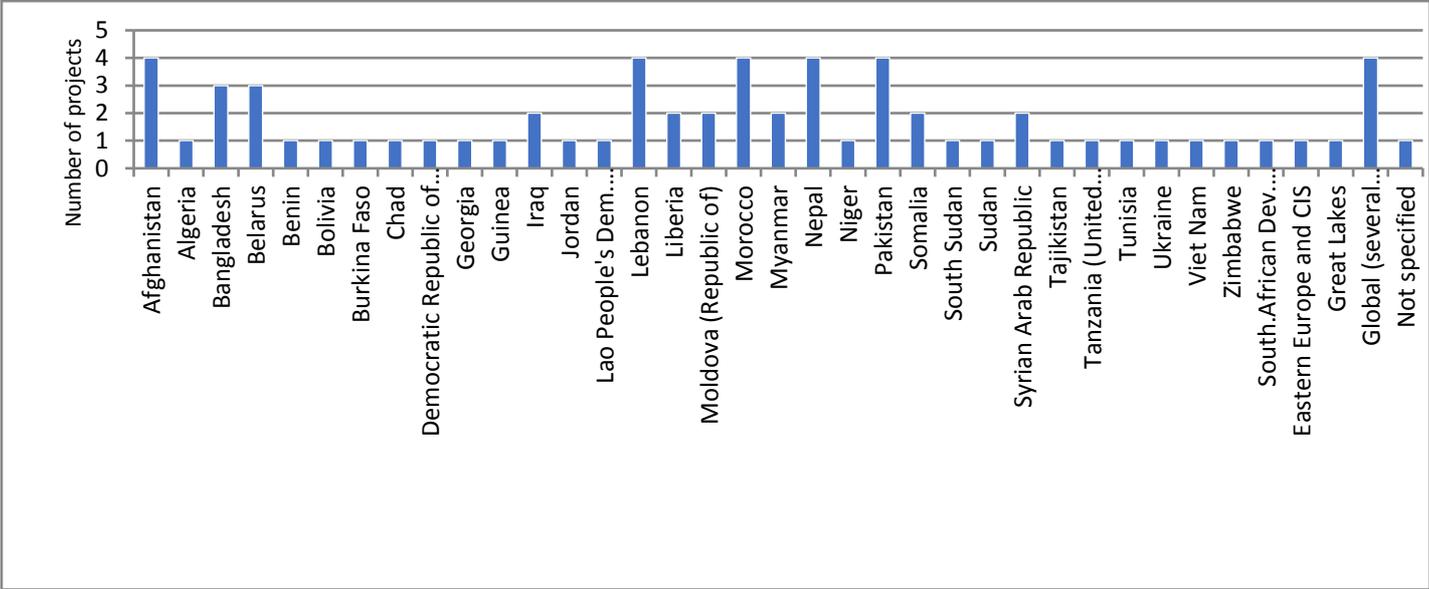
<sup>8</sup> Three projects in portfolio b appeared twice under global cooperation and south cooperation (7F-04050, 7F-04462 and 7F-04463). The filters which normally identify the projects of the global cooperation -global institutions, global programme (gp) food security, gp water, gp migration, gp health and gp climate change- were not sufficient to identify these double marked projects as they were entered twice in the overall database (under south cooperation before 2009 and under global cooperation after 2009). The Expert Team decided to leave the three projects under global cooperation.

<sup>9</sup> One project (7F-8020) was listed both under humanitarian assistance and south cooperation. The Expert Team decided to leave it under humanitarian assistance.

**2.2. Analysis portfolio a**

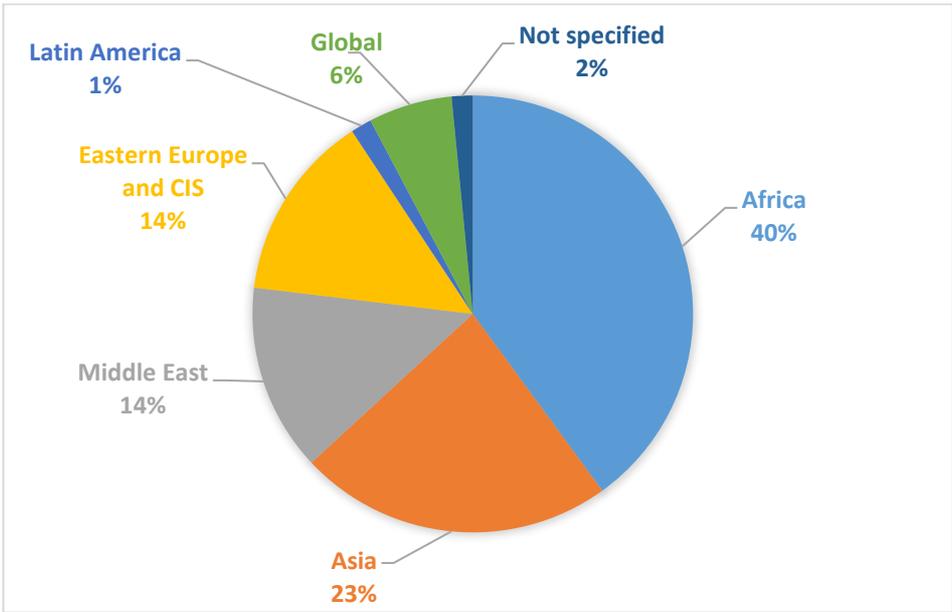
Regarding the geographical coverage of portfolio a, 57 out of 65 projects/programmes were implemented in 32 different countries (88%) and 8 projects/programmes were implemented at regional/global in several countries (12%). The country was not specified for one project (3%).

*Figure 1: countries of implementation portfolio a*



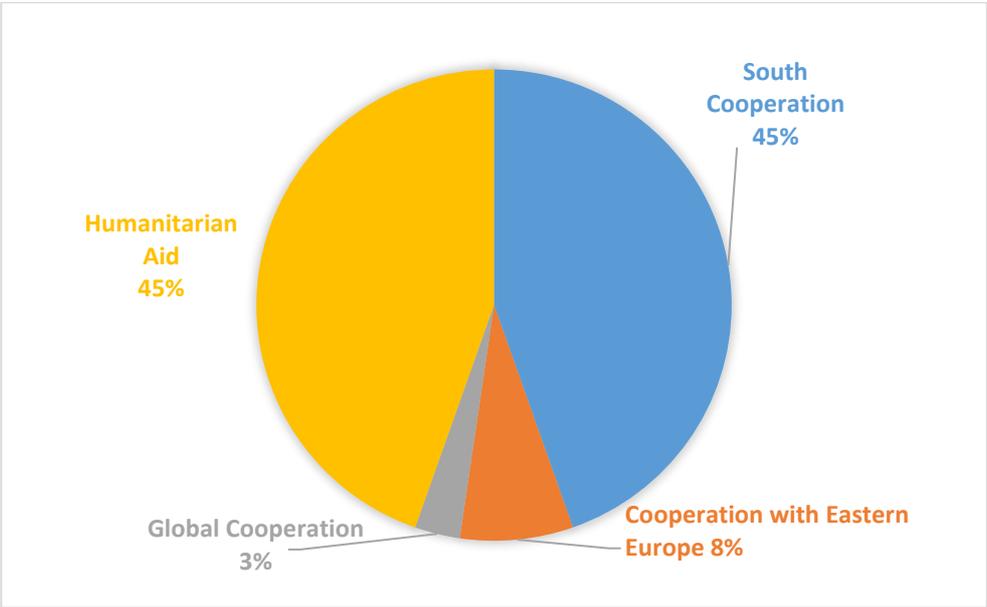
In terms of broader geographical areas, Africa is the main beneficiary with 40% of the projects (26) followed by Asia (23%, 15 projects), Middle East (14%, 9 projects), Eastern Europe and the CIS (14%, 9 projects) and Latin America (2%, 1 project). Four projects were implemented in several continents (6%).

*Figure 2: geographical coverage portfolio a*



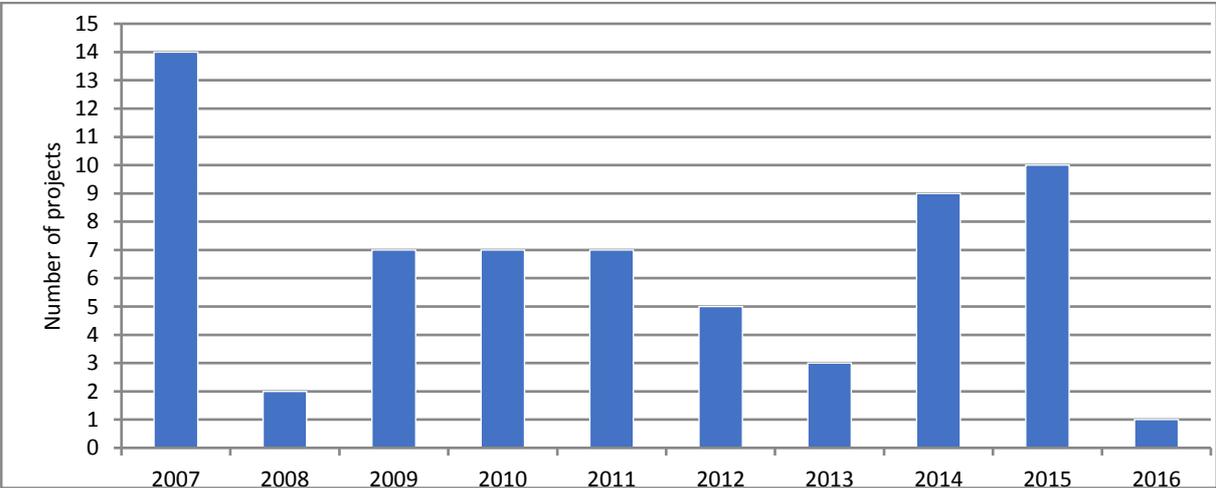
In terms of the distribution per department, 29 projects were managed by South Cooperation (45%), 29 by Humanitarian Aid (45%), 5 by Cooperation with Eastern Europe (8%) and 2 by Global Cooperation (3%).

Figure 3: distribution of portfolio a per department



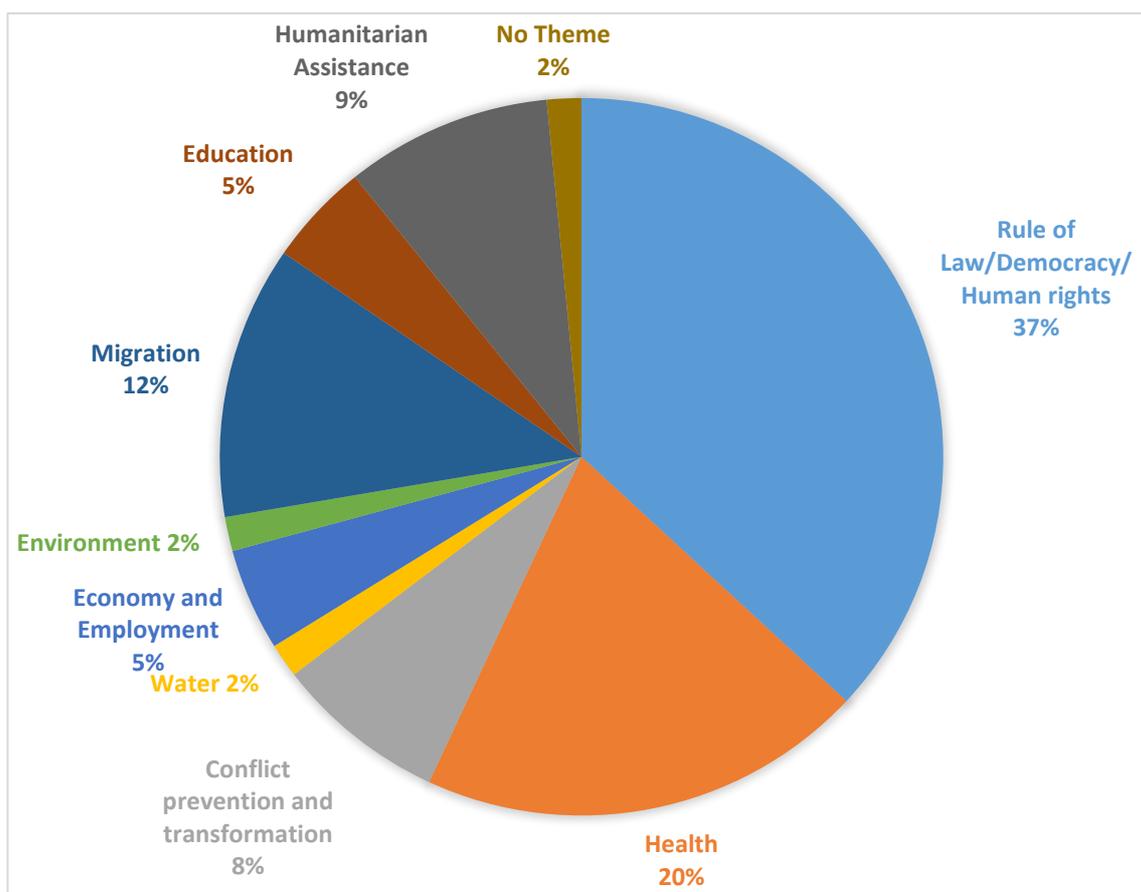
Regarding the temporal distribution, 57% were dated, as per SDC's SAP database, during the first half of the period (2007-2011) and 43% during the second half (2012-2016). The following graph shows the yearly distribution of projects during the evaluation period.

Figure 4: temporal distribution of portfolio a



Regarding the thematic distribution of projects, 24 were implemented in the sector of rule of law, democratisation and human rights (37%), 13 in health (20%), eight in migration (12%), six in humanitarian assistance (9%), five in conflict prevention (8%), three in economy and employment (5%), three in education (5%), one in environment (2%) and one in water (2%). No theme was identified for one project.

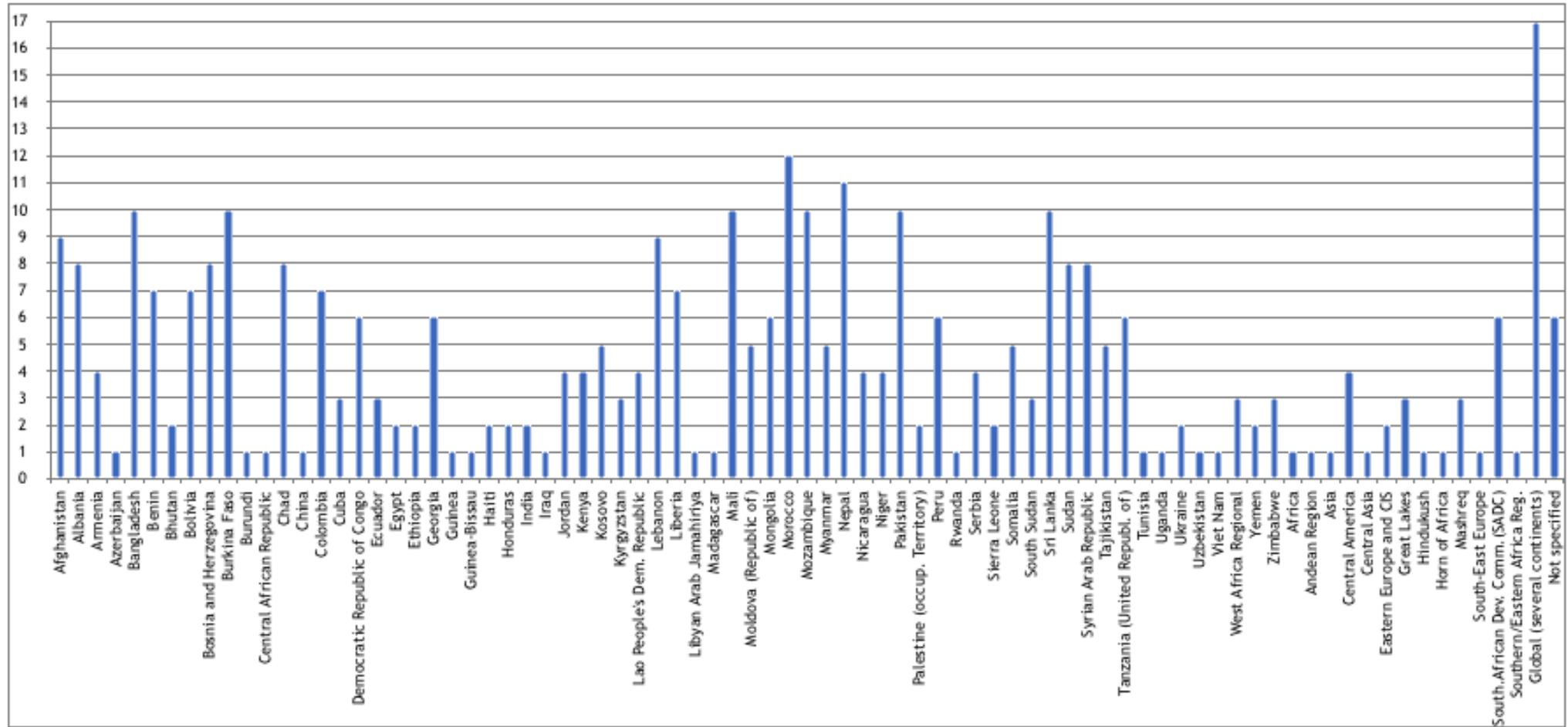
Figure 5: thematic distribution of portfolio a



### 2.3. Analysis portfolio b

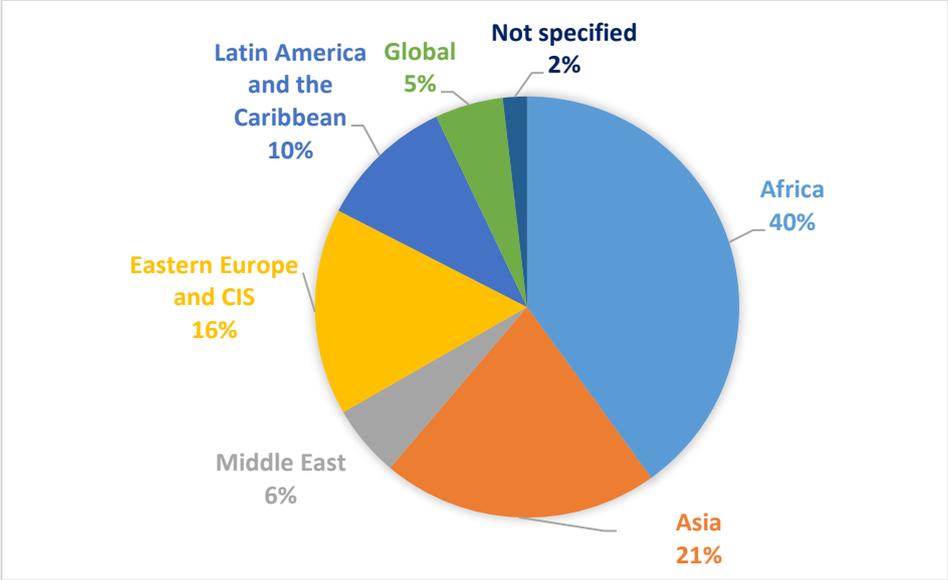
Regarding the geographical coverage of portfolio b, 304 out of 353 projects/programmes were implemented in 66 different countries (86%) and 49 projects/programmes were implemented at regional/global in several countries (14%). The country was not specified for six (2%).

Figure 6: countries of implementation portfolio b



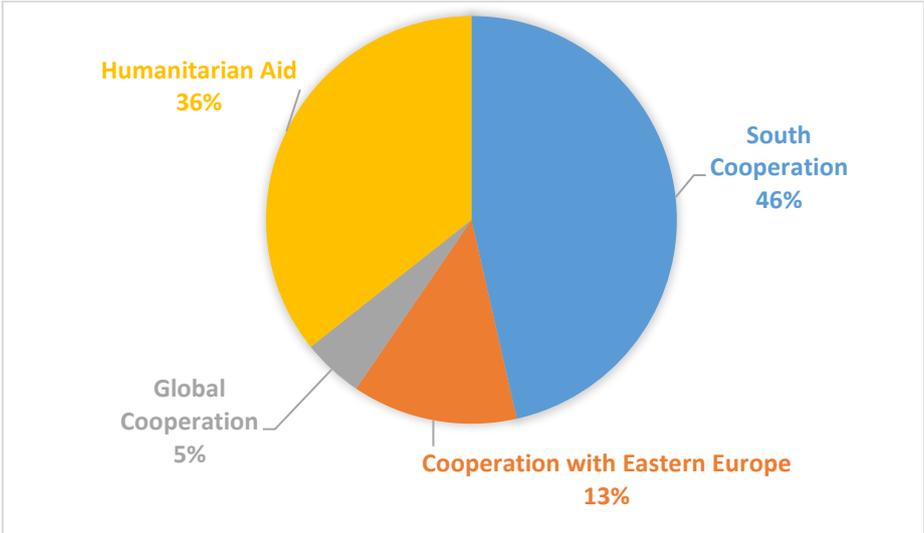
In terms of broader geographical areas, Africa is the main beneficiary with 40% of the projects (131) followed by Asia (21%, 69 projects), Eastern Europe and the CIS (16%, 52 projects), Latin America (10%, 34 projects) and Middle East (6%, 18 projects). 17 projects were implemented in several continents (5%).

Figure 7: geographical coverage portfolio b



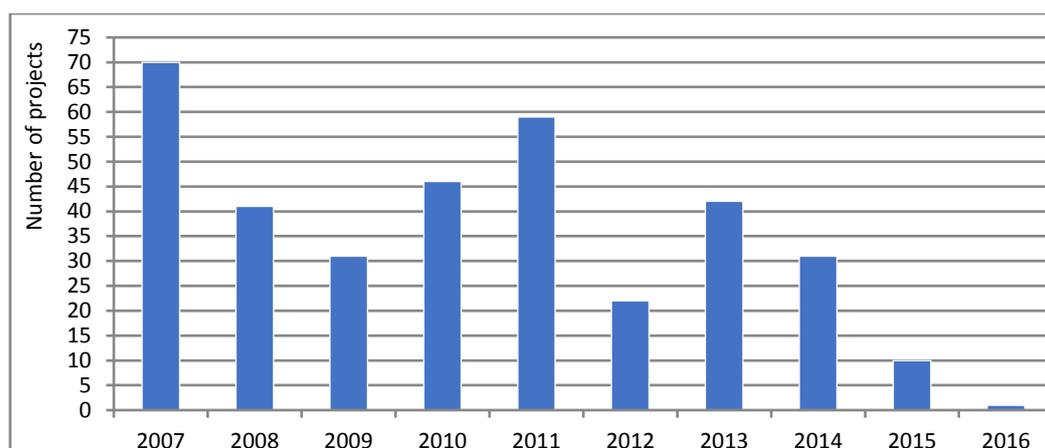
In terms of the distribution per department, 164 projects were managed by South Cooperation (46%), 126 by Humanitarian Aid (36%), 46 by Cooperation with Eastern Europe (13%) and 17 by Global Cooperation (5%).

Figure 8: distribution of portfolio b per department



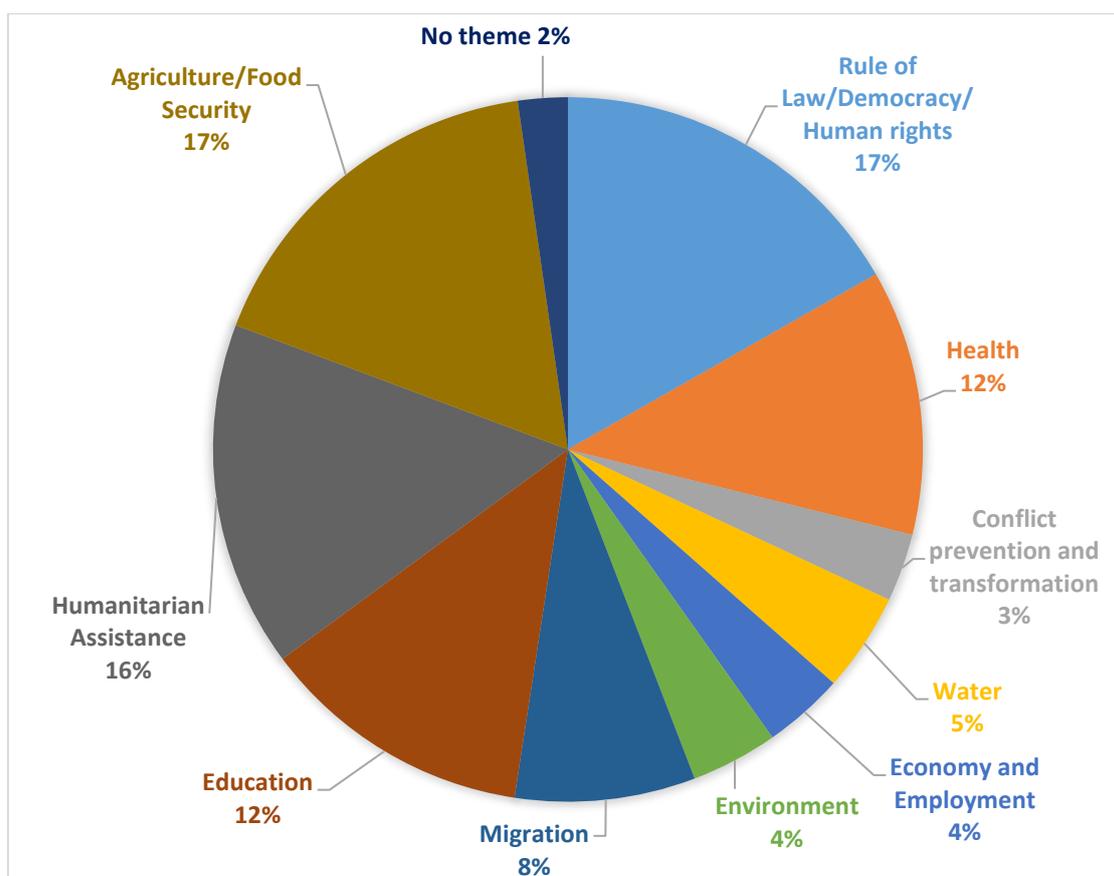
Regarding the temporal distribution, 70% were dated, as per SDC's SAP database, during the first half of the period (2007-2011) and 30% during the second half (2012-16). The following graph shows the yearly distribution of projects during the evaluation period.

Figure 9: temporal distribution of portfolio b



Regarding the thematic distribution of projects, 60 in agriculture and food security (17%), 59 were implemented in the sector of rule of law, democratisation and human rights (17%), 56 in humanitarian assistance (16%), 44 in education (12%), 43 in health (12%), 29 in migration (8%), 16 in water (5%), 14 in environment (4%), 13 in economy and employment (4%) and 11 in conflict prevention and transformation (3%). No theme was identified for eight projects (2%).

Figure 10: thematic distribution of portfolio b



### 3. Sample

On the basis of the reconstructed portfolio and as specified in the ToR/AP, the Expert Team made a representative selection of:

- 30 SDC engagements in portfolio a
- 50 SDC engagements in portfolio b

The Expert Team applied a scientific random sampling method to each cluster of projects (reconstructed portfolios a and b). Nevertheless, the following aspects were considered in order to guarantee the most adequate representation of the overall portfolio:

- **Department responsible:** the selected projects/programmes need to include and balance, to the extent possible, all SDC Departments.
- **Thematic balance:** the selected projects/programmes need, to the extent possible, to include and balance interventions of a broad spectrum of SDC themes that are relevant and representative of the overall SDC engagement.
- **Geographical balance:** the selected projects/programmes should, to the legitimate extent, include and balance interventions from all regions and different contexts.
- **Time balance:** the selected projects/programmes need to represent the whole observation period (2007 -2016).

The original sampling, as presented in the draft inception report, consisted of 30 randomly sampled projects of portfolio a and 50 randomly sampled projects of portfolio b. By the end of the inception phase, five projects had to be replaced by other projects with similar characteristics due to incomplete documentation. During the assessment of the selected projects two more projects had to be replaced for the same reasons 7F-08927 (already a replacement project) by 7F-02883; and 7F-03248 by 7F-03181, both portfolio a projects.

At the very end of the assessment of portfolio a and b projects, one portfolio a project (7F-08707) had to be discarded, because documents had been wrongly named, which initially had given the impression that the documentation available for review was sufficient (but which was not) and hence the documentation turned out to be incomplete. The analysis in the following sections thus refer to 79 projects.

### 3.1. Portfolio a sample

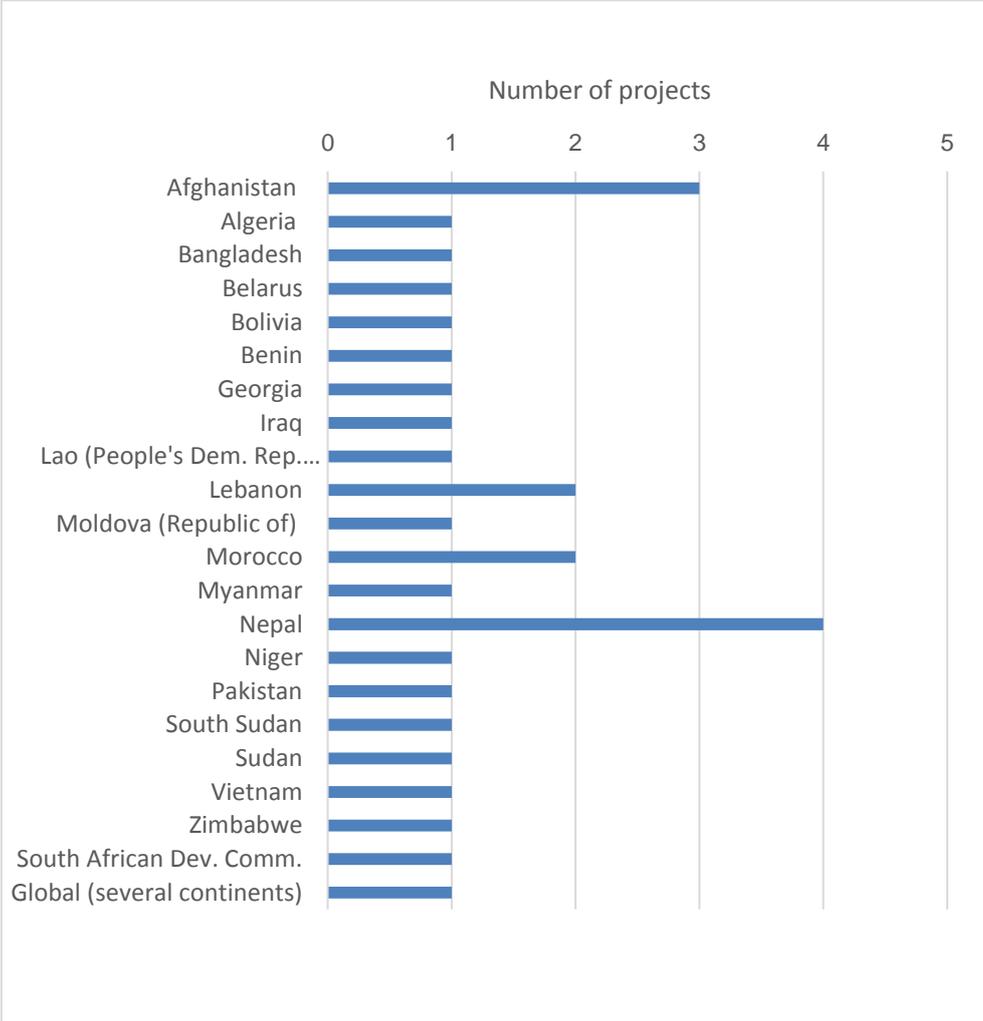
The following table presents the final sample of portfolio a project:

**Table 3: portfolio a sample selection**

Nb	SDC contract nb	Country	Department	Thematic Area
p1	7F-05237	Afghanistan	South Cooperation	Rule of Law/ Democracy/ Human rights
p2	7F-04269	Bolivia	South Cooperation	Rule of Law/ Democracy/ Human rights
p3	7F-06357	South African Development Community (SADC)	South Cooperation	Health
p4	7F-80032	Pakistan	South Cooperation	Rule of Law/ Democracy/ Human rights
p5	7F-03129	Nepal	South Cooperation	Health
p6	7F-03543	Afghanistan	South Cooperation	Conflict prevention and transformation
p7	7F-07769	Zimbabwe	South Cooperation	Water
p8	7F-02928	Vietnam	South Cooperation	Rule of Law /Democracy/ Human rights
p9	7F-03181	Lao People's Democratic Republic	South Cooperation	Rule of Law/Democracy/Human rights
p10	7F-03239	Afghanistan	South Cooperation	Conflict prevention and transformation
p11	7F-02339	Nepal	South Cooperation	Environment
p12	7F-07207	Nepal	South Cooperation	Migration
p13	7F-07627	Bangladesh	South Cooperation	Rule of Law/ Democracy/ Human rights
p14	7F-01185	Niger	South Cooperation	Education
p15	7F-04307	Algeria	Humanitarian Aid	Health
p16	7F-08020	Morocco	Humanitarian Aid	Migration
p17	7F-07667	Iraq	Humanitarian Aid	Rule of Law/ Democracy/ Human rights
p18	7F-08535	Sudan	Humanitarian Aid	Health
p19	7F-09260	Myanmar	Humanitarian Aid	Conflict prevention and transformation
p20	7F-08707	<i>deleted from assessment due to incomplete documentation</i>		
p21	7F-02947	Belarus	Humanitarian Aid	Humanitarian Assistance
p22	7F-08978	Lebanon	Humanitarian Aid	Rule of Law/Democracy/Human rights
p23	7F-06185	Morocco	Humanitarian Aid	Migration
p24	7F-07669	Lebanon	Humanitarian Aid	Migration
p25	7F-09163	South Sudan	Humanitarian Aid	Rule of Law/ Democracy/ Human rights
p26	7F-02883	Benin	South Cooperation	Rule of Law/ Democracy/ Human rights
p27	7F-06976	Nepal	South Cooperation	Economy and Employment
p28	7F-05555	Georgia	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights
p29	7F-03732	Moldova (Republic of)	Cooperation with Eastern Europe	Health
p30	7F-07090	Global (several continents)	Global Cooperation	Health

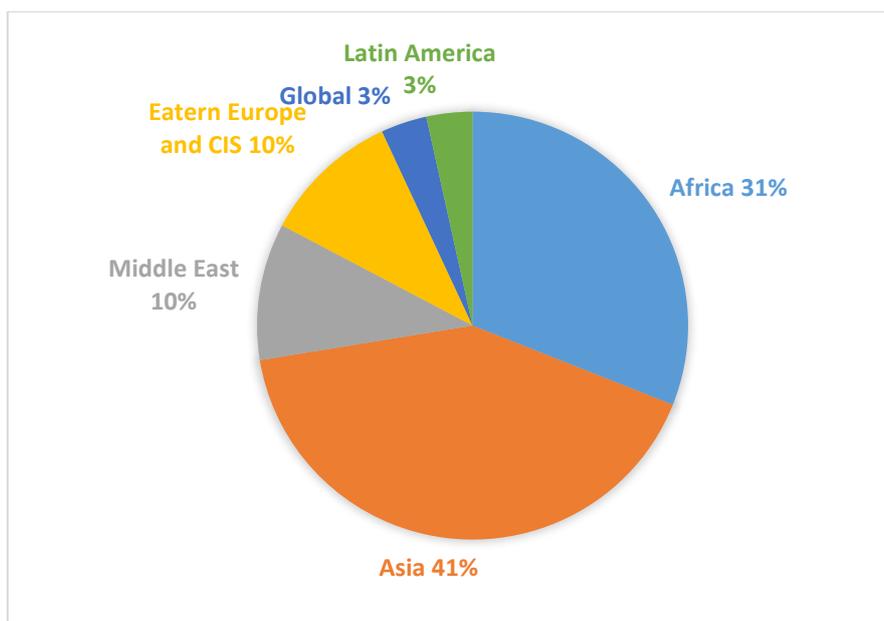
27 out of the 29 projects were implemented in 20 different countries (93%) and 2 were implemented at regional/global in several countries (7%).

Figure 11: country coverage portfolio a sample



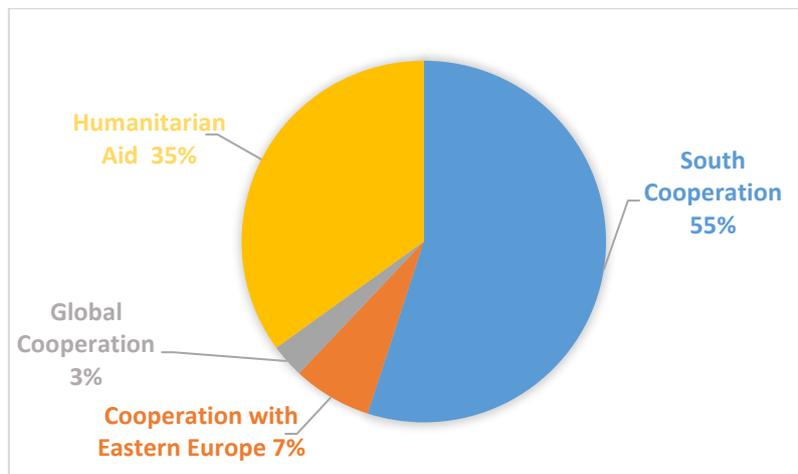
The sample matches the portfolio well in term of geographical areas, especially for Middle East with (10%, 3 projects), Eastern Europe and the CIS (10%, 3 projects) and Latin America (3%, 1 project). One project was implemented in several continents (3%). Due to the replacement of some projects, the sample includes relatively more projects in Asia (41%, 12 projects) than Africa (31%, 9 projects), whilst Africa is the main beneficiary of the overall portfolio a.

Figure 12: geographical coverage portfolio a sample



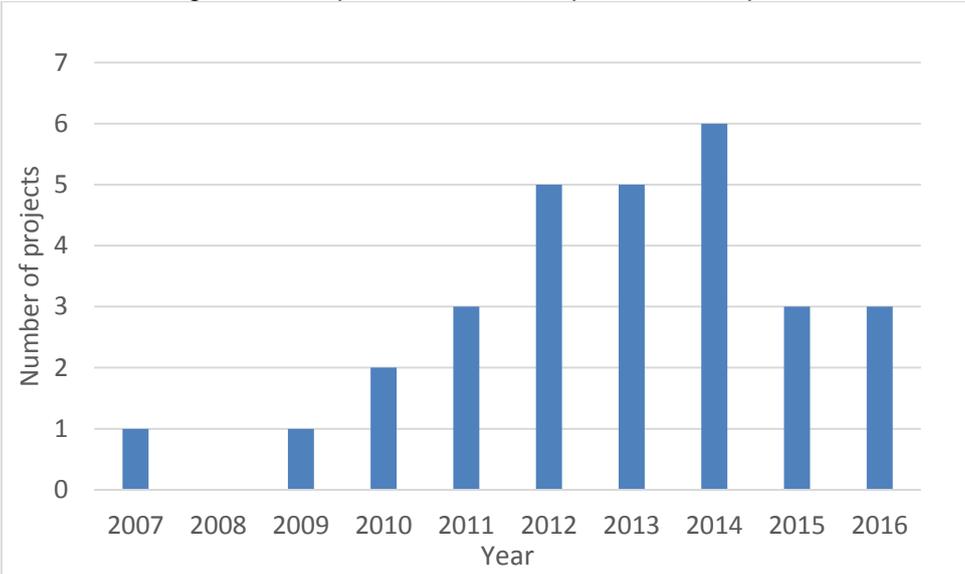
It also matches sufficiently the portfolio in terms of the distribution per department, 16 projects were managed by South Cooperation (55%), 10 by Humanitarian Aid (35%), 2 by Cooperation with Eastern Europe (7%) and 1 by Global Cooperation (3%).

Figure 13: distribution of portfolio a sample per department



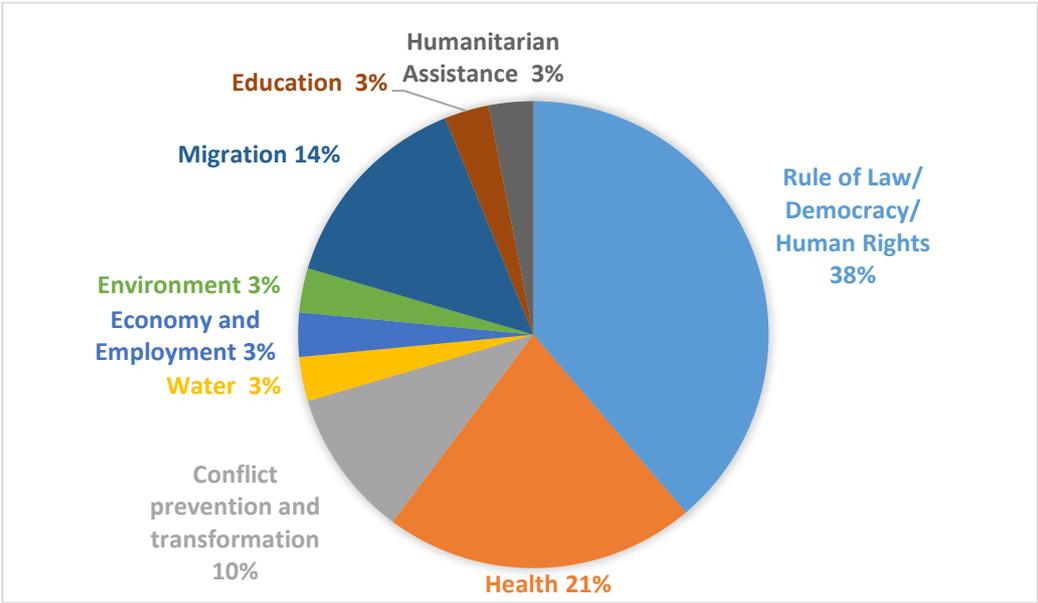
The temporal distribution of the 29 selected portfolio a projects, based on the end year of the last assessed phase of a project, is presented in figure 14.

Figure 14: temporal distribution of portfolio a sample



Regarding the thematic distribution of projects, 11 were implemented in the sector of rule of law, democratisation and human rights (38%), six in health (21%), four in migration (14%), three in conflict prevention (10%), one in humanitarian assistance (3%), one in economy and employment (3%), one in education (3%), one in environment (3%) and one in water (3%).

Figure 15: thematic distribution of portfolio a sample



### 3.2. Portfolio b sample

A random sample of projects of portfolio b<sup>10</sup> was initially done from a list that included 20 projects that were also included in portfolio a (see above the explanation on double marked projects). In agreement with SDC the seven projects that also were included in portfolio a were substituted in portfolio b<sup>11</sup> by other projects with similar characteristics.

This initial sample also included one project for which the country was not identified (7F-03032) and another for which the theme was not identified (7F-80004). In addition, no project in the sector of economy and employment was included in the sample. In order to have a more representative sample, the Expert Team decided to substitute both projects by the first two in the economy and employment sector which appear in the random selection list (7F-00729 and 7F-08328). All these projects were implemented by the same department. By these two modifications, the sample (as presented in the draft inception report) also benefited in terms of time balance.

When the available documentation was reviewed, additional replacements were needed due to incomplete documentation. Hence 7F-07381 and 7F-07862 were replaced by 7F-02180 and 7F-08346 respectively

The following table presents the final sample of portfolio b projects:

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<sup>10</sup> Simple random sampling by assigning a random number to each project and then sorting the database according to these numbers. The first 50 projects were selected.

<sup>11</sup> 7F-01185, 7F-03239, 7F-03543, 7F-04192, 7F-04269, 7F-06976 and 7F- 07746

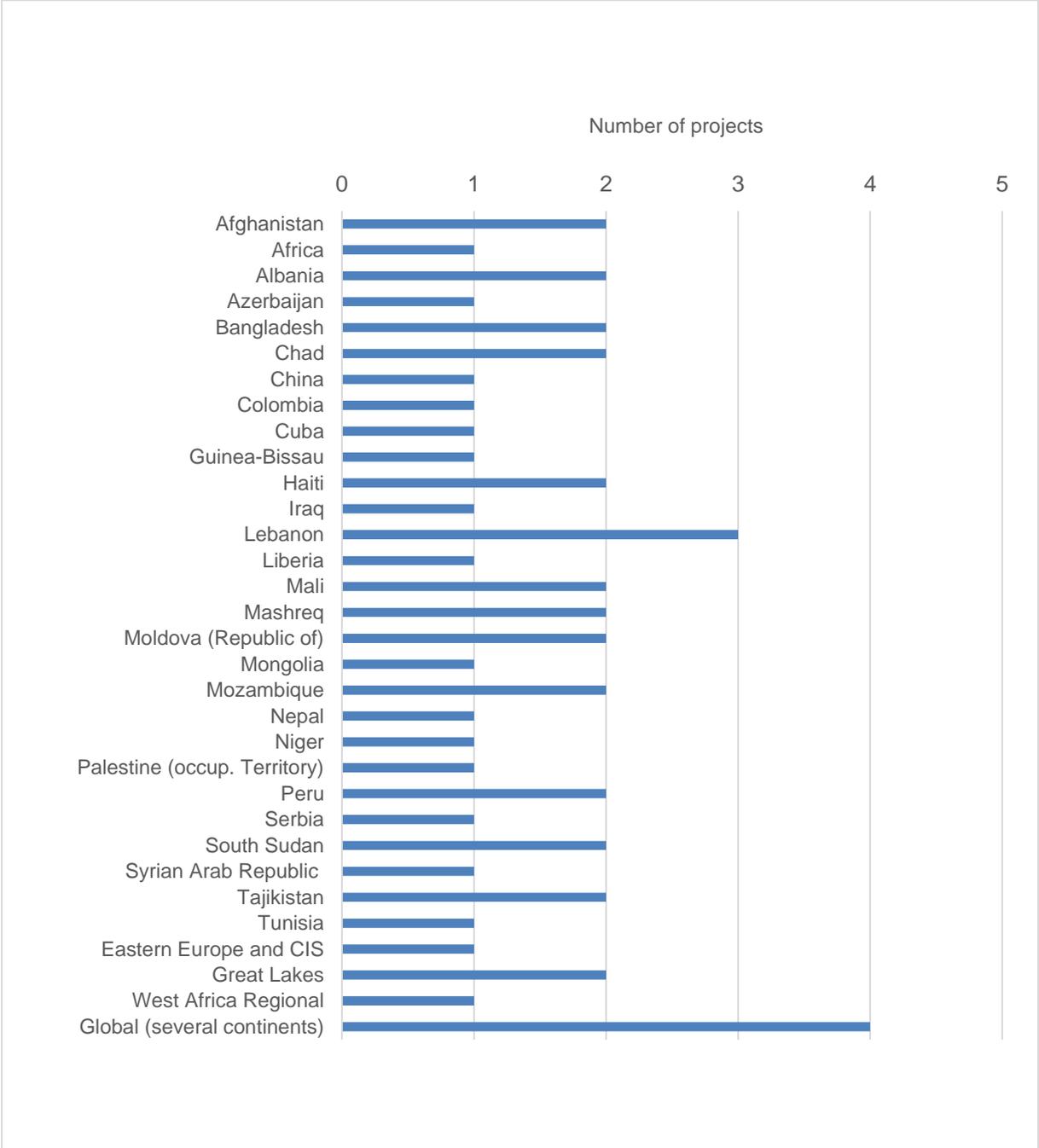
**Table 4: portfolio b sample selection**

<b>Nb</b>	<b>SDC contract Nb</b>	<b>Country</b>	<b>Department</b>	<b>Thematic Area</b>
s1	<b>7F-02648</b>	Peru	South Cooperation	Health
s2	<b>7F-02365</b>	Serbia	Cooperation with Eastern Europe	Education
s3	<b>7F-05974</b>	Afghanistan	South Cooperation	Rule of Law/ Democracy/ Human rights
s4	<b>7F-01106</b>	Bangladesh	South Cooperation	Agriculture/Food Security
s5	<b>7F-00729</b>	Mali	South Cooperation	Economy and Employment
s6	<b>7F-03442</b>	China	South Cooperation	Rule of Law/ Democracy/ Human rights
s7	<b>7F-06909</b>	South Sudan	South Cooperation	Agriculture/Food Security
s8	<b>7F-07250</b>	Africa	South Cooperation	Water
s9	<b>7F-00459</b>	Chad	South Cooperation	Agriculture/Food Security
s10	<b>7F-06649</b>	Chad	South Cooperation	Health
s11	<b>7F-00752</b>	West Africa Regional	South Cooperation	Education
s12	<b>7F-08328</b>	Tunisia	South Cooperation	Economy and Employment
s13	<b>7F-02645</b>	Peru	South Cooperation	Rule of Law/ Democracy/ Human rights
s14	<b>7F-04462</b>	Global (several continents)	South Cooperation	Water
s15	<b>7F-01986</b>	Mali	South Cooperation	Agriculture/Food Security
s16	<b>7F-05432</b>	Moldova	Cooperation with Eastern Europe	Health
s17	<b>7F-02180</b>	Mozambique	Humanitarian Aid	Health
s18	<b>7F-07883</b>	Great Lakes	South Cooperation	Conflict prevention and transformation
s19	<b>7F-07791</b>	Niger	South Cooperation	Education
s20	<b>7F-06353</b>	Mozambique	South Cooperation	Agriculture/Food Security
s21	<b>7F-03971</b>	Nepal	South Cooperation	Agriculture/Food Security
s22	<b>7F-05181</b>	Bangladesh	South Cooperation	Education
s23	<b>7F-06169</b>	Cuba	South Cooperation	Environment
s24	<b>7F-04616</b>	Great Lakes	South Cooperation	Rule of Law/ Democracy/ Human rights
s25	<b>7F-08034</b>	Palestine (occupied Territory)	South Cooperation	Education
s26	<b>7F-05624</b>	Haiti	Humanitarian Aid	Humanitarian Assistance
s27	<b>7F-06843</b>	Lebanon	Humanitarian Aid	Humanitarian Assistance
s28	<b>7F-08761</b>	Iraq	Humanitarian Aid	Humanitarian Assistance
s29	<b>7F-08280</b>	South Sudan	Humanitarian Aid	Humanitarian Assistance
s30	<b>7F-06957</b>	Syrian Arab Republic	Humanitarian Aid	Migration
s31	<b>7F-08092</b>	Afghanistan	Humanitarian Aid	Environment
s32	<b>7F-06611</b>	Guinea-Bissau	Humanitarian Aid	Health
s33	<b>7F-05604</b>	Liberia	Humanitarian Aid	Health
s34	<b>7F-04160</b>	Haiti	Humanitarian Aid	Health
s35	<b>7F-06844</b>	Lebanon	Humanitarian Aid	Migration

s36	<b>7F-08346</b>	Mashreq	Global Coop	Migration
s37	<b>7F-07668</b>	Mashreq	Humanitarian Aid	Rule of Law/ Democracy/ Human rights
s38	<b>7F-02446</b>	Mongolia	Humanitarian Aid	Education
s39	<b>7F-06310</b>	Lebanon	Humanitarian Aid	Migration
s40	<b>7F-08497</b>	Colombia	Humanitarian Aid	Conflict prevention and transformation
s41	<b>7F-04057</b>	Eastern Europe and CIS	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights
s42	<b>7F-04667</b>	Tajikistan	Cooperation with Eastern Europe	Health
s43	<b>7F-01265</b>	Tajikistan	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights
s44	<b>7F-07021</b>	Albania	Cooperation with Eastern Europe	Agriculture/ Food Security
s45	<b>7F-02498</b>	Moldova (Republic of)	Cooperation with Eastern Europe	Health
s46	<b>7F-06645</b>	Albania	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights
s47	<b>7F-06627</b>	Azerbaijan	Cooperation with Eastern Europe	Agriculture/Food Security
s48	<b>7F-08378</b>	Global (several continents)	Global Cooperation	Agriculture/Food Security
s49	<b>7F-04463</b>	Global (several continents)	Global Cooperation	Water
s50	<b>7F-06451</b>	Global (several continents)	Global Cooperation	Agriculture/Food Security

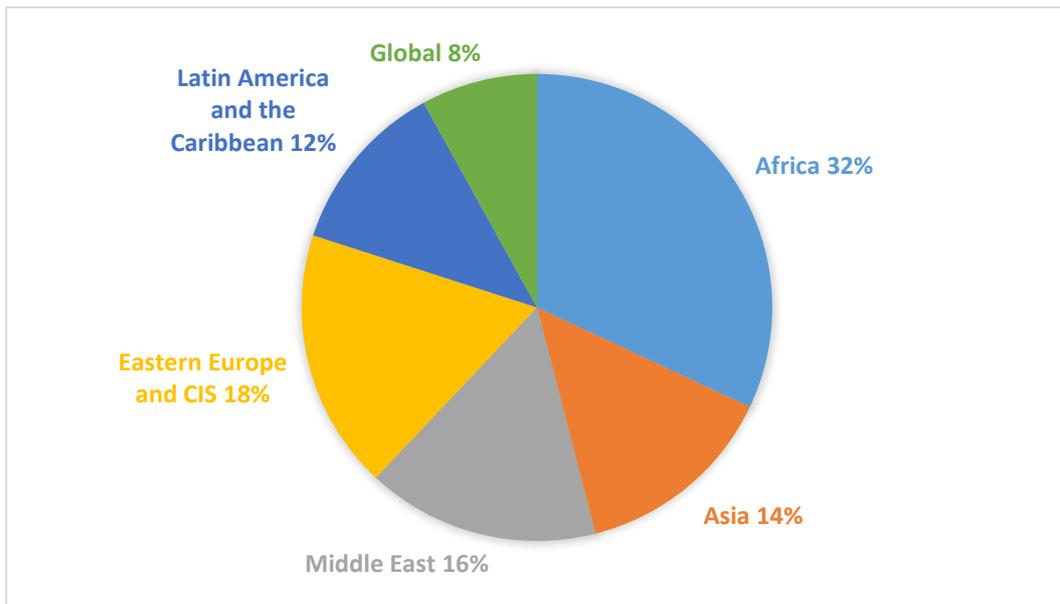
39 out of the 50 projects were implemented in 26 different countries (78%) and 11 were implemented at regional/global level in several countries (22%).

Figure 16: country coverage portfolio b sample



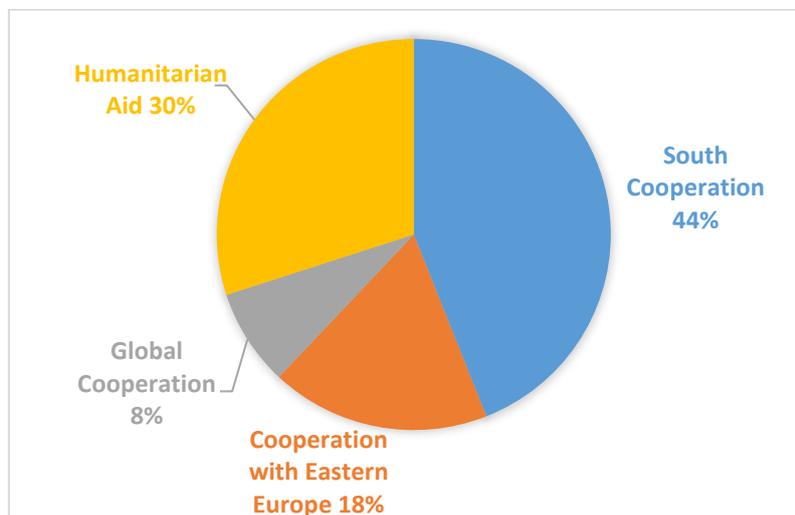
The sample sufficiently matches the portfolio in terms of broader geographical areas, with Africa as the main beneficiary with 32% of the projects (16), and also in relation to Eastern Europe and the CIS (18%, 9 projects), Latin America (12%, 6 projects), and four projects implemented in several continents (8%). Compared to the portfolio b, and due to the replacements, the Middle East is slightly overrepresented (16%, 8 projects), and Asia slightly underrepresented (14%, 7 projects).

Figure 17: geographical coverage portfolio b sample



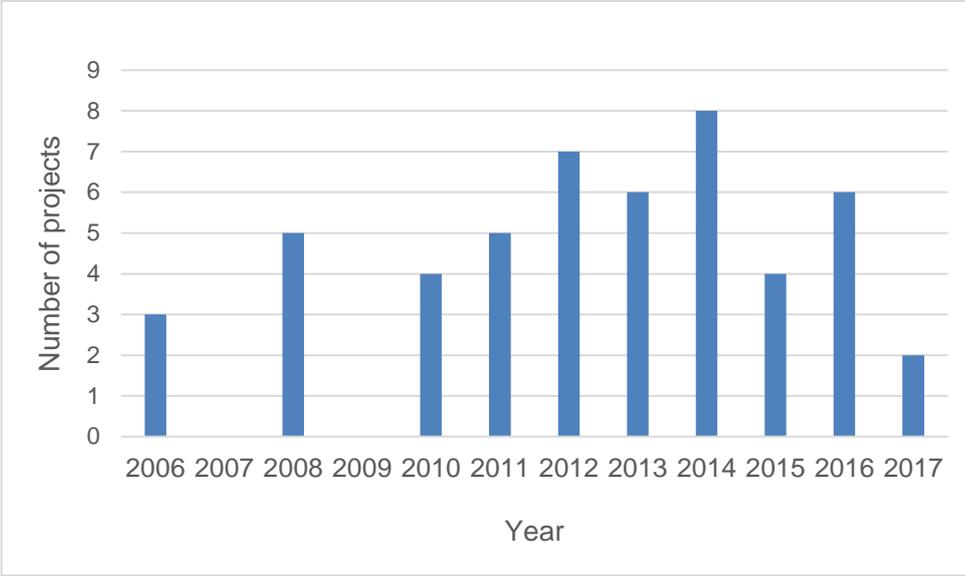
It also matches the portfolio in terms of the distribution per department, 22 projects were managed by South Cooperation (44%), 15 by Humanitarian Aid (30%), nine by Cooperation with Eastern Europe (18%) and four by Global Cooperation (8%).

Figure 18: distribution of portfolio b sample per department



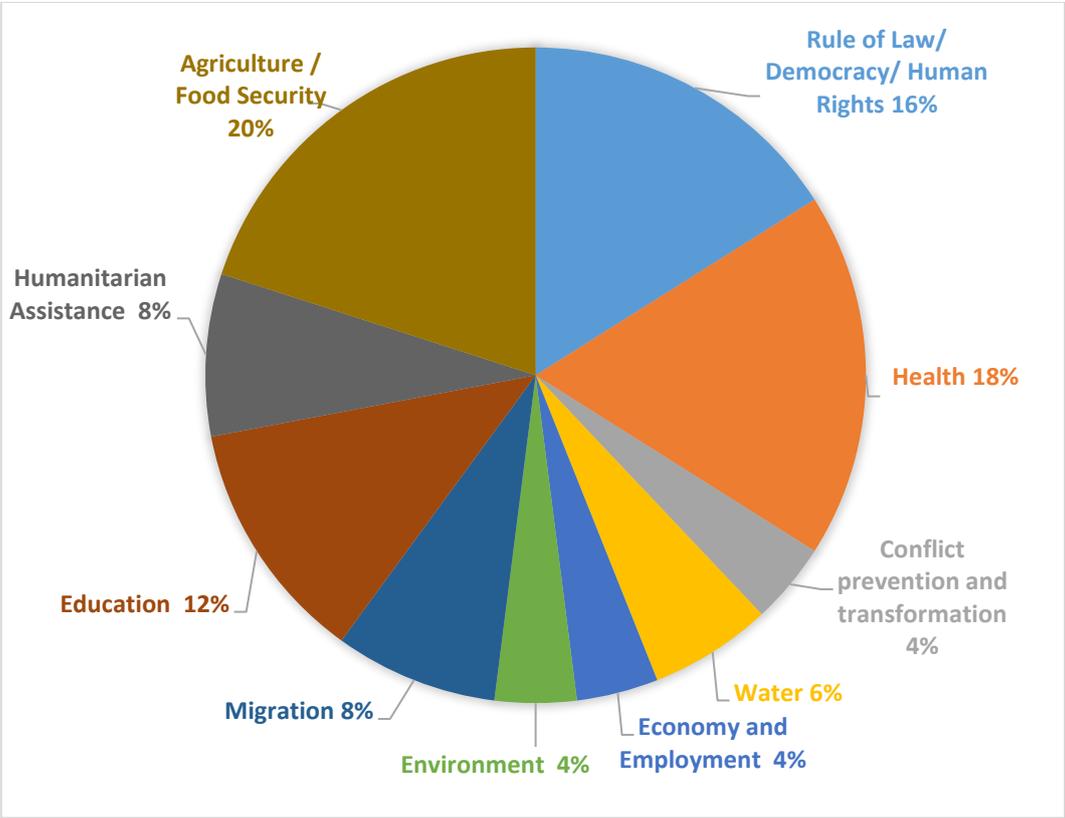
The temporal distribution of the 80 selected portfolio b projects, based on the end year of the last assessed phase of a project, is presented in figure 19.

Figure 19: temporal distribution of portfolio b sample



Regarding the thematic distribution of projects, 10 were implemented in the agriculture and food security sector (20%), 9 in health (18%), 8 in rule of law, democratisation and human rights (16%), 6 in education (12%), 4 in humanitarian assistance (8%), 4 in migration (8%), 3 in water (6%), 2 in conflict prevention and transformation (4%), 2 in economy and employment (4%), and 2 in environment (4%).

Figure 20: thematic distribution of portfolio b sample



### **Appendix 1 (to annex 4): Filters applied for the cleaning of the database**

For the selection process the following filters have been deselected:

#### 1) Within characteristic Funds Centre

- Directorate
- Staff of directorate
- Evaluation + corp. controlling
- Statistics
- Federal political affairs
- Communication Management Unit
- Personnel FDFA
- Institutional Partnerships
- Corp. Fin. Planning & Consult.
- Persons transferred
- Analysis & Policy
- Staff directorate
- Quality Assurance
- Staff of HA&SHA
- Field Resources HA
- Equipment and Logistics
- Contracts & Procurement
- Contr. Extens. HR

Following filters used until 12/2008

- Direction (till 12/08)
- Direct. Act. Dir.
- Division E & C
- Div Media/Comm.
- Div. Human Ress.
- Manag, M-Dept.
- Management F Dept
- Management A Dept
- Serv. Statistics
- Div inform + Docs
- Adm. H\_dep
- Credit Freeze F Dept.
- Manag. A-Dept
- Serv Security
- Div. Legal Affairs
- Div. IT Integr.
- Div Fin/Plan/BUD
- Service Info/Rec
- Div mandates & SAP
- Serv. Translation
- Serv. Finance Syst.
- Manage. F-Dept.
- Div. knowledge & Resource
- Credit Freeze F-Dept.
- Mngm. S-Dep
- Field Risk Mngm.
- Finances
- Contr. & Mandates
- Quality Assurance

- Special Tasks
- Port. Clearance Un
- Fin. Planning
- Portfolio Clearance Unit
- Div. Mat./Tec/TR till 12/2008
- Division NGO (til12/2008)
- Division RALL till 2006
- Division Courses + Grants
- Division Inform.+ Documentation
- Management CEE
- Management E-Department
- Management GC
- Management HA
- Management RC
- Division Intern. Financ. Instit
- Funds other federal offices
- ICRC
- UNHCR
- WFP
- Funds of third party

2) In the characteristic action the following filter have been deselected which are not related directly to a project intervention:

- Backstopping mandates
- Mainstreaming projects
- Cultural projects like Swiss Cultural Program, cultural program implemented by embassies, film festivals etc.
- All admin costs (SDC offices, consultants, staff costs, JPO, equipements, etc.)
- Internal projects of SDC e.g. intere Beratungsprojekte, anniversaries)
- Secondments
- Global credit
- Abteilungskredite
- Coordination costs
- Conferences/networks
- Contributions to newsletters/publications
- Studies, reviews, publications
- Evaluations
- Core contributions
- Support to elections
- Barbeiträge WFP
- Global forums (will be included in portfolio C)
- Food distribution
- Small actions (in all languages)
- Core contributions

3) In the characterstic aid\_typology the following filter have been deselected:

- Contribution to
- Scholarships/training in donor country (these will be applied in portfolio C)
- sector budget support (will be applied in portfolio C)
- Core support/core contribution (will be included in portfolio C)
- Donor country personal
- Admin costs not applied elsewhere

4) In the characteristics type\_support the following criteria have been deselected:

- Core contribution (will be included in Portfolio C)
- General/sector budget support, (will be included in portfolio C )
- Sector wide approaches (will be included in portfolio C)
- Scholarships (will be included in portfolio C)
- SDC internal/admin costs

#### **Treatment of “blanks”**

“Blanks” have been treated differently in the different characteristics:

- Characteristics G-DAC: blank deselected as G 1 and G2 marker is the defined criteria
- Characteristic Action: blank deselected (has no effects on the project list)
- Characteristic Sector SDC: blank deselected (otherwise thematic area cannot be used as a sampling criteria)
- Characteristic Geo Focus: blank deselected ((otherwise this characteristic cannot be used as a sampling criteria)
- Characteristic Fund Centre: blank deselected (if selected or not selected, no change in the number of projects in the list)
- Characteristic Type Support: blank deselected
- Characteristic Aid Typology: blank elected because otherwise too many projects would be deleted. But combined with type support the blank lines in Aid\_ Typology do not present an error.

## Annex 5 Overview of the selected projects

Project #	SDC contract number	Country/ countries of implementation	Department	Area/sector (according to SDC categorisation)	Title project	Contracting partner	# of the phase assessed
<b>Gender principal projects</b>							
p1	<b>7F-05237</b>	Afghanistan	South Cooperation	Rule of Law/ Democracy/ Human rights	Civil Service Leadership Development Program (CSLD)	UNDP	2; 3
p2	<b>7F-04269</b>	Bolivia	South Cooperation	Rule of Law/ Democracy/ Human rights	Programme for the Advancement of Civil Society (PCC/GODEL-AOS)	Ayuda Obrera Suiza (AOS)/Schweizer Arbeiterhilfswerk (SAH)	2
p3	<b>7F-06357</b>	South African Development Community (SADC)	South Cooperation	Health	HIV/AIDS Prevention Programme	The International HIV/AIDS Alliance: Alliance Zambia & Southern Africa AIDS Trust	1; 2; 3
p4	<b>7F-80032</b>	Pakistan	South Cooperation	Rule of Law/ Democracy/ Human rights	Gender Responsive Budgeting Initiative	Government of Pakistan	2
p5	<b>7F-03129</b>	Nepal	South Cooperation	Health	Rural Health Development Project (RHDP)	Government of Nepal	6; 7
p6	<b>7F-03543</b>	Afghanistan	South Cooperation	Conflict prevention and transformation	Afghan Education Project (AEP)	BBC/AEPO (Afghan Education Production Organization)	4
p7	<b>7F-07769</b>	Zimbabwe	South Cooperation	Water	Rehabilitation of Small Irrigation Schemes	International Water Management Institute (IWMI)	1
p8	<b>7F-02928</b>	Vietnam	South Cooperation	Rule of Law /Democracy/ Human rights	Support for Prevention of Domestic Violence	Centre for Reproductive and Family Health (RaFH)	2
p9	<b>7F-03181</b>	Lao People's Democratic Republic	South Cooperation	Rule of Law/Democracy/ Human rights	Governance and Public Administration Reform: Support for better Service Delivery (GPAR – SBSD)	UNDP	3

p10	<b>7F-03239</b>	Afghanistan	South Cooperation	Conflict prevention and transformation	Contribution to Law and Order Trust Fund for Afghanistan (LOFTA)	UNDP	5
p11	<b>7F-02339</b>	Nepal	South Cooperation	Environment	Home Garden Project	LI-BIRD ( Local initiatives for Biodiversity )	2; 3
p12	<b>7F-07207</b>	Nepal	South Cooperation	Migration	Safer Migration (SaMi) Project	Helvetas Swiss Intercooperation	1
p13	<b>7F-07627</b>	Bangladesh	South Cooperation	Rule of Law/ Democracy/ Human rights	Improved Access to Human Rights for People in Bangladesh	UNDP	2
p14	<b>7F-01185</b>	Niger	South Cooperation	Education	Programme Genre Niger	ATIM, Suba Sola & Tattali	4; 5
p15	<b>7F-04307</b>	Algeria	Humanitarian Aid	Health	Psychosocial assistance for victims of violence in Sidi Moussa (SARP)	Association pour l'Aide Psychologique, la Recherche et Formation (SARP)	1; 2; 3; 4; 5
p16	<b>7F-08020</b>	Morocco	Humanitarian Aid	Migration	Accès aux services judiciaires pour des femmes et des enfants victimes de la traite humaine	ONU Femmes (UNWOMEN)	1
p17	<b>7F-07667</b>	Iraq	Humanitarian Aid	Rule of Law/ Democracy/ Human rights	Dignified and Respectful Treatment of Women by Police and Judiciary	Caritas Switzerland	1
p18	<b>7F-08535</b>	Sudan	Humanitarian Aid	Health	Midwife Training Centre Kutum North-Darfur	WHO	2
p19	<b>7F-09260</b>	Myanmar	Humanitarian Aid	Conflict prevention and transformation	Sexual Gender Based Violence: Prevention and Response programme in Kachin State	International Medical Corps	1
p20	<b>7F-08707</b>	Syrian Arab Republic	Humanitarian Aid	Humanitarian Assistance	<i>deleted from assessment due to incomplete documentation</i>		0
p21	<b>7F-02947</b>	Belarus	Humanitarian Aid	Humanitarian Assistance	Counter-Trafficking in Women – Prevention and Reintegration	Young Women Christian Association of Belarus (YWCA)	3
p22	<b>7F-08978</b>	Lebanon	Humanitarian Aid	Rule of Law/Democracy/ Human rights	Gender Based Violence Awareness Campaign	ABAAD Research Center for Gender Equality	1
p23	<b>7F-06185</b>	Morocco	Humanitarian Aid	Migration	Support to UNHCR's Community Service Programme and Support of the Refugee Women Centre	UNHCR	1; 2

p24	<b>7F-07669</b>	Lebanon	Humanitarian Aid	Migration	Protection of Women at Risk	Danish Refugee Council	1; 2
p25	<b>7F-09163</b>	South Sudan	Humanitarian Aid	Rule of Law/ Democracy/ Human rights	Reducing Sexual and Gender Violence in Bentiu, Unity State	NONVIOLENT PEACEFORCE	1
p26	<b>7F- 02883</b>	Benin	South Cooperation	Rule of Law/ Democracy/ Human rights	Programme de Renforcement des Capacités d'Action des Femmes	Ministère de la Famille et de la Solidarité Nationale & SCOs	2; 3
p27	<b>7F-06976</b>	Nepal	South Cooperation	Economy and Employment	Employment Fund: Enhancing Capacities for Employment Oriented Skills Development	Helvetas Swiss Intercooperation	1
p28	<b>7F-05555</b>	Georgia	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights	Market Alliances Against Poverty in the Samtskhe-Javakheti Region of Georgia	Mercy Corps Scotland	2
p29	<b>7F-03732</b>	Moldova (Republic of)	Cooperation with Eastern Europe	Health	Mother and Child Health	UNICEF	3; 5
p30	<b>7F-07090</b>	Global (several continents)	Global Cooperation	Health	Joint Programme on Female Genital Mutilation/Cutting	UNFPA/UNICEF	1; 2
<b>Gender significant projects</b>							
s1	<b>7F-02648</b>	Peru	South Cooperation	Health	Proyecto de Transferencia para fortalecer la gestión regional y local en agua y saneamiento (PROPILAS V)	CARE-PERU	5
s2	<b>7F-02365</b>	Serbia	Cooperation with Eastern Europe	Education	Professional Development for Education Personnel	Ministry of Education and Sports	3; 4
s3	<b>7F-05974</b>	Afghanistan	South Cooperation	Rule of Law/ Democracy/ Human rights	Afghanistan Sub-national Governance programme (ASGP)	UNDP	1;2; 3
s4	<b>7F-01106</b>	Bangladesh	South Cooperation	Agriculture/Food Security	Sustainable Access to Agroforestry Knowledge, Technology and Information (SAAKTI)	Helvetas Swiss Intercooperation	2
s5	<b>7F-00729</b>	Mali	South Cooperation	Economy and Employment	Contribution aux activités de la Fédération Nationale des Artisans du Mali (FNAM)	Fédération Nationale des Artisans du Mali (FNAM)	5; 6
s6	<b>7F-03442</b>	China	South Cooperation	Rule of Law/ Democracy/ Human rights	Sino-Swiss Management Training Programme in the Public Sector of China	China Training Centre for Senior Management Officials	3

s7	<b>7F-06909</b>	South Sudan	South Cooperation	Agriculture/Food Security	Improving Self-Reliance of 900 Returnees' Households in Northern Bahr El Ghazal State	FAO	1; 2; 3
s8	<b>7F-07250</b>	Africa	South Cooperation	Water	Support to the African Development Bank's Rural Water Supply and Sanitation Initiative (RWSSI)	African Development Bank	1; 2
s9	<b>7F-00459</b>	Chad	South Cooperation	Agriculture/Food Security	Ennedi, Développement Régional	PDR (Association – Programme de Développement Rural de WadiFira) – APIDEL (Association pour la promotion des initiatives de développement local)	6
s10	<b>7F-06649</b>	Chad	South Cooperation	Health	Promotion des Mutuelles de Santé	Centre International de Développement et de Recherche (CIDR)	1; 2
s11	<b>7F-00752</b>	West Africa Regional	South Cooperation	Education	Contribution au Programme de coopération entre l'Ecole Polytechnique de Lausanne (l'EPFL) et l'Ecole Inter-Etats d'Ingénieurs de l'Equipement Rural (l'EIER) de Ouagadougou	EIER- l'Ecole Inter-Etats d'Ingénieurs de l'Equipement Rural	1; 2
s12	<b>7F-08328</b>	Tunisia	South Cooperation	Economy and Employment	Formation Professionnelle en Tunisie: modules pratiques pour renforcer l'employabilité des jeunes	Swisscontact	1
s13	<b>7F-02645</b>	Peru	South Cooperation	Rule of Law/ Democracy/ Human rights	Equipos Itinerantes - Defensoría del Pueblo	Defensoría del Pueblo	2; 4
s14	<b>7F-04462</b>	Global (several continents)	South Cooperation	Water	Water and Sanitation Program (WSP) Global and Africa Region	World Bank	2; 3
s15	<b>7F-01986</b>	Mali	South Cooperation	Agriculture/Food Security	Programme Jékasy Appui aux organisations paysannes de la région de Sikasso pour l'amélioration de leur niveau de vie à travers une valorisation durable de leurs ressources naturelles	Helvetas Swiss Intercooperation	2; 3; 4
s16	<b>7F-05432</b>	Moldova	Cooperation with Eastern Europe	Health	Regionalization of the Paediatric Emergency and Intensive Care Services in Moldova (REPEMOL)	Centre for Health Policy and Services (CHPS)	1; 2

s17	<b>7F-02180</b>	Mozambique	Humanitarian Aid	Health	Community-based Assistance to Orphaned and Vulnerable Children; consequences of HIV/AIDS	Terre des Hommes	1
s18	<b>7F-07883</b>	Great Lakes	South Cooperation	Conflict prevention and transformation	Trans-Border Dialogue for Peace in the Great Lakes Region	Interpeace	1
s19	<b>7F-07791</b>	Niger	South Cooperation	Education	Programme d'appui à la formation professionnelle rurale	Swisscontact	1; 2
s20	<b>7F-06353</b>	Mozambique	South Cooperation	Agriculture/Food Security	Private Sector Led Rural Growth in Northern Mozambique "INOVAGRO"	Consortium of DAI (Development Assistance International South Africa) and COWI (Mozambique)	1
s21	<b>7F-03971</b>	Nepal	South Cooperation	Agriculture/Food Security	Decentralised Rural Infrastructure and Livelihood Project (DRILP) – Phase II	ITECO CH	2
s22	<b>7F-05181</b>	Bangladesh	South Cooperation	Education	Bangladesh: BRAC University: Institute of Educational Development (BU IED)	BRAC University Institute of Educational Development	2
s23	<b>7F-06169</b>	Cuba	South Cooperation	Environment	Biomass as a source of Renewable Energy for Rural Areas	Estación Experimental "Indio Hatuey"	1
s24	<b>7F-04616</b>	Great Lakes	South Cooperation	Rule of Law/ Democracy/ Human rights	Contribution to AWEPA's Eastern and Southern Africa Programme /Support to the Pact of Stability, Security and Development for the Great Lakes Region	AWEPA (Ass. of European Parliamentarians with Africa)	2; 3
s25	<b>7F-08034</b>	Palestine (occupied Territory)	South Cooperation	Education	Enhancing Youth Employability in the Gaza Strip	Islamic Relief Palestine (IRPAL)	1
s26	<b>7F-05624</b>	Haiti	Humanitarian Aid	Humanitarian Assistance	Contribution au centre d'accueil de Ganthier	Centre d'action pour le développement (CAD)	1
s27	<b>7F-06843</b>	Lebanon	Humanitarian Aid	Humanitarian Assistance	DRR-School Rehabilitation in South Lebanon	Ministry of Education and Higher Education (MEHE)	1
s28	<b>7F-08761</b>	Iraq	Humanitarian Aid	Humanitarian Assistance	Assistance Anbar IDP in Baghdad	Norwegian Refugee Council (NRC)	1
s29	<b>7F-08280</b>	South Sudan	Humanitarian Aid	Humanitarian Assistance	UN-OCHA Contribution to South Sudan	UN OCHA	1; 2
s30	<b>7F-06957</b>	Syrian Arab Republic	Humanitarian Aid	Migration	Vocational/Skills Training and Remedial Education	UNHCR	1

s31	<b>7F-08092</b>	Afghanistan	Humanitarian Aid	Environment	Community Based Disaster Risk Mitigation (CBDRM)	Helvetas Swiss Intercooperation	1; 2
s32	<b>7F-06611</b>	Guinea-Bissau	Humanitarian Aid	Health	Programme d'urgence Cholera	MSF-CH	1
s33	<b>7F-05604</b>	Liberia	Humanitarian Aid	Health	Secondary Health Care Service at Tellewayan Hospital Voinjama, Lofa Country, Liberia	Ministry of Health and Social Welfare (MoH); International Medical Corps (IMC); Swiss Centre for International Health (SCIH)	1
s34	<b>7F-04160</b>	Haiti	Humanitarian Aid	Health	Programme d'aide médicale et psychosociale avec focus sur le VIH/Sida en faveur des Enfants des Rues de Port-au-Prince	Aide Medical Internationale (AMI)	1; 2; 3
s35	<b>7F-06844</b>	Lebanon	Humanitarian Aid	Migration	Support to Lebanese Palestinian Dialogue Committee	UNDP	1
s36	<b>7F-08346</b>	Mashreq	Global Coop	Migration	Decent Work for Migrants in the Middle East	ILO	1
s37	<b>7F-07668</b>	Mashreq	Humanitarian Aid	Rule of Law/ Democracy/ Human rights	Strengthening the Protection and Promotion of Children's Rights in Iraq and Jordan	UNICEF	1
s38	<b>7F-02446</b>	Mongolia	Humanitarian Aid	Education	Special projects "Altai Port" 2002 Mongolia/ Assistance for schools in Gobi Altai, village development and music group	JCS International (Joint Christian Services International)	1; 2; 3; 4
s39	<b>7F-06310</b>	Lebanon	Humanitarian Aid	Migration	Urgent Support for Detained Iraqi Refugees in Lebanon	Caritas Lebanon Migrant Centre (CLMC)	1; 2; 3
s40	<b>7F-08497</b>	Colombia	Humanitarian Aid	Conflict prevention and transformation	Reduction of Vulnerability for Children and Youth Affected by Armed Conflict and Floods in the department of Córdoba	Diakonie Katastrophenhilfe (DKH)	1
s41	<b>7F-04057</b>	Eastern Europe and CIS	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights	Scientific Cooperation between Eastern Europe and Switzerland (SCOPEs) Joint Research Projects	Swiss National Science Foundation (SNSF)	2
s42	<b>7F-04667</b>	Tajikistan	Cooperation with Eastern Europe	Health	Community Based Family Medicine Project	Aga Khan Health Service	2
s43	<b>7F-01265</b>	Tajikistan	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights	Access to Justice and Judicial Reform in Tajikistan	Helvetas Swiss Intercooperation	5; 6

s44	<b>7F-07021</b>	Albania	Cooperation with Eastern Europe	Agriculture/ Food Security	Regional Development Programme in Northern Albania	Government of Albania and (I)NGOs	1
s45	<b>7F-02498</b>	Moldova (Republic of)	Cooperation with Eastern Europe	Health	Modernizing the Moldovan Perinatology System	Swiss Centre for International Health (SCIH) of the Swiss Tropical Institute (STI)	1; 2; 3
s46	<b>7F-06645</b>	Albania	Cooperation with Eastern Europe	Rule of Law/ Democracy/ Human rights	Support to the One UN Pilot Programme in Albania	UN Country Team	1
s47	<b>7F-06627</b>	Azerbaijan	Cooperation with Eastern Europe	Agriculture/Food Security	Facilitating Access to Animal Resources and Markets in Agcabadi and Beylaqan Districts (FARMS)	Hilfswerk Evangelischen Kirchenbund Schweiz (HEKS-EPER)	1; 2
s48	<b>7F-08378</b>	Global (several continents)	Global Cooperation	Agriculture/Food Security	Access Agriculture: video-mediated Farmers to Farmers learning for Sustainable Agriculture	Agro Insight, Countrywise, Streaming Tank	1
s49	<b>7F-04463</b>	Global (several continents)	Global Cooperation	Water	Research for Action in Water Supply and Environmental Sanitation (WSES), phase 1; Water and Sustainable Sanitation (WASSA), phase 3	SANDEC/EAWAG (Department of Sanitation, Water and Solid Waste for Development at the Swiss Federal Institute of Aquatic Science and Technology) and Rural Water Supply Network (RWSN)	1; 3
s50	<b>7F-06451</b>	Global (several continents)	Global Cooperation	Agriculture/Food Security	National Food Policy Advice & Capacity Building	IFPRI	1

## Annex 6 Assessment grid

### Assessment grid for reviewing gender effectiveness of gender principal and gender significant engagements

It should be noted that in this annex the two portfolios are referred to as portfolio a (gender principal engagements) and portfolio b (gender significant engagements) in line with the terminology of the Approach Paper.

**Portfolio a and b projects:** almost all questions in this grid need to be completed for portfolio a and b projects, i.e. projects that are labelled by SDC as G2 (or “p”: gender equality as the principal/main objective) and as G1 (or “s”: gender equality as a significant objective / gender well mainstreamed).

There is one question that only concerns portfolio a (q13); and three questions (q25, q45 and q46) that only concern portfolio b. These are clearly indicated, also with a different colour. Only complete these questions for the concerned portfolio.

qa	<b>Portfolio and sample number (p.. or s..)</b>	
qb	<b>Initials assessor</b>	
qc	<b>Country(ies)/Region:</b>	
qd	<b>Project number (SDC):</b>	
qe	<b>Project title:</b>	
qf	<b>Contract partner:</b>	
qga	<b>a. Area/sector (select one):</b> 1 = Rule of Law/Democracy./Humanitarian Rights 2 = Health 3 = Conflict prevention and transformation 4 = Water 5 = Economy and Employment 6 = Environment 7 = Migration 8 = Education 9 = Humanitarian Assistance 10 = Agriculture / Food Security 777 = Other (none of the above)	
qgb	<b>b. If another area / sector, name the other sector (in words)</b> Use 999 if not applicable	
qgc	<b>c. Subsector: if a clear specific subsector is addressed, name this subsector (in words).</b> Use 999 if no specific subsector is addressed.	
qha	<b>a. Department:</b> 1 = South Cooperation 2 = Cooperation with Eastern Europe 3 = Global Cooperation 4 = Humanitarian Aid	

	777 =other	
qhb	b. If another department, add the title of that department (in words)	

**This assessment grid aims to measure the OECD-DAC Effectiveness score and the Gender Effectiveness Score:**

**The OECD-DAC Effectiveness Score** indicates the extent to which the objectives of an intervention have been achieved. In the context of the RE on Gender this has been translated as the extent to which the gender relevant objectives have been achieved, i.e. excluding the assessment of the achievement of non-gender (sensitive) objectives, in particular the more thematic objectives in case of portfolio b. Because gender is not always reflected in the project objectives (i.e. at impact level) in all selected projects, particularly of portfolio b, but only at outcome and/or output level, there is the need to also assess the extent to which gender relevant outcomes and outputs (or their indicators) have been achieved.

Scoring Guideline for OECD-DAC:

- 1 = Very good (all gender objectives, outcomes or outputs achieved, including as represented by their indicators, with the positive effects exceeding the aspiration levels, i.e. several (gender) indicators have been overachieved)
- 2 = Good (all gender objectives, outcomes, outputs (and/or their indicators) have been achieved, no significant defects)
- 3 = Satisfactory (the gender objectives, outcomes or outputs have been partially achieved; the positive effects predominate)
- 4 = Unsatisfactory (the gender objectives, outcomes or outputs have been partially achieved; the negative effects predominate, despite identifiable positive effects)
- 5 = Inadequate (the gender objectives, outcomes or outputs have been partially achieved; despite few positive effects, the negative effects clearly predominate)
- 6 = Useless (the intervention has not achieved its gender objectives, outcomes or outputs; OR any positive results fully offset by negative effects)
- 888 = Use "888" in case there are gender sensitive objectives, outcomes or outputs (or related gender sensitive indicators), but there is no information on the extent to which they have been achieved
- 999 = Use "999" in case no gender objectives, outcomes or outputs (or related gender sensitive indicators) have been identified

**The Gender Effectiveness Score (GES)** indicates the degree to which the projects have effectively contributed to a gender transformative process. The assessment grid provides five criteria: context, objectives/impact, outcomes, outputs and inputs/activities. For each criterion one mark (per phase) needs to be given from 1 (highest rank) to 6 (lowest rank) based on the extent and the "quality" that gender has been integrated into each criterion. The questions related to the concerned criterion can help to define the score.

Scoring Guideline for GES:

- 1 = Very good
- 2 = Good
- 3 = Adequate / acceptable
- 4 = Poor
- 5 = Very poor
- 6 = Existing gender inequalities likely to be reinforced or worsened
- 888 = Use "888" in case there is no information at all for assessing the score

The OECD-DAC and GES scores need to be copied in a table at the end of this grid. For the GES score you should calculate the average of the scores for the 5 criteria for each assessed phase to arrive at the GES for each assessed phase of the project. The table with the interpretation of the resulting GES score(s) has been added at the end of the grid.

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
<b>General info</b>	qi	Start of phase (year)							qi
	qj	End of phase (year)							qj
	qk	Duration of phase (in months)							qk
	qm	Budget (per phase) in CHF							qm
	qna	Documents reviewed for the assessment, including by key word search: a. Credit proposal (CP)							qn
	qnb	b. Logical framework (LF)							
	qnc	c. End-of-phase report (EoPh)							
	qnc	d. End-of-project report (EoP)							
	qne	e. Final report (FR)							
	qnf	f. Project Document (PD)							
	qng	g. Evaluation report / impact assessment (at end of phase) (ER / IA)							
	qnh	h. Gender analysis (GA)							
	qni	i. Beneficiary Assessment BA)							
	qnj	j. Annual Report (AR) (NB only to be assessed in case of a one-year project in absence of an end-of-phase or end-of-project report)							
qnk	k. Any other								
qnm	m. Specify other (in words)								
<b>1. Context To what extent has gender been addressed in the</b>	q1	Does the credit proposal (CP) refer to gender / does it contain gender relevant information?							
	q2	Is there evidence that gender relevant information has been collected / analysed?							q2
	q3a	If so, <b>how</b> has the gender relevant information been collected / analysed? By: a. Gender analysis							q3
	q3b	b. Gender aware context analysis							
	q3c	c. Gender aware baseline study							

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
project design?	q3d	d. Actor mapping / stakeholder analysis							
	q3e	e. Lessons learnt from previous phases on addressing gender issues (including a previous gender analysis)							
	q3f	f. Other							
	q3g	g. Specify other (in words)							
	q4a	What type of gender relevant information is considered in the credit proposal (CP)/ logical framework (LF): a. Gender in general (commonplace / easy statements, lacking details or depth)							q4
	q4b	b. Different norms, roles & needs of women and men							
	q4c	c. Gender disparities, e.g. in access							
	q4d	d. Social inclusion (role in society)							
	q4e	e. Political inclusion (political participation)							
	q4f	f. Economic inclusion (role in economic production)							
	q4g	g. Forms of discrimination (direct and indirect)							
	q4h	h. Security and/or protection issues, incl. GBV							
	q4i	i. Other							
	q4j	j. Specify if other (in words)							
	q5	Where any risks related to gender identified (including re do no harm)?							q5
	q6a	Who are the main beneficiaries of the project? a. Women							q6
	q6b	b. (Adolescent) girls							
	q6c	c. Youth (girls and boys)							
	q6e	d. Men							
	q6f	f. Other specific marginalized groups (no need to specify here)							
q6g	g. Vulnerable / marginalized people in general (not specified)								
q6h	h. Institutions / organizations (CBOs, NGOs, national or local government, policy makers, etc.)								
q6i	i. Other								
q6j	j. Specify other (in words)								

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
	q7	Is there evidence that the identified gender relevant information of the context has influenced / shaped the project design?							q7
	q8	Is the project working in a fragile context as defined by OECD fragile states definition <sup>12</sup> ?							q8
	q9	Has the fragile context influenced the project design? (e.g. restricting the (gender) ambitions of the project)							q9
	q10	<b>For assessing GES:</b> Average score for the context (1=very good; 6 = existing gender inequalities reinforced and/or likely negative effects. Use 888 if there is no information at all for assessing this score).							q10
	q11	<b>Findings and comments on context? Y/N</b> Put a “1” or “0” in the column of the concerned phase. If the answer is “1”, put the finding / comment in the column to the right, indication on which phase your comment applies.							q11
<b>2. Impact: To which extent has the project been transformative?</b>	q12	Has gender equality and/or women’s empowerment been reflected in one or more of the objectives of the project?							q12
	q13	<b>Only for portfolio a:</b> Is gender equality and/or women’s empowerment the principal objective of this project?							q13
	q14	Does the project have relevant gender sensitive indicators <sup>13</sup> at overall objective / impact level?							q14
	q15a	a. Do the objectives and/or indicators measure any form of change? (e.g. in gender relations, empowerment, including meeting strategic needs)							q15
	q15b	b. Do the objectives and/or indicators measure targets for (women’s) participation and/or reflect meeting women’s practical needs <sup>14</sup> ?							
	q16	<b>OECD-DAC Effectiveness score:</b> To what extent has the intervention achieved all gender related objectives and/or gender related impact indicators? Score 1-6, with “888” if there is no information on the extent that							q16

12 Those failing to provide basic services to poor people because they are unwilling or unable to do so.

13 Gender sensitive indicator is an indicator which measures gender related changes / achievements

14 Meeting women’s practical needs may consist of improving water supply, creating access to Kindergarten, etc.

Criteria	Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
	the objectives / indicators have been achieved; or "999" if there are no gender objectives / indicators.							
q17a	<b>Note:</b> In answering the below questions (q17-q24) consider <b>impact</b> as well as <b>outcome</b> level effects! The project has structurally / sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services <sup>15</sup>							<b>q17</b>
q17b	a. Education							
q17c	b. Training							
q17d	c. Health							
q17e	d. Social / Legal services							
q17f	e. Other							
q18a	f. Specify in words (if other)							<b>q18</b>
q18a	The project has contributed to equal access to income, property, and/or assets of men and women: (NB if there is proof of improved control, mention in remarks)							
q18b	a. Livelihoods / income							
q18b	b. Land							
q18c	c. Water							
q18d	d. Physical assets (housing, animals, goods, etc)							
q18e	e. Credit							
q18f	f. Information							
q18g	g. Other							
q18h	h. Specify in words (if other)							<b>q19</b>
q19	The project has contributed to increased (physical) mobility, especially for women							
q20a	The project has contributed to equal participation of women and men in decision-making processes at different levels:							<b>q20</b>
q20a	a. Micro level (family/household, community / CBOs, private company)							
q20b	b. Meso level (participation processes of civil society, local elections, institutions for service delivery, etc)							

<sup>15</sup> The examples have been largely taken from SDC's Checklist for Gender Equality Mainstreaming

Criteria	Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
	q20c c. Macro level (political parties, parliamentary election, national government, judicial system, etc.)							
	q21 The project has contributed to gender mainstreaming and/or gender responsive budgeting in public administration (e.g. processes led by central state actors, capacity building, and formalized processes at state level, global governance)							q21
	q22 The project has contributed to visualize women's and men's time use and time burdens of both paid and unpaid labour, and contributed to equalizing the distribution of work load, work volume and/or equally valuing and benefiting the work of both women and men.							q22
	q23 The project has contributed to 'Living lives free of violence (e.g. domestic violence, trafficking, forced labour, combating harmful practices <sup>16</sup> , state violence through penal system, security systems)							q23
	q24 Any other impact/transformational effect not mentioned in the points above (please specify under remarks)							q24
	q25 <b>For Portfolio b projects:</b> Is there (explicit) information in the reviewed documents on the extent that inclusion of gender equality contributed to the achievement of overall development goals of the specific interventions? If so, explain under remarks							q25
	q26 <b>For assessing GES:</b> Average score for the impact (1=very good up to 6 = existing gender inequalities reinforced and/or likely negative effects. Use 888 if there is no information at all for assessing this score).							q26
	q27 <b>Findings and comments on impact: Y/N</b> Put a "1" or "0" in the column of the concerned phase. If the answer is "1", put the finding / comment in the column to the right, indication on which phase your comment applies.							q27
<b>3: Outcome</b>	q28 Has gender equality and/or women's empowerment been reflected in one or more of the specific objectives / outcomes of the project?							q28

<sup>16</sup> Like FGM, forced marriage, child marriage, honour killings, etc.

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
To which extent have the outcomes of the project contributed to a process of gender transformation?	q29	Does the project have gender (sensitive) indicators at outcome level? (in particular: reflecting the effect of interventions)?							q29
	q30a	a. Do the outcomes and/or indicators measure any form of change (e.g. in gender relations, empowerment, including meeting strategic needs)?							q30
	q30b	b. Do the outcomes and/or indicators measure targets for (women's) participation and/or reflect meeting women's practical needs?							
	q31	<b>OECD-DAC Effectiveness score:</b> To what extent has the intervention achieved all gender related outcomes and/or gender related outcome indicators? Score 1-6, with "888" if there is no information on the extent that the outcomes / indicators have been achieved; or "999" if there are no gender outcomes / indicators.							q31
	q32a	If there are gender sensitive outcomes indicators, what do they measure?: a. Sex disaggregated data							q32
	q32b	b. Measure gaps between men/boys and women/girls							
	q32c	c. Measure changes in attitudes, roles, responsibilities of men and women							
	q32d	d. Measure changes in access to resources/services of men and women							
	q32e	e. Measure changes in power relations between women and men							
	q32f	f. Other							
q32g	g. If other, specify (in words)								
q33	The project has strengthened the institutional or organizational capacity of (strategic) partners for the promotion of women's rights and gender equality (e.g. women's organisations, community based organisations, scientific/research institutions, etc.).							q33	
q34	The project has contributed to creating an enabling environment for political dialogue and advocacy on social change / promoting gender equality.							q34	
	q35	<b>For assessing GES:</b> Average score for the outcomes (1=very good; up to 6=existing gender inequalities reinforced and/or likely negative effects. Use 888 if there is no information at all for assessing this score)							q35

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
	q36	<b>Findings and comments on outcomes: Y/N</b> Put a “1” or “0” in the column of the concerned phase. If the answer is “1”, put the finding / comment in the column to the right, indication on which phase your comment applies.							q36
<b>4. Output: To which extent have the outputs of the project contributed to enhancing a process of gender transformation?</b>	q37	Has gender equality and/or women’s empowerment been reflected in the outputs pursued by the project?							q37
	q38	Does the project have gender sensitive output indicators?							q38
	q39	<b>OECD-DAC Effectiveness score:</b> To what extent has the intervention achieved all gender related outputs? Score 1-6, with “888” if there is no information on the extent that the outputs / output indicators have been achieved; or “999” if there are no gender outputs / output indicators.							q39
	q40a	If there are gender sensitive output indicators, what nature do they have: a. Sex-disaggregated data							q40
	q40b	b. Targets for women’s / girls’ participation (e.g. in training and other project activities)							
	q40c	c. Targets for men’s / boys’ participation in gender related (or awareness) activities							
	q40d	d. Gender specific outputs to be produced (e.g. a gender tool kit) or outputs becoming more gender sensitive (integrating gender in curricula / training programmes)							
q40e	e. Other								
q40f	f. If other, specify (in words)								
	q41	<b>For assessing GES:</b> Average score for the outputs (1=very good; up to 6 = existing gender inequalities reinforced and/or likely negative effects. Use 888 if there is no information at all for assessing this score)							q41
	q42	<b>Findings and comments on outputs: Y/N</b> Put a “1” or “0” in the column of the concerned phase. If the answer is “1”, put the finding / comment in the column to the right, indication on which phase your comment applies.							q42
<b>5. Input / activities:</b>	q43a	The project has implemented specific gender targeted activities: a. Gender focal point / gender task force							q43

Criteria		Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
To which extent has the input enabled the implementation of gender sensitive activities?	q43b	b. Affirmative action / temporary specific measures / quota systems							
	q43c	c. Gender training / gender capacity building							
	q43d	d. Women's empowerment / leadership training							
	q43e	e. Awareness raising campaign(s)							
	q43f	f. Gender related advocacy							
	q43g	g. Policy dialogue on gender and/or including gender aspects – at local level							
	q43h	h. Policy dialogue on gender and/or including gender aspects – at national level							
	q43i	i. Policy dialogue on gender and/or including gender aspects – at international level							
	q43j	j. Activities designed to (only/mainly) address specific women's needs (or needs of men, where appropriate)							
	q43k	k. Activities designed to enhance gender equality and women's empowerment							
	q43m	m. Activities designed to target men/boys (e.g. for attitudinal change)							
	q43n	n. Development of gender (mainstreaming) policies, strategies and/or gender action plans for (partner) organisations (including on equal opportunities)							
	q43o	o. Gender responsive budgeting							
	q43p	p. Research on gender issues (or research that includes gender issues)							
	q43q	q. Other							
	q43r	r. If other, specify (in words)							
	q44	Has the project considered all opportunities to address gender considering the context in the country (e.g. security situation)?							
q45	<b>For portfolio b projects only:</b> Are the gender activities well related to and integrated in core activities of the project? (i.e. not just some add-on activities?)							q45	
q46a	<b>For portfolio b projects only: Nature of the gender mainstreaming / gender activities:</b> a. Integrating gender issues (content) within regular training / information provision / documentation							q46	
q46b	b. Addressing specific gender based needs and/or constraints (practical and/or strategic)								

Criteria	Assessment factors	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6	Remarks / explanation / examples (refer to source)
q46c	c. Ensuring the participation of women (and/or men) in regular activities							
q46d	d. Other							
q46e	e. If other, specify (in words)							
q47	<b>For assessing GES:</b> Average score for the activities / input (1=very good; up to 6 =existing gender inequalities reinforced and/or likely negative effects. Use 888 if there is no information at all for assessing this score).							q47
q48	<b>Findings and comments on activities / input: Y/N</b> Put a “1” or “0” in the column of the concerned phase. If the answer is “1”, put the finding / comment in the column to the right, indication on which phase your comment applies. <b>NB: Also mention any innovative gender approaches that have been applied.</b>							q48
q49a	Does this project represent interesting examples / lessons learnt? (If so, mention in the column in which document the info can be found): a. Good (gender) results achieved and/or interesting (positive) lessons learnt							q49
q49b	b. Includes interesting / relevant / innovative gender approaches and/or gender activities							
q49c	c. Contains relevant case studies							
q49d	d. This project is an example of failure, e.g. no gender achievements despite some good intentions.							
q49e	e. Other interesting gender related feature of this project (is so, mention briefly in the column of the concerned phase)							
q50	Do end-of-phase / end-of-project documents (or other end reports such as an end evaluation) report on gender results which are additional to any gender objectives, outcomes, outputs and their indicators formulated at the start of the project (i.e. additional to the expected gender results as per CP / logframe)?							q50

Mention below any success factors (q51) and/or hindering factors / challenges (in q52) related to achieving gender related results and effects, which can be deducted from the available documentation. Indicate whether these applied to all phase or a specific phase. In q53 you can provide any remaining general comments, including your own overall opinion).

q51	Success factors	
q52	Hindering factors / challenges	
q53	General comments: (including general opinion of the assessor)	

**Scoring for OECD-DAC Effectiveness** (measuring the extent that gender related objectives, outcomes and/or outputs (and/or the respective indicators) have been achieved:

Level	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6
1. Objectives/ impact (q16)						
2. Outcomes (q31)						
3. Outputs (q39)						

**Scoring for GES:**

Criterion	Ph1	Ph2	Ph3	Ph4	Ph5	Ph6
1. Context (q10)						
2. Impact (q26)						
3. Outcomes (q35)						
4. Outputs (q41)						
5. Inputs / activities (q47)						
<b>Total</b>						
<b>Average*</b>						

\*If there is a score of "888", you do not need to calculate the average

The GES indicates the degree to which the projects have effectively contributed to a gender transformative process and the GES score can be interpreted as follows:

Score	Kind of gender effects	Gender Effectiveness <sup>17</sup>
1 – 2	The project has considered the different gender roles and responsibilities and has challenged the existing gender roles and responsibilities by addressing the <i>causes</i> for gender inequality and by aiming for gender equality.	Gender transformative
>2 - 3	The project has considered different gender roles and responsibilities, and it has ensured that both men and women have had benefits also targeted particular groups (mostly women) who lag behind in access to resources or decision-making power, in order to empower them and improve their situation.	Gender positive
>3 - 4	The project has considered the different roles and responsibilities of women and men, and it has registered different effects; neither men nor women have been harmed due to project intervention; practical gender needs may be addressed, however, without changing gender norms and roles.	Gender-sensitive
>4 - 5	The project has ignored the different gender roles and responsibilities (gender-blind); Gender norms, roles and relations are not affected (worsened or improved).	Gender-neutral
>5 - 6	Gender inequalities are reinforced by the project; gender inequality perpetuated or increased.	Gender-negative

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<sup>17</sup> Based on WHO Gender Responsive Assessment Scale and adapted from Eckman 2002

## **Annex 7 Report on the analysis of the assessment of the gender principal and gender significant portfolios**

This Annex presents the detailed findings from the analysis of the portfolios of gender principal and gender significant engagements. The main purpose of this assessment was to establish the extent to which these SDC's interventions have achieved their goals regarding gender equality, also investigating the links between activities (as inputs), outputs, outcome and impact. This assessment also collected information on the thematic areas in which gender results have been achieved. It should be noted that in this annex the two portfolios are referred to as portfolio a (gender principal engagements) and portfolio b (gender significant engagements) in line with the terminology of the Approach Paper.

As stipulated in the Approach Paper attached to the ToR for this assignment, the portfolio a and b assessment would consist of the screening of 30 SDC engagements of portfolio a (i.e. programmes or projects with gender equality as their principal goal) and 50 SDC engagements of portfolio b (programmes and projects with gender equality as a significant / transversal theme). Annex 4 (the updated Annex 6 of the Inception Report) describes the sampling process, also presenting the main characteristics of the reconstructed portfolios a and b, as well as of the two selected samples.

This report consists of the following sections: The first section describes the methodology of the assessment, including the two effectiveness scoring system used. The second section presents some main characteristics of the assessed projects and/or phases. Section 3 presents the assessment results for the two effectiveness scores. In section 4 the findings of all 124 assessed phases are presented; with section 5 presenting similar findings, as well as more cross-tabulations, for a sub-sample of the assessed phases (77 of the 124) for which a minimum set of information was available to assess the gender effectiveness score. In section 6 the success and hindering factors are presented.

### **1. Methodological approach of assessing portfolio a and b**

#### **1.1 The planning of the assessments**

As mentioned above, the sampling process is described in Annex 4. Initially 30 portfolio a and 50 portfolio b projects were selected for screening. Most SDC projects consist of a number of subsequent phases, usually between 1 and 6. It was agreed with SDC that all phases implemented between 2006/2007 and 2016/2017 would be assessed, given that sufficient documentation were available.

In consultation with SDC it was also agreed that the assessment of the portfolio a and b projects would in principle be based on reviewing the Credit Proposal, with the Logical Framework and/or gender analysis whenever available, as well as the End-of-Phase or End-of-Project report, comparing the intended gender results with the actually achieved ones. If no End-of-Phase or End-of-Project reports were available, other reports which contained information on the achievements would be used instead, e.g. end-evaluation reports. In case the duration of the concerned phase was only about one year (this mainly applied for Humanitarian Aid), also an annual report could be used. Moreover, some other documents -if available- would also be reviewed (sometimes by key word search), such as specific gender reports or beneficiary assessments.

For each of the 80 selected projects a list had been prepared by SDC of the available documents per phase, covering about 210 phases in total (excluding phases of well before 2006/7). Based on this list the phases were selected which had sufficient documentation to be screened, discarding those phases for which essential documentation was missing, such as the Credit Proposal. This led to 140 phases to be assessed.

The assessment of each phase was done using an assessment grid, see Annex 6. In this assessment grid the following information had to be recorded:

- General information about the project, such as project number and title, the contract partner, and the domain (or area) and department;
- Information about the concerned phase, such as the start year, end year and duration of the phase, the budget per phase and the documentation reviewed;
- Questions about the context, objectives/ impact, outcomes, outputs and inputs/activities;

- Effectiveness scores for several levels (see details in the next section);
- Remarks and comments where relevant;
- A few questions applied to only the portfolio b projects or the portfolio a projects;
- Most questions had to be answered by yes or no, with “yes” indicating that sufficient information was available to underpin a positive answer; but with “no” having a broader meaning, either indicating that the answer to the questions was clearly no, but also including the options of “no evidence” or “not applicable”.

For each project an assessment form (or grid) was completed for all the phases of the project for which sufficient documentation was available based on the above described criteria. The assessments were conducted by the members of the expert team. The team leader had prepared guidelines to enhance consistency across the team. During the inception phase each of the concerned team members had already assessed several projects, with several projects (or phases) being assessed by more than one assessor, in order to identify to what extent the assessors applied similar criteria for awarding specific scores. Based on the findings of these pilot assessments (i) the assessment grid was adjusted and (ii) the guidelines were sharpened.

## 1.2 Two effectiveness scores

The previous effectiveness studies of SDC used the OECD-DAC effectiveness score, addressing the question to which extent the objectives of an intervention had been achieved. In this effectiveness study on gender equality two effectiveness scoring systems were used: the OECD-DAC scoring system and the Gender Effectiveness Score (GES).

For this gender equality study the **OECD-DAC Effectiveness Score** was understood as the extent to which any gender relevant objectives have been achieved, without considering the extent to which non-gender (sensitive) objectives were achieved. The latter restriction is especially relevant for portfolio b projects for which it was expected that most objectives would refer to thematic non-gender (sensitive) achievements. Because it was dreaded (as also confirmed in the testing) that a number of selected projects, especially of portfolio b, would not have gender (sensitive) objectives or indicators at impact level, it had been agreed with SDC that the OECD-DAC score would also be assessed at outcome and output level. The following table presents the OECD-DAC Effectiveness Score scale.

Table 7.1. OECD DAC Effectiveness score scale

Score	Definition	Guideline
1	Very good	All gender objectives, outcomes or outputs achieved, including as represented by their indicators. The positive effects exceed the aspiration levels as specified in the credit proposal or related document.
2	Good	All gender objectives, outcomes, outputs (and/or their indicators) have been achieved, no significant defects are detectable.
3	Satisfactory	The gender objectives, outcomes or outputs have been partially achieved; positive effects predominate.
4	Unsatisfactory	The gender objectives, outcomes or outputs have been partially achieved; the negative effects predominate, despite identifiable positive effects.
5	Inadequate	The gender objectives, outcomes or outputs have been partially achieved; despite few positive effects, the negative effects clearly predominate.
6	Useless	The intervention has not achieved its gender objectives, outcomes or outputs; OR any positive results fully offset by negative effects.

In case no gender objectives, outcomes or outputs were identified and/or reported upon, the assessors were asked to use either the score “888” or “999”:

888 = in case gender sensitive objectives, outcomes or outputs (or related gender sensitive indicators) had been identified (e.g. in a logframe), but there was no information on the extent to which they have been achieved; or

999 = in case no gender objectives, outcomes or outputs (or related gender sensitive indicators) had been identified.

**The Gender Effectiveness Score (GES)** indicates the degree to which the projects effectively contributed towards a gender transformative process. This scoring system is based on the WHO Gender Responsiveness Scale and adapted from Eckman 2002, measuring the extent and quality that gender

issues have been addressed and reflected within five criteria: context, objectives/impact, outcomes, outputs and inputs/activities. The scoring system was adapted as for the OECD-DAC effectiveness score, i.e. with “1” as the highest (best) score (very good), “2” as good, “3” as adequate / acceptable, “4” as poor, “5” as very poor and “6” as the lowest (worst) score indicating that existing gender inequalities were likely to be reinforced or worsened. The average of the five sub-scores (one per criterion) results into one overall Gender Effectiveness Score (GES) for the concerned project phase, indicating the degree to which the project effectively contributed to a gender transformative process. The below table indicates how a final GES score per phase can be interpreted.

Table 7.2 Gender Effectiveness Score

Score	Kind of gender effects	Gender Effectiveness
1 – 2	The project has considered the different gender roles and responsibilities and has challenged the existing gender roles and responsibilities by addressing the <i>causes</i> for gender inequality and by aiming for gender equality.	Gender transformative
>2 - 3	The project has considered different gender roles and responsibilities, and it has ensured that both men and women have had benefits also targeted particular groups (mostly women) who lag behind in access to resources or decision-making power, in order to empower them and improve their situation.	Gender positive
>3 - 4	The project has considered the different roles and responsibilities of women and men, and it has registered different effects; neither men nor women have been harmed due to project intervention; practical gender needs may be addressed, however, without changing gender norms and roles.	Gender-sensitive
>4 - 5	The project has ignored the different gender roles and responsibilities (gender-blind); Gender norms, roles and relations are not affected (worsened or improved).	Gender-neutral
>5 - 6	Gender inequalities are reinforced by the project; gender inequality perpetuated or increased.	Gender-negative

The main differences between the OECD-DAC Effectiveness Score and the GES score are:

- The GES score focuses on the extent to which gender has been addressed and/or gender results achieved, irrespective of the fact whether gender indicators were in place (or not), thus also considering possible gender results that were not foreseen in the logframe;
- The GES score also considers the quality and aspiration level of gender results / indicators, whereas OECD-DAC only considers the extent to which pre-set results were achieved, not taking into account their quality and/or ambition level;
- The GES score reflects five criteria (context, objectives/impact, outcomes, outputs and inputs/activities), with the average used as the final GES value.

The assessment grid included various questions per criterion, which helped to define the GES score for that particular criterion, apart from being separately analysed as potential contributing factors to good gender results. In case there was no reporting (or very inadequate) about gender issues in the available documents (such as CP, LF and/or End-of-Phase or End-of-Project reports) and under-reporting on gender issues could not be excluded, the assessors were asked to use the score “888” meaning “there was no information at all for assessing the GES score”. However, if in any documents statements were made that gender mainstreaming had been absent or inadequate (or there was other likeliness of the fact that gender was not addressed), assessors would allocate a score (often 5 or 6), unless it was really difficult to estimate what would be a rightful score (then “888”).

**1.3 Implementation of the assessments and quality control**

The assessments of the portfolio a and b projects took place between the end of August and the first week of October 2017 by a team of four assessors. After the assessors completed and submitted assessments grids, these were checked on the following: completeness, clarity (especially of the remarks and comments) and internal consistency of the answers, including consistencies between two questions linked to each other (e.g. one specific answer excluding another specific answer in a next question) and between remarks and scores. Any comments were shared with the assessors, who subsequently addressed these.

During the assessment process the assessors found that for some phases the available documentation turned out to be less adequate or insufficient than foreseen, for example, because the title of a document was not in line with the content. As a result the following happened:

- A few projects still had to be replaced by another similar project;
- In total 15 phases less could be assessed than initially expected;
- And one portfolio a project (with one phase) had ultimately to be discarded without replacement as it was about the last project to be assessed and time did not allow replacement anymore.

This means that in total 124 phases have been assessed instead of the foreseen 140 phases (44 of portfolio a and 80 of portfolio b). The number of phases assessed per project is presented in the below table.

*Table 7.3 Number of phases of the assessed projects*

Number of phases	Portfolio a	Portfolio b	Total
1 phase	18	28	46
2 phases	9	15	24
3 phases	1	6	7
4 phases	0	1	1
5 phases	1	0	1
<b>Total</b>	<b>29</b>	<b>50</b>	<b>79</b>

**Genuine versus incoherently marked phases of portfolio a:** To verify whether all portfolio a projects (or phases) were correctly marked as “principal” or “G2”, a question had been included in the assessment grid asking whether gender equality and/or women’s empowerment was indeed the principal objective of the project. Apart from getting insight in the extent that portfolio a projects are indeed robust gender principal projects, this question would also allow to split up the portfolio a results into two sub-categories, i.e. for those phases that were “genuine” principal (22 of the 44 phases, representing 16 of the 29 portfolio a projects) and those phases that had been “incoherent” as principal (also 22 of the 44 phases, representing 13 of the portfolio a projects).

A quite considerable number of the portfolio b phases seemed also to have been incoherently marked as significant, and rather should have been “G0” (gender equality not targeted). No specific question about this had been included in the assessment grid, however, the assessors had been asked to reflect on this in the comment section. The assessors reported that 16 out of the 50 portfolio b projects were not genuine G1 as gender was not (or insufficiently) mainstreamed as reported upon in the reviewed documents and had doubt about of a few more projects.

**Documents reviewed:** For all 124 assessed phases the Credit Proposal was reviewed, and for most phases also the logical framework. For slightly over half of all phases an End-of-Phase report was available for review; and for around one third of all phases Final Reports or End-of-Project reports could be used to assess the end situation of the concerned phase. For the remaining phases either evaluation reports or annual reports (in case of phases with a one year duration, mostly Humanitarian Aid) were used. See the below table for more details.

Table 7.4 Documents reviewed for the assessment of phases for portfolio a and b

Document reviewed:	portfolio a		Portfolio b	
	frequency	%	frequency	%
Credit proposal	44	100	80	100
Logical framework	38	86.4	70	87.5
End-of-Phase report	24	54.5	41	51.3
End-of-Project / Final Report	14	31.8	31	38.8
Project Document	7	15.9	13	16.25
Evaluation Report	13	29.5	20	25.0
Annual Report	0	0	11	13.8
Other reviewed documents*	21	47.7	30	37.5

\*Other reviewed documents included gender checklists, interim reports, progress reports, evaluation reports, etc., which were mainly used to check for additional information to the reviewed end reports

## 1.4 Data analysis

After the quality control, the data were transferred into a database and subsequently analysed using SPSS. The first set of analyses consisted of frequency analysis and/or the calculation of average values, depending on what was appropriate. Appendix 1 to this annex presents the overview of these frequencies for those questions of the grid that were answered by “yes” or “no”, also split up for portfolio a and b, with a separate analyses for two sets of portfolio a phases (genuine and incoherent principal projects).

Subsequently further statistical analysis of OECD-DAC effectiveness scores and GES scores were done as well as cross-tabulations and correlations between selected parameters. The remarks and comments were (selectively) analysed, both the understand or illustrate specific answers and to identify patterns in the answers about success and hindering factors (open questions q51 and q52 in the grid).

## 2. Characteristics of the assessed projects and phases

Annex 4 (Report on the sampling) already presented certain details of the sampled projects. In this section some similar and additional features are summarized, also by phases. It should be noted that the selected projects were largely a result of random sampling, but with a purposive replacement of two projects with missing information by projects in the Economy and Employment sector as no projects in this sector were included in the first samples.

The below table demonstrates that on average nearly half of the total number of projects and phases assessed were implemented under the South Cooperation Department, and nearly one third by the Humanitarian Aid Department. Of the Eastern Europe Department more assessed projects / phases belonged to portfolio b than portfolio a (both in number and proportionally). Few Global Cooperation projects / phases were assessed, with 1 out of the 5 projects (of which 2 phases were assessed) belonging to portfolio a.

Table 7.5 Number of projects and phases assessed per Department

	portfolio a				portfolio b			
	projects		phases		projects		phases	
	number	%	number	%	number	%	number	%
<b>SDC Department</b>								
South Cooperation	16	55.2	23	52.3	22	44.0	36	45.0
Cooperation with Eastern Europe	2	6.9	3	6.8	9	18.0	15	18.8
Global Cooperation	1	3.4	2	4.5	4	8.0	5	6.3
Humanitarian Aid	10	34.5	16	36.4	15	30.0	24	30.0
<b>Total</b>	<b>29</b>	<b>100</b>	<b>44</b>	<b>100</b>	<b>50</b>	<b>100</b>	<b>80</b>	<b>100</b>

The distribution of the projects as well as the assessed phases over SDC's sectors or domains is presented in table 7.6. Salient findings are that projects and phases in the domain of Rule of Law/Democracy/Human Rights are proportionally over-presented in portfolio a as compared to portfolio b, while there are no portfolio a projects or phases of the Agriculture and Food Security sector included in the portfolio a sample, whereas these consist 20% of the projects of portfolio b.

Table 7.6 Number and proportion of projects and phases per sector or domain

Area / sector	portfolio a				portfolio b			
	projects		phases		projects		phases	
	number	%	number	%	number	%	number	%
Rule of Law/ Democracy/Human Rights	11	37.9	13	29.5	8	16.0	13	16.3
Health	6	20.7	15	34.1	9	18.0	15	18.8
Conflict prevention and transformation	3	10.3	3	6.8	2	4.0	2	2.5
Water	1	3.4	1	2.3	3	6.0	6	7.5
Economy and Employment	1	3.4	1	2.3	2	4.0	3	3.8
Environment	1	3.4	2	4.5	2	4.0	3	3.8
Migration	4	13.8	6	13.6	4	8.0	6	7.5
Education	1	3.4	2	4.5	6	12.0	12	15.0
Humanitarian Assistance	1	3.4	1	2.3	4	8.0	5	16.3
Agriculture / Food Security	0	0	0	0	10	20.0	15	18.8
<b>Total</b>	<b>29</b>	<b>100</b>	<b>44</b>	<b>100</b>	<b>50</b>	<b>100</b>	<b>80</b>	<b>100</b>

The categories of (main) contracting partner for each project were also analysed, whereby the partners were divided into 6 categories, including the option “other”, see the below table. This table demonstrates that nearly one third of the selected projects and assessed phases were implemented by international NGOs (including Swiss NGOs). Local NGOs comparatively implement a higher proportion of the portfolio a projects than portfolio b projects. Also the multilateral organisations are over-represented in the portfolio a sample as compared to portfolio b, whereas projects with universities and training and research institutes were exclusively implemented under portfolio b. “Other” contract partners are mostly a combination of two partners of different categories (especially government and (I)NGOs) and also include consulting companies.

Annex 7.7 Type of contract partner for projects and phases for portfolio a and b

Category main partner	portfolio a				portfolio b			
	projects		phases		projects		phases	
	number	%	no	%	number	%	no	%
International / Swiss NGOs	9	31.0	12	27.3	17	34.0	26	32.5
Local NGOs / CSOs	6	20.7	12	27.3	6	12.0	11	15.0
Multilateral (incl CGIAR)	10	34.5	14	31.8	11	22.0	18	22.5
Government	2	6.9	3	6.8	2	4.0	3	3.8
University / training centre / research institute (excl CGIAR)	0	0	0	0	8	16.0	15	18.8
Other	2	6.9	3	6.8	6	12.0	7	8.8
<b>Total</b>	<b>29</b>	<b>100</b>	<b>44</b>	<b>100</b>	<b>50</b>	<b>100</b>	<b>80</b>	<b>100</b>

The average duration of the phases was 16.7 months for portfolio a phases (range: 2 – 70 months) and 28.1 months for portfolio b phases (range: 1.5 – 72 months), indicating that portfolio b phases are of a longer duration than portfolio a phases. The table below presents more details about the duration of the phases.

Table 7.8 Duration of the assessed phases for the portfolio a and b projects

Duration of phases	portfolio a			portfolio b		
	number	%	cumulative %	number	%	cumulative %
0-12 months	12	27.3	27.3	19	23.8	23.8
13-24 months	12	27.3	54.5	18	22.5	46.3
25-36 months	8	18.2	72.7	21	26.3	72.5
37-48 months	7	15.9	88.6	15	18.8	91.3
more than 48 months	5	11.4	100.0	7	8.8	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>		<b>80</b>	<b>100.0</b>	

The above table demonstrates that about a quarter of the assessed phases have a duration of 12 months or less and about half 24 months or less. This seems short and little realistic in view of achieving structural gender results, in particular results that contribute to meeting strategic gender needs and/or contributing to other gender transformative change. However, the fact that many SDC projects consist of several phases, usually 3 to 4 with a common total duration of 9 – 12 years, refutes the argument of short duration phases, but rather are conducive to improving a gender approach, with a subsequent phase learning from a previous one. However, projects that only have one phase in total (in the sample these are only Humanitarian Aid projects) which also have a short duration, do have a particular challenge to achieve structural gender results.

To get an overview of the spread of the assessed phases over time, the years in which the assessed phases ended have been analysed at project level (end year of last assessed phase) and of all assessed phases, see the below table.

*Table 7.9 Overview of the distribution over time of the assessed projects and phases (end year of last assessed phase for each project and end year of all assessed phases)*

End year of last phase of project / of individual phases	portfolio a				portfolio b			
	last phase of projects		phases		last phase of projects		phases	
	number	%	number	%	number	%		
2002							1	1.3
2004							1	1.3
2005			1	2.3			3	3.8
2006					3	6.0	4	5.0
2007	1	3.4	3	6.8			2	2.5
2008			2	4.5	5	10.0	7	8.8
2009	1	3.4	5	11.4			4	5.0
2010	2	6.9	6	13.6	4	8.0	8	10.0
2011	3	10.3	3	6.8	5	10.0	11	13.8
2012	5	17.2	6	13.6	7	14.0	9	11.3
2013	5	17.2	6	13.6	6	12.0	10	12.5
2014	6	20.7	6	13.6	8	16.0	8	10.0
2015	3	10.3	3	6.8	4	8.0	4	5.0
2016	3	10.3	1	2.3	6	12.0	6*	7.5
2017					2	4.0	2	2.5
<b>Total</b>	<b>29</b>	<b>100</b>	<b>44</b>	<b>100</b>	<b>50</b>	<b>100</b>	<b>80</b>	<b>100</b>

\*This includes one 4-year phase which actually continues until 2018, but for which the achievements for the first part could be well assessed based on an 2016 evaluation report.

The sampling of the projects was from two lists with preselected projects of portfolio a and b which were implemented in the period between 2007 and 2016 as indicated by SAP information. During the assessment, the actual start and end year of the assessed phases were taken from the project documentation. When considering the end year of the last phases assessed, all projects fall (at least partially) in the time slot of 2006 – 2017. When assessing the individual phases, however, it was found that a (limited) number of phases (5 in total) had been implemented before 2006. These were all part of projects of which more than one phase were assessed, including phases that were in the time slot 2006/2007 – 2016/2017. In agreement with SDC these phases were kept in the sample, also allowing to compare whether there is a trend in subsequent phases improving on the integration of gender.

Also the size of the budgets were recorded, see the below table for an overview.

Table 7.10 Budgets of the assessed phases for portfolio a and b

Budget	portfolio a		portfolio b	
	frequency	%	frequency	%
0 - 100,000 CHF	5	11.4	3	3.8
100,001 - 250,000 CHF	7	15.9	14	17.5
250,001 - 500,000 CHF	7	15.9	8	10.0
500,000 - 1M CHF	8	18.2	6	7.5
1,000,001 - 2M CHF	7	15.9	14	17.5
2,000,001 - 5M CHF	7	15.9	30	37.5
5,000,001 - 10 M CHF	3	6.8	4	5.0
20M			1*	1.3
<b>Total</b>	<b>44</b>	<b>100</b>	<b>80</b>	<b>100</b>

\*This concerns a phase of a project on water infrastructure with the African Development Bank (7F-07250)

The above table demonstrates that portfolio a phases have smaller budgets than portfolio b phases. The average budget per portfolio a phase is CHF 1,158,877 (ranging between CHF 26,673 and CHF 8 M) and for portfolio b CHF 2,312,900 (ranging between CHF 75,000 and CHF 20 M). When compensating for the shorter average duration of portfolio a phases as compared to portfolio b phases, the average budget per month is still lower for portfolio a phases (CHF 50,555) than for portfolio b phases (CHF 80,317).

### 3. Effectiveness scores

This section presents the assessment results for the two effectiveness scores: the OECD-DAC Effectiveness Score and the Gender Effectiveness Score (GES). The OECD-DAC scores were assessed for the three result levels and GES sub-scores for five criteria for each individual assessed phase. Options to arrive at effectiveness scores per project (instead of per individual phase) were initially explored. However, it was agreed with SDC during the validation workshop to not further pursue this because of the methodological drawbacks.

In most analyses of the effectiveness scores, portfolio a was sub-divided into two sub-samples: (i) those portfolio a phases that genuinely can be considered as gender principal and (ii) those that were incoherently marked as gender principal, as based on the information from the reviewed documentation. An important reason to separately analyse these two sub-samples was to explore whether the resulting effectiveness scores for genuine principal phases deviate or not from the scores of the incoherent phases.

#### 3.1 OECD-DAC Effectiveness Scores

For this study the OECD-DAC Effectiveness scores have been assessed at three levels: objective (or impact), outcome and output level. In order to assess a valid OECD-DAC score two pre-conditions needed to be met: (1) gender (sensitive) objectives, outcomes and/or outputs were needed, either formulated as part of the objective, outcome or output or in one or more of the corresponding indicators, e.g. in the logframe; and (2) there should have been reporting about the extent that these gender results were actually achieved. The next overview indicates to what extent gender objectives, outcomes, outputs or corresponding indicators were formulated in the CP or logframe.

Table 7.11 Extent that gender (sensitive) objectives, outcomes and outputs (or corresponding indicators) were included in the Credit Proposal and/or Logframe

	Phases with answer = "Yes"					
	portfolio a				portfolio b (n=80)	
	genuine (n=22)		incoherent (n=22)			
	freq.	%	freq.	%	freq.	%
<b>At objective / impact level:</b>						
Were gender equality and/or women's empowerment reflected in one or more objectives of the project?	22	100	6	27.3	12	15.0
Any gender sensitive indicators at objective or impact level?	10	45.5	4	18.2	12	15.0
Phases with a at least one gender (sensitive) objective or one objective / impact indicator)	<b>22</b>	<b>100</b>	<b>8</b>	<b>36.4</b>	<b>18</b>	<b>22.5</b>

<b>At outcome level:</b>						
Were gender equality and/or women's empowerment reflected in one or more outcomes of the project?	18	81.8	6	27.3	15	18.8
Any gender sensitive indicators at outcome level?	15	68.2	10	45.5	21	26.3
Phases with at least one gender (sensitive) outcome or one outcome indicator	<b>19</b>	<b>86.4</b>	<b>13</b>	<b>59.1</b>	<b>26</b>	<b>32.5</b>
<b>At output level:</b>						
Were gender equality and/or women's empowerment reflected in one or more <b>outputs</b> of the project?	22	100	8	36.4	21	26.3
Any gender sensitive indicators at output level?	18	81.8	13	59.1	30	37.5
Phases with at least one gender (sensitive) output or one output indicator	<b>22</b>	<b>100</b>	<b>15</b>	<b>68.1</b>	<b>34</b>	<b>42.5</b>

The above table demonstrates that all genuine portfolio a phases had both gender objectives and gender outputs included in the CP or LF; for 19 of the 22 phases also gender outcomes were in place. Of the incoherent principal phases about one third had gender objectives, about 60% had gender outcomes and over two-thirds had gender outputs. For the portfolio b phases, the inclusion of gender objectives, outcomes and outputs was considerably lower, with 23% having gender objectives, 33% gender outcomes and 38% gender outputs. This shows that the incoherent portfolio a and the portfolio b projects had more often gender reflected in their outputs than in their objectives.

The second pre-condition to determine an OECD-DAC score is to have actual reporting on the intended gender results. The below table summarizes the findings of the previous table, adding the number of phases for which no information was available about the extent that the foreseen gender results were achieved, leading to the number of phases for which the OECD-DAC score could be assessed.

Table 7.12 No of phases for which OECD-DAC scores could be assessed

	portfolio a				portfolio b	
	genuine n=22		incoherent n=22		n=80	
	freq.	%	freq.	%	freq.	%
<b>At objective / impact level:</b>						
No of phases with gender (sensitive) objectives	22	100	8	36.4	18	22.5
No of phases with gender objectives, but without reporting on the achievements	4	18.2	4	18.2	7	8.8
No of phases for which the OECD-DAC score could be assessed	<b>18</b>	<b>81.8</b>	<b>4</b>	<b>18.2</b>	<b>11</b>	<b>13.8</b>
<b>At outcome level:</b>						
No of phases with gender (sensitive) outcomes	19	86.4	13	59.0	26	32.5
No of phases with gender outcomes, but without reporting on the achievements	0	0	6	27.3	8	10.0
No of phases for which the OECD-DAC score could be assessed	<b>19</b>	<b>86.4</b>	<b>7</b>	<b>31.8</b>	<b>18</b>	<b>22.5</b>
<b>At output level:</b>						
No of phases with gender (sensitive) outputs	22	100	15	68.2	34	42.5
No of phases with gender outputs, but without reporting on the achievements	3	13.7	7	31.8	14	17.5
No of phases for which the OECD-DAC score could be assessed	<b>19</b>	<b>86.4</b>	<b>8</b>	<b>36.4</b>	<b>20</b>	<b>25.0</b>

The above table indicates that the OECD-DAC effectiveness score at all three levels could be assessed for most "genuine" phases of portfolio a (over 80%). For the incoherent phases of portfolio a and the phases of portfolio b the OECD-DAC score could only be assessed for a relatively small proportion of the assessed phases (about one third or less), with even a lower proportion (less than 20%) at the objective level.

In the table below the awarded OECD-DAC effectiveness scores are presented at three levels: object / impact level, outcome and output level for portfolio a (both genuine and incoherent phases) and for portfolio b. As mentioned, the scores are based purely on the extent to which the intended objectives, outcomes and outputs have been achieved, not taking into account the ambition level of these results and/or the quality of the achievements. This means that "easy-to-achieve" indicators which are more

common in gender significant projects, such as a certain inclusion degree of women among the beneficiaries, could lead to better OECD-DAC scores than more ambitious expected results, e.g. reflecting strategic needs being addressed or changes in gender norms.

Table 7.13 Frequency of OECD-DAC effectiveness score results at three levels and separate for portfolio a (genuine and incoherent) and portfolio b

	portfolio a		portfolio b
	genuine	incoherent	
	freq.	freq.	freq.
<b>At objective / impact level:</b>	n=18	n=9	n=11
1 – very good	4	0	0
2 – good	4	2	4
3 – satisfactory	6	2	4
4 – unsatisfactory	1	0	2
5 – inadequate	3	0	1
6 – useless	0	0	0
<b>Average score</b>	<b>2.72</b>	<b>2.5</b>	<b>3.0</b>
<b>At outcome level:</b>	n=19	n=7	n=18
1 – very good	6	1	1
2 – good	6	3	7
3 – satisfactory	5	3	7
4 – unsatisfactory	1	0	2
5 – inadequate	1	0	0
6 - useless	0	0	1
<b>Average score</b>	<b>2.21</b>	<b>2.29</b>	<b>2.78</b>
<b>At output level:</b>	n=18	n=8	n=20
1 – very good	4	3	2
2 – good	7	2	9
3 – satisfactory	7	1	3
4 – unsatisfactory	1	1	2
5 – inadequate	0	1	2
6 - useless	0	0	2
<b>Average score</b>	<b>2.11</b>	<b>2.38</b>	<b>2.95</b>

The above table demonstrates that the average OECD-DAC effectiveness scores at all three levels for portfolio b phases are somewhat poorer than those for portfolio a phases. However, there is not much difference in average scores between the genuine and incoherent OECD-DAC phases of portfolio a. Apart from the fact that the proportion of phases with a OECD-DAC score is considerably smaller for the incoherent phases, the absence of a clear difference might also be due to the fact that the intended gender results of these incoherent phases were less ambitious than those of the genuine principal phases.

An exercise to combine the OECD-DAC scores of the objective and outcome levels into one score per phase was done to see whether the total number of phases with a valid OECD-DAC score could be increased. This was based on the assumption that some of the phases might only have gender (sensitive) objectives and others only gender (sensitive) outcomes. Hereby the average of both scores was taken -if scores for both levels were in place- or the value of either score (at objective or at outcome level), if only a score for one of the two was available. However, this exercise did not lead to additional insights, apart from concluding that mostly it were the same phases that had valid OECD-DAC scores for both levels, with 41 phases in total with a valid OECD-DAC score.

### Conclusion about the OECD-DAC effectiveness score

Apart from the genuine principal phases of portfolio a, the OECD-DAC effectiveness score could only be applied to a limited number of phases of the incoherent phases of portfolio a and all phases of portfolio b, because either no explicit gender (sensitive) results were foreseen in the CP or LF (in most cases) or because there was no adequate reporting on the related achievements in the End-of-Phase (or similar) reports. These findings what has been assumed and shared with SDC during the inception phase that applying the OECD-DAC effectiveness score to a transversal theme does not reveal useful results.

For those phases for which OECD-DAC scores could be assessed, the average scores are in between “satisfactory” and “good” which seems quite acceptable and also comparable to the average score (2.47) in the last Effectiveness Report of SDC (on employment). The best score (“very good”) is found mainly among the genuine phases of portfolio a, but the latter sub-sample also included a few phases with poor scores (“unsatisfactory” and “inadequate”).

It is hard to draw robust conclusions about the many phases for which no OECD-DAC scores could be assessed because there is no information on the possible extent of under-reporting on any gender results against the actual absence of any gender results.

### 3.2 Gender Effectiveness Score

The Gender Effectiveness Score (GES) differs from the OECD-DAC score in the sense that the GES score measures the degree to which projects effectively contributed to a gender transformative process rather than the extent that pre-set objectives were achieved. The GES score reflects the extent and quality of gender related achievements. The main pre-condition to assess a GES score is the availability of adequate gender-related information in the reviewed documentation. This resulted in more phases with valid GES scores (77) than with valid OECD-DAC scores (41).

In the assessment grid GES sub-scores were assessed for five criteria, i.e. the extent that gender considerations and/or results have been effectively integrated and achieved in the following: (1) context; (2) objectives/impact; (3) outcomes; (4) outputs; and (5) inputs/activities. The assessment grid includes also questions related to each criterion, and the degree of positive answers to these questions helped to assess the score, in combination with other relevant information from the documentation.

The below table presents the number of GES sub-scores awarded per criterion. Whenever no GES sub-scores were awarded, it was because not enough information could be deducted from the available documentation to assess what a reasonably correct score would be<sup>18</sup>. However, in case no gender-related information was available in the documentation, but there was a statement in the documentation that gender had not been (or inadequately) mainstreamed, usually a (poor) GES sub-score could be awarded. The below table shows the number of phases per portfolio with GES sub-scores.

Table 7.14 Number of phases with a GES sub-score

Criterion	Portfolio a		Portfolio b (n = 80)
	Genuine phases (n = 22)	incoherent phase (n = 22)	
Context	22	21	51
Objective / impact	22	14	37
Outcome	22	14	40
Output	20	14	38
Input / Activities	20	18	46

For almost all genuine phases of portfolio a GES sub-scores could be awarded for all five phases; the incoherent phases received GES sub-scores for about two-thirds (or more) of the phases; for the portfolio b GES sub-scores were awarded for about half of the phases, with somewhat more sub-scores for context and inputs/activities. The frequency of the GES sub-scores are presented in the following table:

<sup>18</sup> In the view of the assessors the absence of a GES score meant that no value could be attributed, although often a poorer value would seemed more likely than a better value.

Table 7.15 Frequency of GES sub-score results and weighted averages for the five criteria, separate for portfolio a (genuine and incoherent) and portfolio b

	portfolio a		portfolio b
	genuine	incoherent	frequency
	frequency	frequency	
<b>GES sub-score for context criterion</b>	n=22	n=21	n=51
1 – very good	5	0	0
2 – good	8	3	4
3 – average / acceptable	6	3	7
4 – poor	0	6	13
5 – very poor	3	9	17
6 – likely negative effects	0	0	10
<b>Average sub-score</b>	<b>2.45</b>	<b>4.0</b>	<b>4.43</b>
<b>GES sub-score for objective / impact</b>	n=22	n=14	n=37
1 – very good	2	0	3
2 – good	12	3	5
3 – average / acceptable	6	5	9
4 – poor	1	4	8
5 – very poor	1	2	5
6 – likely negative effects	0	0	7
<b>Average sub-score</b>	<b>2.41</b>	<b>3.36</b>	<b>3.76</b>
<b>GES sub-score for outcome criterion:</b>	n=22	n=14	n=40
1 – very good	4	1	1
2 – good	9	3	7
3 – average / acceptable	3	2	11
4 – poor	6	4	6
5 – very poor	0	4	9
6 – likely negative effects	0	0	6
<b>Average sub-score</b>	<b>2.50</b>	<b>3.5</b>	<b>3.83</b>
<b>GES sub-score for output criterion</b>	n=20	n=19	n=38
1 – very good	5	1	2
2 – good	7	2	7
3 – average / acceptable	6	3	5
4 – poor	2	5	12
5 – very poor	0	3	11
6 – likely negative effects	0	0	1
<b>Average sub-score</b>	<b>2.25</b>	<b>3.50</b>	<b>3.68</b>
<b>GES sub-score for input/activities criterion</b>	n=20	n=18	n=46
1 – very good	6	2	2
2 – good	8	4	4
3 – average / acceptable	4	3	16
4 – poor	2	7	11
5 – very poor	0	2	11
6 – likely negative effects	0	0	2
<b>Average sub-score</b>	<b>2.10</b>	<b>3.72</b>	<b>3.67</b>

The above table shows that the average sub-scores per criterion for the genuine portfolio a phases are significantly better than for the incoherent phases. The average sub-scores for the portfolio b phases are slightly poorer than those for the incoherent portfolio a phases, except for the average sub-scores for inputs/activities, which are nearly equal.

The aggregated GES score per phase has been calculated as the average of the GES sub-scores for the five criteria. The following guidelines were followed to arrive at a valid GES score per phase:

- At least three GES sub-scores should be in place; and
- Because the GES score measures the degree that a project or phase effectively contributed towards transformative change, at least one GES sub-score for either the objective or the outcome criterion should be in place, as these two criteria best reflect transformative change.

Based on the above, valid GES scores could be calculated for 77 of the 124 phases. The below table indicates the number and proportion of these GES scores on the gender effectiveness scale (see table 7.2 of this annex for such interpretation of the GES scores).

Table 7.16 Valid GES scores as per gender effectiveness scale, separately for phases of portfolio a and b

	Portfolio a				portfolio b	
	genuine		incoherent		number	%
	number	%	number	%		
Gender transformative	12	54.5	2	9.1	5	6.3
Gender positive	4	18.2	4	18.2	6	7.5
Gender sensitive	5	22.7	4	18.2	12	15.0
Gender neutral	1	4.5	4	18.2	10	12.5
Gender negative	0		0	0	8	10.0
<b>Subtotal: Number of phases with valid GES score</b>	<b>22</b>	<b>100</b>	<b>14</b>	<b>63.6</b>	<b>41</b>	<b>51.3</b>
Number of phases without valid GES score	0		8	36.4	39	48.8
Total	22	100	22	100	80	100

The next table compares the average valid GES scores per (sub) portfolio.

Table 7.17 Average GES scores per (sub) portfolio, as well as best and worst scores

Portfolio	Average valid GES	best value	worst value
<b>Portfolio a (for 36 out of 44 phases)</b>	2.77	1.2	5.0
<b>Portfolio a (genuine G2) (for 22 out of 22 phases)</b>	2.38	1.2	4.2
<b>Portfolio a (incoherent G2) (for 14 out of 22 phases)</b>	3.38	1.4	5.0
<b>Portfolio b (for 41 out of 80 phases)</b>	3.83	1.0	6.0

The above table confirms that the genuine phases of portfolio a contributed best towards gender transformative change, with on average “gender positive” effects (score between 2 and 3), which means that the project (or phase) considered different gender roles and responsibilities, ensuring that both men and women had benefits, also targeting particular groups (usually women) in meeting their strategic needs in order to empower them. The incoherent portfolio a phases and the portfolio b phases fall –on average- in the scale of “gender sensitive”, which means that the project also considered different roles and responsibilities, possibly addressing practical gender needs and ensuring that neither men nor women were harmed due to the intervention, however, without changing gender norms and roles. The average GES score of portfolio b projects is closer to “gender neutral” (score between 4 and 5) than the incoherent portfolio a projects, possibly also due to the fact that part of the portfolio b projects also have been too optimistically scored as “gender significant”, but rather should have been “gender not targeted”.

### Correlations between GES sub-scores

The next two tables present the correlations between GES sub-scores for the five criteria, separately for portfolio a and for portfolio b phases. Note that the correlation coefficient (r) can be interpreted as follows:

- 0.00 < r < 0.30: hardly or no correlation
- 0.30 < r < 0.50: low correlation
- 0.50 < r < 0.70: medium correlation
- 0.70 < r < 0.90: high correlation
- 0.90 < r < 1.00: very high correlation

Table 7.18 Correlations (Pearson) between GES sub-scores for the five criteria for portfolio a phases

	GES scores for impact	GES scores for outcome	GES scores for output	GES scores for inputs / activities	GES scores for context
<b>GES scores for impact</b>	1	0.859	0.810	0.902	0.477
<b>GES scores for outcome</b>	0.859	1	0.910	0.925	0.458
<b>GES scores for output</b>	0.810	0.910	1	0.899	0.416
<b>GES scores for inputs / activities</b>	0.902	0.925	0.899	1	0.458
<b>GES scores for context</b>	0.477	0.458	0.416	0.458	1

Table 7.19 Correlations (Pearson) between GES sub-scores for the five criteria for portfolio b phases

	GES scores for impact	GES scores for outcome	GES Scores for output	GES scores for inputs / activities	GES scores for context
GES scores for impact	1	0.928	0.832	0.836	0.786
GES scores for outcome	0.928	1	0.840	0.800	0.798
GES scores for output	0.832	0.840	1	0.852	0.694
GES scores for inputs / activities	0.836	0.800	0.852	1	0.659
GES scores for context	0.786	0.789	0.694	0,659	1

The above tables demonstrate that all correlation between GES sub-scores for impact, outcome, output and activities are high to very high, implying that a well-designed and gender sensitive package of activities are likely to lead to gender sensitive / gender transformative outputs, outcomes and impact. The correlation between the GES sub-scores for context and the rest, however, is less strong, even low for portfolio a projects. This seems to indicate that a good and explicit gender (context) analysis is less relevant in case of gender principal projects, probably because such a gender analysis is already reflected in the “raison d’être” for such a project.

### 3.3 Effectiveness scores in subsequent phases of a same project

A simple analysis was done for those projects with two or more phases assessed to explore to what extent the effectiveness scores improved (or not) in subsequent phases. The results are presented in the next table:

Table 7.20 OECD-DAC and GES scores in later phases compared to earlier phases of same projects

Change in score:	OECD-DAC Effectiveness Score		Gender Effectiveness Score	
	portfolio a	portfolio b	portfolio a	portfolio b
<b>Total no of projects with ≥ 2 phases assessed</b>	<b>11</b>	<b>22</b>	<b>11</b>	<b>22</b>
better score	3	4	3	5
slightly better	0	2	3	6
no change	3	0	2	2
(slightly) worse score	1	2	1	4
fluctuating (if ≥ 3 phases)	0	1	0	1
<b>Total projects</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>18</b>
missing (valid) scores hence not possible to compare	4	13	2	4

The trend in effectiveness from one phase to another can be better observed from the GES scores than from the OECD-DAC scores, because of the considerable proportion of missing OECD-DAC scores, especially for portfolio b projects. If the projects with missing values are excluded, close to two-thirds of the projects demonstrate (slightly) better GES scores for later phases, indicating that the gender effectiveness has (somewhat) improved. For 4 out of the 18 portfolio b projects with enough valid GES scores, however, the subsequent phase had a lower (or slightly lower) gender effectiveness score.

## 4. Main findings from other analyses of all 124 assessed phases

Frequency analyses were conducted for all questions of the assessment grid which were answerable by yes or no, see the results (in percentages of yes-answers) in the Appendix to the annex. This section presents some selected main findings per criterion, to get an understanding of the extent that the specific issues were addressed in the sample, mostly comparing the findings for portfolio a and b. Between brackets the question numbers are provided, to allow easy checking in the Appendix. Percentages are often rounded; where interesting, the different values for the genuine portfolio a phases and the portfolio b phases are given.

## 4.1 Gender addressed in the context, including project beneficiaries

### Gender in the context (see q2 – q5 and q8)

Relatively few CPs provided evidence that actual gender analyses had been conducted. Gender information came more often from gender aware context analyses and from lessons learnt from previous phases of a project. CPs tend to often provide rather general gender information, such as “common place statements”. The CPs for “genuine” portfolio a phases, however, provide better specific gender information. In relatively few CPs gender related risks were assessed, i.e. whether the intervention would comply with the “do no harm principle”, with portfolio a phases scoring better than portfolio b phases. There is a significant difference in the three sub-sets of phases about the evidence that gender relevant information from the context influenced or shaped the project design: about 96% in case of genuine portfolio a phases, 50% of the incoherent portfolio a phases and only 21% for portfolio b projects.

### Main beneficiaries (q6)

The most common main beneficiaries of the assessed phases were women, i.e. in 96% of the genuine portfolio a phases, 77% of the incoherent phases and 44% of the portfolio b phases. Often mentioned were also (adolescent) girls, especially in case of genuine portfolio a phases (73%). Men were also often targeted, by 68% of the all portfolio a phases (both genuine and incoherent) and by 41% of the portfolio b phases. Youth (male and female) is targeted by about half of the portfolio a phases and 39% of the portfolio b phases. Institutions (from CBOs to national governments) form also a common target group: also for about half of the portfolio a phases and 38% of the portfolio b phases.

## 4.2 Gender in objectives / impact and outcomes

### What gender objectives/outcomes and/or their indicators measure (q15 and q30, q32)

10% of the 124 phases measure any form of **change** (in gender relations and/or meeting strategic gender needs) through their objectives; 25% of the phases do so through their outcomes. These figures are considerable higher for the genuine portfolio a phases (46% and 50%, respectively) but lower for portfolio b (8% and 14%, respectively). A higher proportion of all phases have objectives and/or outcomes (and/or their indicators) that measure **women’s participation and/or meeting practical gender needs**, with 59% for objectives and also 59% for outcomes for the genuine portfolio a phases, and 18% and 21% for objectives and outcomes, respectively, for the portfolio b phases.

The gender sensitive outcome indicators (q32) mostly present sex-disaggregated data (19% of all 124 phases), followed by changes in access to resources and services by men and women (16%) and changes in roles and attitudes (13%), with higher proportions for genuine portfolio a phases for changes in access to resources and services (46%) and changes in roles and attitudes (32%). The incoherent portfolio a phases have the highest proportion of outcome indicators that present sex-disaggregated data (32%), considerably higher than the genuine portfolio a phases (14%) or the portfolio b phases (18%).

### Thematic results achieved at objective or outcome level (q17 – q23, q33 and q34)

- **Improving access to services:** of the genuine portfolio a phases<sup>19</sup>, 77% improved access to training (21% of portfolio b phases); 59% to education (18% for portfolio b); 55% to health (15% for portfolio b); and 41% to legal services (6.3% for portfolio b).
- **More equal access:** of the genuine portfolio a phases 77% contributed to more equal access to information (21% for portfolio b phases) and 32% to more equal access to income (15% for portfolio b). Only 6 (of the 124) phases contributed to more equal access to credit; 3 phases to more equal access to water; and only 1 to more equal access to land. A main reason for this low proportion is the fact that relatively few projects in the concerned sector were represented in the sample, in particular few water projects.
- **More equal participation of men and women in decision-making:** Of the genuine portfolio a phases 64% contributed to more equal decision-making at micro level, 18% at meso level and 5% at macro level (For the portfolio b phases this is 19%, 9% and 4%, respectively).
- **Contribution to gender mainstreaming and/or gender responsive budgeting in public administration:** 23% of the genuine portfolio a phases and 10% of the portfolio b phases.

<sup>19</sup> This section mainly presents the findings for the “genuine” portfolio a phases as well as for all portfolio b phases. The values for the incoherent portfolio a phases (if missing) are usually in between these two values, but are also in Appendix 1.

- **Visualizing time use and contributing to equalizing the distribution of workload:** 7% of all 124 phases contributed to this; with the highest score (14%) for the incoherent portfolio a phases, and low scores (5% and 6%) for the genuine portfolio a phases and the portfolio b phases, respectively.
- **Living lives free of violence:** 68% of the genuine portfolio a phases contributed to this result as well as 55% of the incoherent portfolio a phases. Of the portfolio b phases only a low proportion of 10% contributed to reducing violence.
- **Strengthening gender capacity:** 77% of the genuine portfolio a projects strengthened the institutional or organisational capacity of partners for the promotion of women's rights and gender equality, against 14% of the portfolio b phases and 50% of the incoherent portfolio a phases.
- **Improving the enabling environment for gender equality:** 68% of the genuine portfolio a phases contributed to a better enabling environment by policy dialogue and advocacy, against 11% of the portfolio b phases and 50% of the incoherent portfolio a phases.

#### **Inclusion of gender contributing to the achievement of overall project goals (q25)**

This question was answered for the 80 portfolio b phases only. For 14% of these phases information was found in the reviewed documentation indicating that inclusion of gender equality indeed -somehow- contributed to a better achievement of the overall objectives of the intervention.

#### **Additional gender results to pre-set gender objectives, outcomes or outputs (q50)**

Assessors were also asked to indicate whether the available documentation provided some proof of gender results that were achieved without being foreseen at the start, i.e. gender results that were additional to expected gender results as per CP or LF. Such unexpected results were indeed reported for 32% of the genuine portfolio a phases, 26% of the portfolio b phases and 14% of the incoherent portfolio a phases.

### **4.3 Gender sensitive outputs**

#### **Nature of outputs / output indicators (q40)**

The most common output indicators consisted of targets for the participation of women and/or girls in training and other project activities (i.e. inclusion), with 77% of all genuine portfolio a phases having such indicators, against 59% for the incoherent portfolio a projects and 23% of the portfolio b projects. Sex-disaggregated indicators are most common among the incoherent portfolio a phases (41%), with 36% for the genuine portfolio a phases and 23% for the portfolio b phases. 36% of all portfolio a phases (genuine and incoherent) had gender specific products (e.g. toolkits) as outputs against 11% of portfolio b. Output targets for men and boys were found among 27% of the genuine portfolio a phases, but hardly in the incoherent portfolio a phases (5%) and/or in the portfolio b phases (3%).

#### **4.4 Activities contribution to gender equality**

This section focused on the nature of gender (sensitive) activities implemented as part of the intervention, at least as reported within the available documentation. During the development and testing of the assessment grid also other questions about gender related inputs, in particular about budget earmarked for gender, were considered, but these were dropped because the reviewed CPs, logframes and/or end-of phase (or project) reporting did not contain information about such inputs. The availability of gender expertise (in particular in the form of a gender focal point) was included in the list of "activities". Please, note again that the assessments were based on information about activities in the reviewed documentation, which not necessarily coincides with the actually implemented (gender) activities, as there may have been under-reporting.

#### **Gender (sensitive) activities (q43)**

The below list ranks the most commonly found gender (sensitive) activities among the 124 assessed phases:

Table 7.21 Frequency (in %) of activities included in the assessed phases, for the sample of all 124 phases and the sub-sample of genuine portfolio a phases

Gender (sensitive) activities	All assessed phases in % (n=124)	Genuine portfolio a phases in % (n=22)
Activities designed to address specific women's needs (or men's needs, if linked to gender equality)	41.9	86.4
Activities designed to (directly) enhance gender equality and women's empowerment:	35.5	77.3
Gender training / gender capacity building	28.2	54.5
Women's empowerment through especially leadership training	27.4	54.5
Gender related advocacy	24.8	59.1
Awareness raising campaigns	24.2	54.5
Policy dialogue at local level	20.2	36.4
Development of gender (mainstreaming) policies, strategies and/or action plans for (partner) organisations	19.4	22.7
Policy dialogue at national level	16.1	36.4
Activities targeting men / boys (e.g. for attitudinal change)	12.9	27.3
Affirmative action / quota systems	9.7	9.1
Research on gender issues / including gender issues	8.9	9.1
Gender focal point / gender task force	7.3	0.0
Policy dialogue at international level	5.6	13.6
Gender responsive budgeting	5.6	13.6

Most of the above activities are more common in genuine portfolio a phases than in the incoherent portfolio a phases or in portfolio b phases. However, there are some exceptions, in particular the absence of including a gender focal point or a gender task force in genuine portfolio a phases. However, the latter might also be self-evident, because the project was already designed to address gender equality, and there is no need for gender expertise to further mainstream gender.

#### **Gender mainstreaming in portfolio b phases (q45 and q46)**

Question q45 asked whether the gender (sensitive) activities were well related to or integrated into the core activities of the intervention, which applied to only 19% of the 80 portfolio b phases. This indicates that gender activities for the other phases were either add-on activities or absent.

Regarding the nature of gender mainstreaming activities in portfolio b phases: the most common gender activities ensured the participation of women in regular activities, which applied to 36% of the phases. 21% of the phases addressed some specific gender needs or constraints and 19% integrated gender issues in regular training, information provision and/or documentation.

## **5. Analyses for the sub-set of 77 phases with a valid GES score**

47 of the 124 assessed phases (38%) did not contain sufficient information to assess the effectiveness of gender equality<sup>20</sup>, i.e. did not have a valid GES score, but 77 phases had. Further analyses were conducted for this subset of 77 phases with a valid GES score. A valid GES score means that for at least 3 of the 5 criteria a GES sub-score could be given, including at least a score for the objective or outcome criterion.

Of the 79 assessed projects of portfolio a and b, 56 have at least one phase with a valid GES score; 23 of the 79 projects did not and are therefore excluded from this analysis. Of the 56 included projects in the sub-set, 26 belong to portfolio a (36 phases) and 30 to portfolio b (41 phases). The following table demonstrates the number of assessed phases per SDC sector for this subset of 77 phases, comparing this with the distribution of the original 124 phases over the same SDC sectors.

<sup>20</sup> Sufficient information for a GES score could also consist of a statement that gender was not (or inadequately) mainstreamed, which led to a valid (but poor) GES score.

Table 7.22 Distribution of the assessed phases over the 10 SDC sectors for the sub-set of 77 phases with a valid GES score and for all 124 assessed phases

	Sub-set of 77 phases with valid GES scores					All 124 assessed phases			
	portfolio a		portfolio b	Total a + b		portfolio a	portfolio b	Total a + b	
	genuine	incoherent		no.	%			no.	no.
<b>SDC sector:</b>	<b>no.</b>	<b>no.</b>	<b>no.</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>no.</b>	<b>no.</b>	<b>%</b>
Rule of Law/ Democracy/ Human Rights	7	5	7	19	24.7	13	13	26	21.0
Health	5	4	9	18	23.4	15	15	30	24.2
Conflict prevention and transformation	1	2	1	4	5.2	3	2	5	4.0
Water	0	0	0	0	0	1	6	7	5.6
Economy and Employment	1	0	3	4	5.2	1	3	4	3.2
Environment	0	2	2	4	5.2	2	3	5	4.0
Migration	6	0	2	8	10.4	6	6	12	9.7
Education	2	0	8	10	13.0	2	12	14	11.3
Humanitarian Assistance	0	1	2	3	3.9	1	5	6	4.8
Agriculture / Food Security	0	0	7	7	9.1	0	15	15	12.1
<b>Total</b>	<b>22</b>	<b>14</b>	<b>41</b>	<b>77</b>	<b>100</b>	<b>44</b>	<b>80</b>	<b>124</b>	<b>100</b>

The above table demonstrates that the proportional distribution of the phases of the sub-set (of 77 phases) over the SDC sectors is not very different from the distribution of 124 assessed phases over the sectors, but with some exceptions and observations:

- The sub-set of 77 phases does not include any phase in the water sector anymore. This means that all 7 assessed phases in the water sector did not have a valid GES score, i.e. for none of the 7 phases adequate information on gender was available for awarding the minimum number of GES sub-scores.
- For some sectors still relatively more phases were discarded because no valid GES score could be awarded than for other phases, e.g. 8 of the 15 for Agriculture / Food Security.
- For Economy and Employment all assessed phases (4) had a valid GES score.

### 5.1 GES scores per sector, department, partner and over time

Each of the 77 phases of the sub-set have a valid GES score, which is used to identify whether there are differences in the extent that sectors, departments and categories of contract partners contribute towards gender transformation. It should be noted, however, that for some of the parameters the number of assessed phases is small (i.e. “n” below 10 or even below 5), weakening the significance of the outcome.

Table 7.23 Average GES score per sector (with minimum and maximum value)

SDC sector:	n	GES score		
		mean	best value	worst value
Rule of Law/Democracy/Human Rights	n = 19	2.94	1	5
Health	n = 18	3.53	1.4	5.6
Conflict prevention and transformation	n = 4	2.52	2	3
Water	n = 0	n.a.		
Economy and Employment	n = 4	3.90	2	5.4
Environment	n = 4	3.25	2	3.75
Migration	n = 8	3.48	1.8	6.0
Education	n = 10	4.09	2.0	5.33
Humanitarian Assistance	n = 3	2.82	2.0	4.2
Agriculture / Food Security	n = 7	3.11	1.6	5.4

The above table shows that the average gender effectiveness scores for the Rule of Law sector, the Conflict Prevention sector and the Humanitarian Assistance Sector are relatively best (corresponding

with the score “gender positive”), whereas the Education sector has on average the least gender effective interventions, with the average score of (just) above 4, corresponding with “gender neutral”.

Table 7.24 Average GES score per department (with minimum and maximum value)

SDC department:	n	GES score		
		mean	best value	worst value
South Cooperation	n = 38	3.20	1.20	5.4
Cooperation with Eastern Europe	n = 10	2.98	1	4.2
Global Cooperation	n = 4	4.37	3.33	5.4
Humanitarian Aid	n = 25	3.52	1.2	6.0

The interventions by the Eastern Europe Cooperation Department have the best average GES score, closely followed by South Cooperation. Global Cooperation interventions are least gender effective (average: gender neutral), but scoring between gender sensitive and gender negative, without any phase scoring gender transformative or gender positive (but n is only 4).

Table 7.25 Average GES score per partner (with minimum and maximum value)

Category main partner	n	GES score		
		mean	best value	worst value
International / Swiss NGOs	n = 23	3.30	1.2	5.6
Local NGOs / CSOs	n = 11	3.04	1.8	5.4
Multilateral (incl CGIAR)	n = 18	3.66	1	6.0
Government	n = 4	1.75	1.2	2.0
University / training centre / research institute (excl CGIAR)	n = 8	4.40	3.33	5.0
Other	n = 6	2.75	1.6	5.4

It is remarkable that the four phases implemented by government institutions (such as Ministries) score best, but as this concerns only 4 phases, the representativeness of this is quite weak. Interventions of international and local NGOs contribute more towards gender equality improvements than multilateral organisations; universities and research institutes score worst, mainly implementing gender neutral interventions. The average GES score for “other” categories of partners is good, but this sub-sample is small (n=6) and includes a variety of partners.

The development of the average GES score over time is presented in the next table, demonstrating that more recent interventions are more gender sensitive than those implemented at the start (or even before<sup>21</sup>) the review period. Thus there is a clear trend of improving gender effectiveness over time.

Table 7.26 Average GES score per last year of implementation of the concerned phase (for the sub-set of 77 phase)

End year of phase	n	Average GES score
2002	1	3.80
2005	2	5.30
2006	1	5.00
2007	2	4.90
2008	3	4.47
2009	5	4.07
2010	8	3.03
2011	10	3.61
2012	10	3.15
2013	12	2.82
2014	9	3.19
2015	7	2.84
2016	7	2.81
<b>Total:</b>	<b>77</b>	

## 5.2 Thematic achievements for the sub-set with valid GES scores

Appendix 1 to this Annex also presents the frequencies of all assessment grid questions separately for the subset of 77 phases with a valid GES score. In general considerably more questions have been

<sup>21</sup> The selection of projects was done based on years between 2006/2007 and 2016 in the SAP system; when assessing phases, also earlier phases were included (but at least one phase ending in 2006 or later).

answered by “yes” for this sub-set of 77 phases than for all 124 assessed phases. This is indeed consistent with the fact that phases that were discarded because they did not have a valid GES score lacked gender related information, and therefore had many “no” answers.

Table 7.27 (see next page) presents the achieved thematic results per SDC sector. This is more clarifying than only reviewing the proportion of interventions that contributed to a certain result area as in the Appendix, even though the low value of “n” for part of the sectors restricts drawing hard conclusions. The main findings from table 7.27 are summarized below:

#### **Increased access to quality services:**

- Increased access to education is especially achieved by (70% of) the Education sector interventions;
- Increased access to training is achieved by just more than half of all phases, especially by the interventions in the Economy and Employment sector (100%); Migration (75%) and Rule of Law interventions (73.4%);
- Increased access to health is achieved by almost all reviewed phases in the Health sector (88.9%), but also by some interventions in other sectors, such as Conflict Prevention (50%) and Migration (50%);
- Access to social and/or legal services are achieved by 2 of the 3 Humanitarian Assistance interventions (66.7%), by half of the Conflict Prevention and Migration interventions and 31.6% of the Rule of Law sector interventions.

#### **More equal access to:**

- More equal access to livelihood / income is especially achieved by most interventions in the Economy and Employment sector (75%) and in Agriculture and Food Security (57.1%);
- Only one of the 77 interventions contributed to better access to land, which was under the Rule of Law Sector; None of the Agriculture / Food security projects contributed to more equal access to land;
- Two interventions increased the access to water, one of the Rule of Law sector; one Conflict Prevention). There are no water sector projects left in the sub-sample, which also explains the few phases that contributed to improved access to water;
- Two interventions increased the equal access to physical assets: one of the Humanitarian Assistance sector and one Agriculture / Food Security intervention;
- Better access to credit was remarkably achieved by two phases of the Environment Sector and 3 other interventions, including only one (of the 4) Economy and Employment interventions;
- More than half of the assessed phases contributed to increased access to information, with the highest proportion of phases in the Migration Sector;
- Increased (physical) mobility, especially of women, was mostly achieved by the Economy and Employment interventions (75%), also by Migration (37.5%).

#### **Increased participation of women in decision-making processes:**

- 44% of the 77 phases, representing all sectors (except the Water Sector as absent in this subset), contributed to increased participation at micro-level, with -remarkably- all 4 Environment interventions and 3 of the 4 Economy and Employments interventions as best scoring sectors;
- Interventions of the Conflict Prevention Sector proportionally contributed best to increased decision-making at meso level (75% of the interventions), but the interventions of the Economy and Employment sector (50%) and Rule of Law sector (31.6%) interventions also contributing, as well as the Health sector (22.2%) and the Education sector to a lesser extent;
- Increased participation of women at macro-level was only achieved through interventions of the Rule of Law sector, i.e. by 21.1% of the interventions.

#### **Other results achieved:**

- **Increased gender mainstreaming / GRB:** Less than 20% of the 77 interventions contributed to increased gender mainstreaming and/or gender responsive budgeting in public administration, which mainly corresponds with the Conflict Prevention interventions (50%) and Rule of Law interventions (42.1%), and to a lesser extent other sectors, such as Agriculture and Food Security;

Table 7.27 Achieved results as a proportion (%) of phases per SDC sector (for the 77 phases with a valid GES score)

Achieved results	SDC Area / sector									
	Rule of Law /Democracy/ Human Rights	Health	Conflict prevention / transformation	Economy and Employment	Environment	Migration	Education	Humanitarian Assistance	Agriculture and Food Security	Total
	n = 19	n = 18	n = 4	n = 4	n = 4	n = 8	n = 10	n = 3	n = 7	n = 77
<b>Increased access to quality services:</b>										
a. Education	42.1	33.3	25.0	50.0		50.0	70.0	33.3	14.3	39.0
b. Training	73.7	38.9	50.0	100.0	25.0	75.0	50.0	33.3	14.3	53.2
c. Health		88.9	50.0			50.0	20.0	33.3	14.3	33.8
d. Social / legal services	31.6	16.7	50.0			50.0		66.7		22.1
<b>Contributed to equal access to:</b>										
a. Livelihood / income	21.1	5.6	25.0	75.0	50.0	37.5	20.0		57.1	26.0
b. Land	5.3									1.3
c. Water	5.3		25.0							2.6
d. Physical assets (housing, animals, goods etc.)								33.3	14.3	2.6
e. Credit	5.3			25.0	50.0				14.3	6.5
f. Information	52.6	61.1	50.0	75.0	50.0	87.5	30.0	66.7	42.9	55.8
Increased (physical) mobility, especially for women	5.3		25.0	75.0		37.5			14.3	11.7
<b>Increased participation of women (and men) in decision-making processes:</b>										
a. Micro-level (household, community/CBOs, private company)	36.8	44.4	50.0	75.0	100.0	50.0	20.0	33.3	42.9	44.2
b. Meso level (civil society, local government)	31.6	22.2	75.0	50.0			20.0		14.3	23.4
c. Macro level (national)	21.1									5.2
Increased gender mainstreaming and/or gender responsive budgeting in public administration	42.1	5.6	50.0			12.5			28.6	18.2
Time use of women (and men) visualized and contributed to more equal distribution of work load	10.5	22.2							28.6	10.4
Contributed to "living free of violence"	42.1	50.0	50.0			62.5	20.0	66.7		36.4
Institutional / organisational capacities of partners strengthened for promoting GEWE	68.4	38.9	100.0	75.0	25.0	75.0	10.0		28.6	48.1
Enabling environment for social change / GEWE strengthened by policy dialogue / advocacy	73.7	50.0	100.0			37.5	20.0		14.3	42.9

- **Time use / redistribution work load:** 10% of the 77 interventions visualized the time use of women (and men), contributing to a more equal distribution of the workload. These interventions concern the Agriculture / Food Security Sector (28.6%), Health sector (22.2%) and Rule of Law sector (10.5%);
- **Living free of violence:** Over one third of the interventions contributed to (women) living free of violence, including GBV, reducing women's trafficking and combatting harmful practices, especially interventions in the Humanitarian Assistance sector (66.7%) and Migration sector (62.5%), although interventions of the following three sectors also contributed: Conflict prevention (50%), Health (50%) and Rule of Law (42.1%);
- **Capacity building of partners on GEWE:** Apart from Humanitarian Assistance, a certain proportion of the interventions of all other sectors contributed to a strengthened capacity of partners in promoting gender equality and women's empowerment, with the best scores for the Conflict Prevention sector (100%), Migration sector (75%) and Rule of Law sector (68.4%);
- **Enabling environment for GEWE strengthened:** 42.9% of all 77 phases contributed to a strengthened enabling environment for social change and gender equality / women's empowerment by policy dialogues / advocacy, in particular the Conflict Prevention sector (100%) and the Rule of Law sector interventions (73.7%), with Health sector, Migration sector, Education sector and Agriculture / Food Security sectors to a lesser extent.

### 5.3 Effectiveness of gender (sensitive) activities

In the assessment grid 15 specific gender (sensitive) activities had been distinguished. The Appendix to this Annex presents how frequent each activity was included in the assessed phases (q43a to q43p). This shows that the most common gender activities in the 124 assessed phases were activities especially designed to address women's (or men's) specific needs as well as specific activities that enhance gender equality and/or women's empowerment, which were implemented in 42% and 36% of all phases, respectively. Gender training was implemented in 28% of the interventions. Other relatively more common activities were women's empowerment / leadership training (27%), awareness raising campaigns (24%) and gender related advocacy (25%). Gender related policy dialogues at national level were part of 16% of the 124 phases; with 20% if at local level. 13% of all phases included activities that targeted men and/or boys (e.g. for attitudinal change).

When comparing portfolio a and b projects, there is a clear trend that the gender activities are considerably more often implemented within the genuine portfolio a projects, less in incoherent portfolio a projects, and well below average in portfolio b projects. When only looking at the sub-sample with the 77 phases with a valid GES score, the proportion of phases with a specific gender activity is significantly higher than in the sample of 124 assessed phases. See the appendix for details.

It is important to realize that the above data are based on the information that was included in the reviewed documentation. Under-reporting on activities seemed also likely, but again without having an indication about the extent at which this happened. An example is the involvement of a gender focal point (GFP) in the project (or gender taskforce): only for 7% of the assessed phases this was explicitly mentioned, whereas it is now quite common (at least in recent projects) that a GFP is in place.

Table 7.28 (next page) presents how often specific activities are included in interventions of the SDC sectors. The interventions in the Rule of Law/Democracy/Human Rights sector include relatively most gender activities, often in a considerably high proportion of the interventions. For example, in 79% of the 19 assessed Rule of Law phases gender training was conducted and 84% of the 19 phases included activities that were designed to enhance gender equality and women's empowerment.

Some other salient findings are 3 out of 4 of the interventions in the conflict prevention sector include activities targeting men and/or boys whereas all humanitarian assistance interventions and 88% migration interventions included activities that addressed the specific needs of women. Apart from these gender activities, few other gender activities were implemented in the humanitarian assistance sector. The interventions in the environmental sector (4 phases) hardly had any gender (sensitive) activities, at least not mentioned in the reviewed documentation; also for the economy and employment sector (4 phases) relatively few gender activities were implemented.

Table 7.28 The extent (in %) that specific gender (sensitive) activities have been included in the assessed phases per SDC sector\* (for the 77 phases with a valid GES score)

Gender (sensitive) activities	SDC Area / sector									
	Rule of Law / Democr/ Human Rights	Health	Conflict prevention / transformation	Economy and Employment	Environment	Migration	Education	Humanitarian Assistance	Agriculture and Food Security	Total
	n = 19	n = 18	n = 4	n = 4	n = 4	n = 8	n = 10	n = 3	n = 7	n = 77
a. Gender focal point / gender task force	21.1	5.6	25.0	0	0	0	0	0	0	7.8
b. Affirmative action / temporary specific measures / quota systems	5.3	11.1	25.0	0,25	25.0	12.5	10.0	0	28.6	13.0
c. Gender training / gender capacity building	78.9	33.3	50.0	0.75	0	0	20.0	0	28.6	39.0
d. Women's empowerment / leadership training	42.1	22.2	50.0	50.0	25.0	50.0	30.0	33.3	57.1	37.7
e. Awareness raising campaign(s)	68.4	44.4	50.0	0	0	12.5	20.0	33.3	0	35.1
f. Gender related advocacy	78.9	11.2	75.0	0	0	37.5	20.0	0	14.3	33.8
g. Policy dialogue on gender and/or including gender aspects – at local level	68.4	22.2	50.0	0	0	12.5	20.0	0	28.6	31.2
h. Policy dialogue on gender and/or including gender aspects – at national level	68.4	0	25.0	0	0	25.0	20.0	0	14.3	24.7
i. Policy dialogue on gender and/or including gender aspects – at international level	26.3	0	0	0	0	12.5	0	0	14.3	9.1
j. Activities designed to (only/mainly) address specific women's needs (or needs of men, where appropriate)	68.4	66.6	75.0	75.0	0	87.5	50.0	100.0	28.6	62.3
k. Activities designed to enhance gender equality and women's empowerment	84.2	27.8	50.0	50.0	0	75.0	40.0	33.0	57.1	51.9
m. Activities designed to target men/boys (e.g. for attitudinal change)	36.8	22.2	75.0	0	0	0	10.0	0	0	19.5
n. Development of gender (mainstreaming) policies, strategies and/or gender action plans for (partner) organisations (including on equal opportunities)	68.4	16.7	50.0	0	0	12.5	0	0	28.6	27.3
o. Gender responsive budgeting	26.3	0	0	0	0	12.5	0	0	14.3	9.1
p. Research on gender issues (or research that includes gender issues)	15.8	22.2	0	0	0	25.0	10.0	0	0	13.0

\*No distinction has been made between portfolio a and b phases. However, as also the Appendix to this Annex shows almost all activities are more often implemented as part of portfolio a projects than in portfolio b projects.

When comparing the average GES score for phases with and without specific gender (sensitive) activities, see table 7.29 below, it is evident that including gender activities contributes to better scores for gender effectiveness, often resulting in a difference of one full point. The two activities that can be best linked to better GES scores are targeting men and boys and gender responsive budgeting.

Table 7.29 Average GES score for phases with and without specific gender (sensitive) activities (for the 77 phases with valid GES scores)

Gender (sensitive) activities	Average GES score	
	for phases that include this activity	for phases without this activity
a. Gender focal point / gender task force	2.7 (n=6)	3.4 (n=71)
b. Affirmative action / temporary specific measures / quota systems	2.8 (n=10)	3.4 (n=67)
c. Gender training / gender capacity building	2.7 (n=30)	3.7 (n=47)
d. Women's empowerment / leadership training	2.7 (n=29)	3.7 (n=48)
e. Awareness raising campaign(s)	2.7 (n=27)	3.7 (n=50)
f. Gender related advocacy	2.7 (n=26)	3.7 (n=51)
g. Policy dialogue on gender and/or including gender aspects – at local level	2.8 (n=24)	3.6 (n=53)
h. Policy dialogue on gender and/or including gender aspects – at national level	2.9 (n=19)	3.5 (n=58)
i. Policy dialogue on gender and/or including gender aspects – at international level	2.7 (n=7)	3.4 (n=70)
j. Activities designed to (only/mainly) address specific women's needs (or needs of men, where appropriate)	3.0 (n=48)	3.8 (n=29)
k. Activities designed to enhance gender equality and women's empowerment	2.9 (n=40)	3.8 (n=37)
m. Activities designed to target men/boys (e.g. for attitudinal change)	2.4 (n=15)	3.6 (n=62)
n. Development of gender (mainstreaming) policies, strategies and/or gender action plans for (partner) organisations (including on equal opportunities)	2.8 (n=21)	3.6 (n=56)
o. Gender responsive budgeting	2.4 (n=7)	3.4 (n=70)
p. Research on gender issues (or research that includes gender issues)	2.9 (n=10)	3.4 (n=67)

#### 5.4 Effectiveness of gender mainstreaming

Several of the questions of the assessment grid were related to gender mainstreaming and therefore only applied to portfolio b projects or phases. Question q25 asked whether there was (relatively explicit) in the reviewed documentation information about the extent that including gender equality contributed to the achievement of the overall development goals of the concerned interventions. For 11 of the 41 portfolio b phases with a valid GES score such information was available (i.e. for 27%). There is no clear indication that certain sectors or departments do better than others, also because the total number of phases with an answer "yes" (11) is small.

Question q45 asked whether the gender activities in portfolio b interventions were well related to the core activities of the intervention. This is true for 15 (37%) of the 41 portfolio b phases with a valid GES score; for the other 26 phases gender is either an "add-on" or missing. Even though the numbers are small to draw hard conclusions, gender mainstreaming in the sub-sample was well relevant to the core activities for interventions in the Rule of Law sector (5 out of 7), Agriculture / Food Security (4 out of 7) and Health (4 out of 9), with only one (out of 8) Education sector phases having gender meaningfully integrated.

Question q46 (and its sub-questions) asked about the nature of gender mainstreaming activities. Correlating these answers with the GES scores (see next table) demonstrates that integrating gender in training and information provision as well as addressing gender based needs and constraints result in better GES scores than (just) ensuring the participation of women.

Table 7.30. Average GES scores for subsample of portfolio b with valid GES scores, depending on whether specific gender mainstreaming activities were implemented or not

Nature of gender mainstreaming activities	Average GES score	
	Yes (activity implemented)	No (activity not implemented)
Integrating gender (content) in regular training / information provision	2.70 (n=12)	4.30 (n=29)
Addressing gender based needs and/or constraints	2.95 (n=17)	4.46 (n=24)
Ensuring the participation of women in activities	3.65 (n=26)	4.15 (n=15)

## 6. Success factors and hindering factors

Based on the reviewed documents, the assessors completed two open questions in the assessment grid on success factors (q51) and hindering factors (q52) for SDC's programmes to achieve gender responsive results. Such factors were derived from the reviewed documentation. Because the assessment grid did not present pre-coded options, the results concern a wide range of different, partially overlapping and similar factors. The answers have been analysed per sub-portfolio (genuine and incoherent portfolio a and portfolio b projects); the findings are presented below.

### 6.1 Success factors

#### For genuine gender principal projects (16 in total)

For two of the 16 projects no success factors could be identified. For the other 14 projects certain successful factors were mentioned for several projects, in particular the following:

- Targeting the right institutions at the right (and different) levels, including government institutions, and the right beneficiary groups (both relevant categories of women and girls as well as men and boys), applying socially inclusive approach (disadvantaged groups);
- Good coordination and partnerships with relevant stakeholders, including partner NGOs, beneficiaries and other actors in the field; also the engagement with women activists / women at decision-making level women at decision-making level in NGOs;
- Applying a community driven approach, by engaging the community, addressing local needs, making use of community infrastructure and local presence;
- Being sensitive to and addressing (local) needs, including women's (practical) needs;
- Implementing the right activities, such as local health centres or a women's resource centres, which offer needed services or skills to women, addressing the taboo of trafficking; and promoting economic and personal self-reliance;
- Male participation in GBV and safe motherhood programs as well as involving men (and women) in activities to change gender norms / discussing masculinities;
- Sensitization, including the use of mass and social media, as well as catalytic effects by highly placed people (a speech by the King of Morocco and a visit of a UN rapporteur).

Success factors for specific projects, which were mentioned once, but form interesting examples:

- Applying a dual approach by providing immediate protection and empowerment;
- Incentive scheme for training providers to ensure the enrolment of at least 50% women;
- The continuity of the action.

#### For incoherent gender principal projects (13 in total)

For 4 out of the 13 projects no success factors could be identified. For the other 9 projects the main common success factors were:

- Cooperation with and sensitization of communities, including religious leaders and other local actors (on GBV, child marriage and gender issues); outreach to the local women;
- Well targeted the activities to the needs and interest of the identified beneficiary groups e.g. ensuring male staff in SRH clinics; establishing family response units dealing with Domestic violence / violence against women with female staff; support to female staff;
- Sensitization, e.g. by integrating gender issues in soaps and media programmes for illiterate people; also identifying the best hours when men and women listen to the radio, using local languages.

### **For gender significant projects (50 in total)**

For 25 of the 50 significant projects the assessors mentioned that no clear success factors could be identified. For the 25 projects with success factors, the most common factor (identified for 6 projects with more than one phase assessed) was **using lessons learned from previous phases**, which lead to an improvement of gender mainstreaming in subsequent phases and better acknowledgement of gender issues within the project. Other success factors were:

- Crucial partnerships, working with the right stakeholders (committed to gender equality), strategic alliances, including explicit SDC support;
- Good choice of target groups, including women's participation, the active participation of the target groups;
- Having a good concept, that addresses an important unmet need, such as health insurance or reactivating the Juvenile Care Council as an alternative for detention of boys and girls;
- Having specific activities addressing women's needs, such as women's only spaces and a women's centre; deploying female facilitators; setting targets for women's participation; and being sensitive when working with women;
- Engaging men, such as husbands and fathers to empower their wives and daughters; considering gender needs of girls and boys;
- Combining women's practical and strategic needs (working on women's decision-making space through their alphabetisation);
- Addressing gender equality issues at different levels.

It appears that sensitization, engagement, coordination, targeting, inclusion, participation and sensitivity are key words in successful approaches towards increasing gender responsiveness. These approaches seems to more prevalent as success factor in the gender principal (G2) projects than in projects that were marked as significant projects, the latter using lessons learnt from previous phases as a main success factor.

### **6.2 Hinderling factors**

When analysing the hindering factors, a distinction was made in internal and external factors, the latter not being under the control of the implementing organisation.

### **For genuine and incoherent gender principal projects (29 in total)**

For 4 of the 29 projects no hindering factors had been identified. The hindering factors for the other 25 gender principal projects were mainly external ones. Projects had to deal with difficult environments, ranging from security issues for project staff and beneficiaries, to ever changing and instable governments. Cultural ideas, religion, stigma and tradition were also mentioned as main hindering factors for bringing about a true gender transformation. The short duration of humanitarian projects proved to be especially challenging for applying a gendered lens in projects and engaging women in activities. Another category of factors concern the lack of time for women to participate in project activities due to their already heavy workload -such as farming tasks- combined with care work for their family. In more traditional societies like Afghanistan, women were often hindered by their limited mobility, as dictated by social convention, making it a challenge to include these women in project activities. Especially for humanitarian projects inter-organisational coordination could form a hindering factor.

Internal hindering factors: a relatively often mentioned factor was the lack of addressing the real empowerment of women, effectively barring the achievement of any gender transformative change. It seems it is rather easier to include women in activities that are traditionally seen as women's areas, e.g. maternal healthcare. For several projects the hindering factors related to the weak design of the projects, which is remarkable because these are all supposed to be gender principal projects. This factor concerned the lack of gender indicators in the logframe, absence of a context analysis, ignoring gender inequalities and gender differences in the project design and not including men to tackle gender issues. For several projects also the high turn-over of staff and/or limited understanding of gender issues by their staff was a factor affecting the (gender) results of the project.

### **For gender significant projects (50 in total)**

For 8 of the 50 significant projects "no clear hindering factors" could be identified by the assessors, apparently because of insufficient gender related information in the reviewed documents.

The most outstanding hindering factor for achieving gender results for 15 of the 50 projects was the fact that the project design had not included any gender issues in the design of the project, followed by the lack of any (proper) gender mainstreaming (for another 9 projects). For several other projects the absence of gender indicators was mentioned as a hindering factor.

As the main external hindering factors the difficult environment, the socio-cultural context, including cultural ideas, tradition and religion, and security issues were mainly mentioned. For a few gender significant projects other hindering factors were identified such as the short duration (due to the humanitarian context) and -apparent force majeure- the expulsion of an NGO from the country.

For the two portfolios together, the main hindering factor is thus the constraining country or local context, including security issues and the socio-cultural context. For gender significant projects the absence or poor integration of gender into the project design is an equally important factor.

Appendix to Annex 7 Frequencies for all positive responses (yes) for those questions of the assessment grid that had to be answered with yes or no

		Assessment question	All 124 assessed phases				Phases with a valid GES Score (n=77)
			All phases (n=124)	Principal genuine (n=22)	Principal "wrongly marked" (n=22)	Significant (n=80)	
<b>1. Context</b> To what extent has gender been addressed in the project design?	q1	Does the credit proposal (CP) refer to gender / does it contain gender relevant information?	61.3	100	81.2	45.0	72.7
	q2	Is there evidence that gender relevant information has been collected / analysed?	39.5	81.8	59.1	22.5	55.8
	q3a	If so, <b>how</b> has the gender relevant information been collected / analysed? By: a. Gender analysis	7.3	22.7	9.1	2.5	11.7
	q3b	b. Gender aware context analysis	26.6	68.2	31.8	13.8	36.4
	q3c	c. Gender aware baseline study	2.4	4.5	4.5	1.3	3.9
	q3d	d. Actor mapping / stakeholder analysis	5.6	13.6	4.5	3.8	9.1
	q3e	e. Lessons learnt from previous phases on addressing gender issues (including a previous gender analysis)	26.6	77.3	31.8	11.3	41.6
	q4a	What type of gender relevant information is considered in the credit proposal (CP)/ logical framework (LF): a. Gender in general (commonplace / easy statements, lacking details or depth)	47.6	63.6	81.8	33.8	51.9
	q4b	b. Different norms, roles & needs of women and men	14.5	36.4	22.7	6.3	18.2
	q4c	c. Gender disparities, e.g. in access	21.8	40.9	27.3	15.0	29.9
	q4d	d. Social inclusion (role in society)	15.3	50.0	18.2	5.0	23.4
	q4e	e. Political inclusion (political participation)	4.8	13.6	0.0	3.8	7.8
	q4f	f. Economic inclusion (role in economic production)	16.1	36.4	9.1	12.5	24.7
	q4g	g. Forms of discrimination (direct and indirect)	6.5	13.6	13.6	2.5	10.4
	q4h	h. Security and/or protection issues, incl. GBV	18.5	45.5	40.9	5.0	22.1
	q5	Where any risks related to gender identified (including re do no harm)?	9.7	22.7	13.6	5.0	14.3
	q6a	Who are the main beneficiaries of the project? a. Women	58.9	95.5	77.3	43.8	67.5
	q6b	b. (Adolescent) girls	28.2	72.7	9.1	21.3	37.7
	q6c	c. Youth (girls and boys)	43.5	54.5	50.0	38.8	49.4
	q6e	d. Men	50.8	68.2	68.2	41.3	54.5
	q6f	f. Other specific marginalized groups (no need to specify here)	20.2	27.3	9.1	21.3	22.1
	q6g	g. Vulnerable / marginalized people in general (not specified)	12.9	13.6	4.5	15.0	15.6
	q6h	h. Institutions / organizations (CBOs, NGOs, national or local government, policy makers, etc.)	42.7	45.5	59.1	37.5	51.9
q7	Is there evidence that the identified gender relevant information of the context has influenced / shaped the project design?	39.5	95.5	50	21.3	54.5	
q8	Is the project working in a fragile context as defined by OECD fragile states definition?	37.1	36.4	31.8	38.8	37.7	
q9	Has the fragile context influenced the project design? (e.g. restricting the (gender) ambitions of the project)	21.8	13.6	18.2	25.0	24.7	
<b>2. Impact:</b> To which extent has the project	q12	Has gender equality and/or women's empowerment been reflected in one or more of the objectives of the project?	32.3	100.0	27.3	15.0	49.4
	q13	<b>Only for portfolio a:</b> Is gender equality and/or women's empowerment the principal objective of this project?	50.0 (n=44)				61.1 (n=36)

		Assessment question	All 124 assessed phases				Phases with a valid GES Score (n=77)
			All phases (n=124)	Principal genuine (n=22)	Principal "wrongly marked" (n=22)	Significant (n=80)	
been transformative?	q14	Does the project have relevant gender sensitive indicators <sup>22</sup> at overall objective / impact level?	21.0	45.5	18.2	15.0	29.9
	q15a	a. Do the objectives and/or indicators measure any form of change? (e.g. in gender relations, empowerment, including meeting strategic needs)	10.1	45.5	18.2	7.5	24.7
	q15b	b. Do the objectives and/or indicators measure targets for (women's) participation and/or reflect meeting women's practical needs <sup>23</sup> ?	25.8	59.1	22.7	17.5	37.7
	q17a	<b>Note:</b> In answering the below questions (q17-q24) consider <b>impact</b> as well as <b>outcome</b> level effects! The project has structurally / sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services <sup>24</sup> a. Education	25.0	59.1	18.2	17.5	39.0
	q17b	b. Training	33.9	77.3	36.4	21.3	53.2
	q17c	c. Health	24.2	54.5	27.3	15.0	33.8
	q17d	d. Social / Legal services	16.1	40.9	27.3	6.3	22.1
	q18a	The project has contributed to equal access to income, property, and/or assets of men and women: (NB if there is proof of improved control, mention in remarks) a. Livelihoods / income	18.5	31.8	18.2	15.0	26.0
	q18b	b. Land	0.8	0	4.5	0	1.3
	q18c	c. Water	2.4	4.5	4.5	1.3	2.6
	q18d	d. Physical assets (housing, animals, goods, etc)	1.6	0	0	2.5	2.6
	q18e	e. Credit	4.8	4.5	13.6	2.5	6.5
	q18f	f. Information	36.3	77.3	50.0	21.3	55.8
	q19	The project has contributed to increased (physical) mobility, especially for women	7.3	22.7	4.5	3.8	11.7
	q20a	The project has contributed to equal participation of women and men in decision-making processes at different levels: a. Micro level (family/household, community / CBOs, private company)	28.2	63.6	27.3	18.8	44.2
	q20b	b. Meso level (participation processes of civil society, local elections, institutions for service delivery, etc)	14.5	18.2	31.8	8.8	23.4
	q20c	c. Macro level (political parties, parliamentary election, national government, judicial system, etc.)	4.0	4.5	4.5	3.8	5.2
	q21	The project has contributed to gender mainstreaming and/or gender responsive budgeting in public administration (e.g. processes led by central state actors, capacity building, and formalized processes at state level, global governance)	12.1	22.7	9.1	10.0	18.2
	q22	The project has contributed to visualize women's and men's time use and time burdens of both paid and unpaid labour, and contributed to equalizing the distribution of work load, work volume and/or equally valuing and benefiting the work of both women and men.	7.3	4.5	13.6	6.3	10.4
	q23	The project has contributed to 'Living lives free of violence (e.g. domestic violence, trafficking, forced labour, combating harmful practices <sup>25</sup> , state violence through penal system, security systems)	28.2	68.2	54.5	10.0	36.4

<sup>22</sup> Gender sensitive indicator is an indicator which measures gender related changes / achievements

<sup>23</sup> Meeting women's practical needs may consist of improving water supply, creating access to Kindergarten, etc.

<sup>24</sup> The examples have been largely taken from SDC's Checklist for Gender Equality Mainstreaming

<sup>25</sup> Like FGM, forced marriage, child marriage, honour killings, etc.

		Assessment question	All 124 assessed phases				Phases with a valid GES Score (n=77)
			All phases (n=124)	Principal genuine (n=22)	Principal "wrongly marked" (n=22)	Significant (n=80)	
	q24	Any other impact/transformational effect not mentioned in the points above (please specify under remarks)					23.4
	q25	<b>For Portfolio b projects:</b> Is there (explicit) information in the reviewed documents on the extent that inclusion of gender equality contributed to the achievement of overall development goals of the specific interventions? If so, explain under remarks	13.8 (n=80)	n.a	n.a	13.8	26.6 (n=41)
<b>3: Outcome</b> <b>To which extent have the outcomes of the project contributed to a process of gender transformation?</b>	q28	Has gender equality and/or women's empowerment been reflected in one or more of the specific objectives / outcomes of the project?	31.5	81.8	27.3	18.8	40.8
	q29	Does the project have gender (sensitive) indicators at outcome level? (in particular: reflecting the effect of interventions)?	37.1	68.2	45.5	26.3	46.8
	q30a	a. Do the outcomes and/or indicators measure any form of change (e.g. in gender relations, empowerment, including meeting strategic needs)?	25.0	50.0	40.9	13.8	36.4
	q30b	b. Do the outcomes and/or indicators measure targets for (women's) participation and/or reflect meeting women's practical needs?	30.6	59.1	36.4	21.3	42.9
	q32a	If there are gender sensitive outcomes indicators, what do they measure?: a. Sex disaggregated data	19.4	13.6	31.8	17.5	28.6
	q32b	b. Measure gaps between men/boys and women/girls	1.6	0	0	2.5	2.6
	q32c	c. Measure changes in attitudes, roles, responsibilities of men and women	12.9	31.8	18.2	6.3	20.8
	q32d	d. Measure changes in access to resources/services of men and women	16.1	45.5	18.2	7.5	20.0
	q32e	e. Measure changes in power relations between women and men	4.8	4.5	4.5	5.0	6.5
	q33	The project has strengthened the institutional or organizational capacity of (strategic) partners for the promotion of women's rights and gender equality (e.g. women's organisations, community based organisations, scientific/research institutions, etc.).	31.5	77.3	50.0	13.8	48.1
	q34	The project has contributed to creating an enabling environment for political dialogue and advocacy on social change / promoting gender equality.	28.2	68.2	50.0	11.3	42.9
<b>4. Output:</b> <b>To which extent have the outputs of the project contributed to enhancing a process of gender transformation?</b>	q37	Has gender equality and/or women's empowerment been reflected in the outputs pursued by the project?	41.1	100.0	36.4	26.3	57.1
	q38	Does the project have gender sensitive output indicators?	49.2	81.8	59.1	37.5	67.5
	q40a	If there are gender sensitive output indicators, what nature do they have: a. Sex-disaggregated data	28.2	36.4	40.9	22.5	40.3
	q40b	b. Targets for women's / girls' participation (e.g. in training and other project activities)	39.0	77.3	59.1	22.5	55.8
	q40c	c. Targets for men's / boys' participation in gender related (or awareness) activities	7.3	27.3	4.5	2.5	10.4
q40d	d. Gender specific outputs to be produced (e.g. a gender tool kit) or outputs becoming more gender sensitive (integrating gender in curricula / training programmes)	20.2	36.4	36.4	11.3	27.3	
<b>5. Input / activities:</b> <b>To which extent has the input enabled the</b>	q43a	The project has implemented specific gender targeted activities: a. Gender focal point / gender task force	7.3	0.0	9.1	8.8	7.8
	q43b	b. Affirmative action / temporary specific measures / quota systems	9.7	9.1	22.7	6.3	13.0
	q43c	c. Gender training / gender capacity building	28.2	54.5	36.4	18.8	39.0
	q43d	d. Women's empowerment / leadership training	27.4	54.5	31.8	18.8	27.7

		Assessment question	All 124 assessed phases				Phases with a valid GES Score (n=77)
			All phases (n=124)	Principal genuine (n=22)	Principal "wrongly marked" (n=22)	Significant (n=80)	
implementation of gender sensitive activities?	q43e	e. Awareness raising campaign(s)	24.2	54.5	50.0	8.8	35.1
	q43f	f. Gender related advocacy	24.8	59.1	22.7	15.0	23.8
	q43g	g. Policy dialogue on gender and/or including gender aspects – at local level	20.2	36.4	31.8	12.5	31.2
	q43h	h. Policy dialogue on gender and/or including gender aspects – at national level	16.1	36.4	18.2	10.0	24.7
	q43i	i. Policy dialogue on gender and/or including gender aspects – at international level	5.6	13.6	0.0	5.0	9.1
	q43j	j. Activities designed to (only/mainly) address specific women's needs (or needs of men, where appropriate)	41.9	86.4	45.5	28.8	62.3
	q43k	k. Activities designed to enhance gender equality and women's empowerment	35.5	77.3	27.3	26.3	51.9
	q43m	m. Activities designed to target men/boys (e.g. for attitudinal change)	12.9	27.3	27.3	5.0	19.5
	q43n	n. Development of gender (mainstreaming) policies, strategies and/or gender action plans for (partner) organisations (including on equal opportunities)	19.4	22.7	31.8	15.0	27.3
	q43o	o. Gender responsive budgeting	5.6	13.6	4.5	3.8	9.1
	q43p	p. Research on gender issues (or research that includes gender issues)	8.9	9.1	18.2	6.3	13.0
	q44	Has the project considered all opportunities to address gender considering the context in the country (e.g. security situation)?	10.5	27.3	13.6	5.0	16.9
	q45	<b>For portfolio b projects only:</b> Are the gender activities well related to and integrated in core activities of the project? (i.e. not just some add-on activities?)	18.8 (n=80)	n.a	n.a	18.8	36.6 (n=41)
	q46a	<b>For portfolio b projects only: Nature of the gender mainstreaming / gender activities:</b> a. Integrating gender issues (content) within regular training / information provision / documentation	18.8 (n=80)	n.a	n.a	18.8	29.3 (n=41)
	q46b	b. Addressing specific gender based needs and/or constraints (practical and/or strategic)	21.3 (n=80)	n.a	n.a	21.3	41.5 (n=41)
q46c	c. Ensuring the participation of women (and/or men) in regular activities	36.3 (n=80)	n.a	n.a	36.3	63.5 (n=41)	
	q49a	Does this project represent interesting examples / lessons learnt? (If so, mention in the column in which document the info can be found): a. Good (gender) results achieved and/or interesting (positive) lessons learnt	26.6	72.7	22.7	15.0	42.9
	q49b	b. Includes interesting / relevant / innovative gender approaches and/or gender activities	22.6	63.6	36.4	7.5	36.4
	q49c	c. Contains relevant case studies	9.7	18.2	13.6	6.3	15.6
	q49d	d. This project is an example of failure, e.g. no gender achievements despite some good intentions.	16.9	4.5	13.6	21.3	16.9
	q49e	e. Other interesting gender related feature of this project (is so, mention briefly in the column of the concerned phase)	8.1	9.1	9.1	7.5	11.7
	q50	Do end-of-phase / end-of-project documents (or other end reports such as an end evaluation) report on gender results which are additional to any gender objectives, outcomes, outputs and their indicators formulated at the start of the project (i.e. additional to the expected gender results as per CP / logframe)?	25.0	31.8	13.6	26.3	23.4

## Annex 8 Thematic areas of SDC policy dialogue and engagements

	Thematic area	Issues included	Actors, strategic partners 1 Global /international platforms 2 multilateral partners 3 academic partners/ 4 Civil society , others	Sources of information 1 Products, documents, activities 2 core contributions and projects	Resource persons for interviews
1	<b>Agenda 2030</b>	<ul style="list-style-type: none"> <li>Gender in the Agenda 2030 (SDG 5)</li> <li>Gender in Financing for Development, AAAA</li> <li>Gender in the Paris Agreement on Climate Change)</li> <li>Gender in the new message 2017-2020 (first time a strategic goal on GE, to enhance policy coherence and accountability)</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li>OECD DAC Gendernet (CH Co-Chair)</li> <li>UN Women, CSW</li> </ul> <p><u>Academic/national stakeholders</u></p> <ul style="list-style-type: none"> <li>ICFG/University of Bern (as Backstopper)</li> <li>Bridget /IDS (University of Sussex)</li> </ul>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>Swiss Position on Gender Equality in the Agenda 2030</li> <li>SDC Fact Sheet on Gender in the Agenda 2030 and the Message 2017-2020</li> <li>Joint Statements and side events on Gender &amp; Financing at the CSW, in Addis Ababa, at SDC</li> <li>Side event on Gender &amp; CC at the COP 21</li> <li>Minutes of DAC Annual Meetings 2014, 2015, 2016</li> </ul> <p><i>On Agenda 2030, e-discussion with stakeholders and resource persons suggested</i></p>	<p><u>Suggested resource persons</u></p> <ol style="list-style-type: none"> <li>Michael Gerber, FDFA, Special envoy Agenda 2030</li> <li>Christine Schneeberger, Swiss UN Mission NY and/or Régine Gachoud, Gender responsible FDFA</li> <li>Emily Esplen, DAC Gendernet (previously, now DFID since Jan 2017)</li> </ol> <p><u>Other options</u></p> <ol style="list-style-type: none"> <li>Flurina Derungs, former ICFG and backstopper, member CSW delegation (now PWAG)</li> <li>Federal Office for Equal Opportunities: Sylvie Durrer, Andrea Binder</li> <li>UN Women: Zohra Khan (gender&amp; financing)</li> </ol>
2	<b>Gender Based Violence</b>	<ul style="list-style-type: none"> <li>Psychosocial approach</li> <li>Engaging men&amp; boys, masculinities</li> <li>SGBV in emergencies and conflict</li> <li>(SRHR, Women's rights)</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li><i>Call to Action</i> Conference (2013) and GBV AoR (Humanitarian Aid) (s. also below HA)</li> <li>PSVI Preventing Sexual Violence Initiative (UK global summit 2014)</li> </ul>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>Delegation reports Call to action und PSVI high level conferences 2013, 2014</li> <li>Capitalization report on SDC's experience addressing SGBV (2016), (pus concept note, survey, workshop report)</li> </ul>	<p><u>Suggested resource persons</u></p> <ul style="list-style-type: none"> <li>Barbara Weyermann (previously OPSI, now SDC) <u>and /or</u> David Becker (OPSI)</li> <li>Ursula Salesse, (former) head of Psychosocial Program Great Lakes (largest SDC</li> </ul>

			<ul style="list-style-type: none"> <li>• UN Trust Fund on Violence against Women (Swiss contribution)</li> <li>• MenEngage Alliance</li> <li>• (International Federation for Planned Parenthood IPPF)</li> </ul> <p><u>Academic/national CS</u></p> <ul style="list-style-type: none"> <li>• Helvetas Swiss Intercooperation HSI (backstopper, facilitating authoring capitalization report of SDC experiences on SGBV work)</li> <li>• Iamaneh (Swiss NGO) on men &amp; boys</li> <li>• OPSI (Office for Psychosocial issues), project capacity building, authoring the SDC toolkit on Gender, conflict transformation and psychosocial approach (2006)</li> </ul>	<ul style="list-style-type: none"> <li>• HA Implementation Concept on SGBV in humanitarian contexts (2016)</li> <li>• Side event at CSW 2014 on men &amp; boys (with MenEngage Alliance, Promundo)</li> <li>• Public events Bern: “<i>Sexual and Gender-based Violence in Conflict 2014</i>”; “<i>Preventing violence against women: Engaging men and boys, building alliances (Dec 2016)</i>”</li> <li>• Toolkit <i>Gender, conflict transformation and psychosocial approach (2006)</i></li> </ul> <p><u>SDC Contributions</u></p> <ul style="list-style-type: none"> <li>• Core contribution UN Trust Fund, UN Women, UNFPA</li> <li>• Core contribution IPPF (on SRHR)</li> <li>• Core contribution IWRAW (on Women’s rights, CEDAW)</li> <li>• Plus project support (under portfolio a)</li> </ul>	<p>SGBV program), <u>and/or</u> Aziza Aziz Suleymann (previous deputy, current head)</p> <ul style="list-style-type: none"> <li>• Sascha Müller, Gender HA</li> </ul> <p><u>Other options:</u></p> <ul style="list-style-type: none"> <li>• Maja Loncarevic, Iamaneh</li> <li>• Elisabeth von Capeller, head Eastern Cooperation, previously COPRET, on psychosocial approach)</li> <li>• Gary Barker/Dean Peacock (MenEngage Alliance)</li> </ul>
3	<b>Women, Peace and Security / UNSCR 1325</b>	<ul style="list-style-type: none"> <li>• Swiss National Action Plan 1325</li> <li>• Gender in State building &amp; Peacebuilding /New Deal</li> <li>• Gender &amp; SSR</li> <li>• Gender &amp; PVE (recent)</li> <li>• CEDAW &amp; 1325/GR 30</li> <li>• SDG 5 &amp; 16</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li>• DAC Gendernet und INCAF: SDC financial support for a joint review on Gender in fragile contexts (2016)</li> <li>• DCAF (Geneva)</li> <li>• International Dialogue for Peacebuilding and State building</li> </ul> <p><u>Academic/national /CS</u></p>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>• Swiss National Action Plans 2007-2009, 2010-2012, 2013-2016</li> <li>• Reporting Swiss NAP 1325 (2015, 2017)</li> <li>• FDFA international conference Geneva on 15 years 1325: (program, key messages, key note Federal Councilor Burkhalter)</li> </ul>	<p><u>Suggested resource persons</u></p> <ol style="list-style-type: none"> <li>1) Nils Rosemann, SDC Focal Point CHR</li> <li>2) Carmela Bühler, HSD/FDFA, lead for Swiss NAP 1325</li> <li>3) Flurina Derungs, Peace Women Across the Globe, civil society platform 1325</li> <li>4) DCAF: Daniel de Torres</li> </ol> <p><u>Other options:</u></p>

			<ul style="list-style-type: none"> <li>• IHEID/Gender Centre (Geneva)</li> <li>• KOFF/Swisspeace, NGO Platform 1325</li> </ul> <p><u>FDFA/SDC</u></p> <ul style="list-style-type: none"> <li>• Human Security Division (HSD, lead on 1325)</li> <li>• Conflict &amp; Human Rights network (CHR)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint F2F SDC Gender and CHR (June 2016) on SDG 5 and 16 (final report, e-discussion)</li> <li>• Swiss National Action Plan PVE (2016)</li> <li>• OECD/ DAC Gendernet, INCAF: SDC Partial action and Final report “<i>Quality of donor performance on GE in fragile contexts</i> (2016, final report 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Claire Castellejo, ODI (on Gender &amp; State building, 1325)</li> <li>• Annemarie Sancar, KOFF/Swisspeace</li> <li>• Babara Affolter on Gender &amp; PVE</li> <li>• Sohel Ali, Gender Focal Point Bangladesh</li> </ul>
4	<b>Care economy, unpaid care work, gender budgeting</b>	<ul style="list-style-type: none"> <li>• Macroeconomics &amp; care (feminist economy)</li> <li>• Unpaid care work and time use studies</li> <li>• Gender budgeting</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li>• UNRISD</li> <li>• UN Women (for GRB)</li> </ul> <p><u>Academic/national CS</u></p> <ul style="list-style-type: none"> <li>• ICGF/ University of Bern</li> <li>• Bridge (IDS, Univ. of Sussex)</li> <li>• IHEID/Gender Centre (Geneva)</li> <li>• WIDE Switzerland on care economy</li> <li>• Helvetas Swiss Intercooperation (backstopper, case study and practical guidance on unpaid care work)</li> </ul>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>• Time use studies UNRISD (2009)</li> <li>• “Feminist economics (Vol 21/3 July 2015): A special Issue on Engendering Economic Policy in Africa”, supported by SDC (Africa section)</li> <li>• Case study and practical guidance on <i>Unpaid Care work: practical Guidance on Analysis and intervention</i> (by HSI 2016-17)</li> <li>• SDC Guidance Sheet on unpaid care work (2017)</li> <li>• Side event at the CSW 2017 on Unpaid care work and the Triple R framework (concept note and report)</li> <li>• Side event on gender &amp; financing/gender budgeting at CSW 2015</li> </ul> <p><u>SDC contributions</u></p>	<p><u>Suggested resource persons</u></p> <ol style="list-style-type: none"> <li>1) Annemarie Sancar, former SDC Gender Focal Point</li> <li>2) Shahra Razavi, former UNRISD, now UN Women</li> <li>3) Sabin Bieri, University of Bern (former ICFG, now geographic institute)</li> </ol> <p><u>Other options:</u></p> <ul style="list-style-type: none"> <li>• Alyson Brody, Bridge /IDS</li> </ul>

				<ul style="list-style-type: none"> <li>• UNRISD: Credit proposal/core contribution for time use studies (2007-2009?)</li> <li>• ICFG, Univ. of Bern: core contribution and backstopping mandates (2009-2015)</li> <li>• Bridge, core contributions (2000-2015?)</li> <li>• MultiB: regional UN Women programs supported by SDC (Western Balkans, MultiB)</li> </ul>	
5	<b>Gender in rural economy, food security, climate change</b>	<ul style="list-style-type: none"> <li>• Women's economic empowerment</li> <li>• Gender in private sector development: value chain analysis, M4P (markets for the poor)</li> <li>• Microfinance and financial inclusion</li> <li>• Gender in Agriculture &amp; Food Security, Climate Change</li> <li>• Gender &amp; Land</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li>• DCED (Donor Coordination on Economic Development)</li> <li>• UNFCC, GCF</li> </ul> <p><u>Academic/national CS</u></p> <ul style="list-style-type: none"> <li>• Bridge (IDS, Univ of Sussex)</li> <li>• ICGF/ University of Bern</li> <li>• IHEID/Gender Centre (Geneva)</li> </ul> <p><u>FDFA/SDC</u></p> <ul style="list-style-type: none"> <li>• SDC employment &amp; income network</li> <li>• SDC Agriculture &amp; Food Security network</li> </ul>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>• SDC report (2011): Added Value. Gender equitable economic development (by SDC, ICFG)</li> <li>• Bridge Report on Gender &amp; Food Security (2015, supported by SDC)</li> <li>• IHEID conference (2014, supported by SDC): »<i>Homo economicus, mulier solidaria: une économie solidaire peut-elle être féministe ?</i> »</li> <li>• SDC conference on Gender &amp; Land (2014); SDC Working paper Gender &amp; Land (2014)</li> <li>• SDC Guidance Sheet on Gender in market system development (2016), land governance, water, climate change (all 2017)</li> <li>• Joint F2F SDC Gendernet and A&amp;FS net (2014)</li> </ul> <p><u>SDC contributions</u></p>	<p><u>Suggested resource persons</u></p> <ol style="list-style-type: none"> <li>1) Peter Tschumi (former e+i Focal Point 2008-2013, now Cuba)</li> <li>2) Manuel Flury, Head of GP Agriculture and Food Security</li> <li>3) Sabin Bieri, University of Bern (former ICFG, now geographic institute)</li> </ol> <p><u>Other options:</u></p> <ul style="list-style-type: none"> <li>• Alyson Brody, Bridge/IDS</li> <li>• Christine Verschuur, IHEID</li> <li>• Chantal Felder and/or Natalie Wyser (Gender in e+i, DCED, financial inclusion)</li> <li>• Anton Hilber (former Board Member UNFCC, GCF)</li> <li>• Sarah Koch, Gender Focal Point Team, on Gender &amp; Clima</li> <li>• (Annemarie Sancar, former SDC gender Focal Point)</li> </ul>

				<ul style="list-style-type: none"> <li>• ICFG, Univ. of Bern: core contribution and backstopping mandates (2009-2015)</li> <li>• Bridge, core contributions (2000-2015?)</li> <li>• IHEID/Gender Centre (Geneva), contributions 2003-till present</li> <li>• Women's World Banking (CP, Case study)</li> </ul>	
6	<b>Measuring and accountability of Gender as a transversal theme</b>	<ul style="list-style-type: none"> <li>• Gender Budgeting approach for the SDC Gender Checklist</li> <li>• Gender Policy Marker</li> <li>• Gender in Monitoring, Reporting &amp; Evaluation</li> <li>• Gender Data and Indicators</li> </ul>	<p><u>International / multilateral</u></p> <ul style="list-style-type: none"> <li>• DAC Gendernet (on new guidance for Gender Policy Marker)</li> <li>• OECD Development Center: Social Institution and Gender Index (SIGI, wikigender)</li> <li>• UN Women/EvalPartner</li> </ul> <p><u>Academic/national CS:</u></p> <ul style="list-style-type: none"> <li>• ICFG, yearly Gender Progress Reports based on GRB method, 2008-2013, 2014 Gender Screening HA and Global Cooperation)</li> <li>• ICFG, Backstopping on Monitoring and reporting on the strategic goal 7 of the new message (since 2017)</li> </ul>	<p><u>Products, documents, activities</u></p> <ul style="list-style-type: none"> <li>• Annual Progress Reports 2009-2013, 2014 (screening of SDC projects)</li> <li>• SDC Gender Checklist (until 2016),</li> <li>• New guidance for the DAC Gender Policy Marker (2016, SDC active in working group )</li> <li>• Evaluating the SDGs with a “no one left behind” lens trough equity-focused and gender-responsive evaluation (UNWomen, EvalGender+, IOCE)</li> <li>• National evaluation policies for sustainable and equitable development (UNWomen, EvalGender+, IOCE)</li> <li>• First progress report EvalGender+ Initiative, 2016</li> </ul> <p><u>SDC contributions</u></p> <ul style="list-style-type: none"> <li>• Contribution to the OECD Dev Center for the SIGI (2013-till present)</li> <li>• Contribution to Eval Partners/UN Women on</li> </ul>	<p><u>Suggested resource persons</u></p> <ol style="list-style-type: none"> <li>1) Ursula Keller, SDC Gender Focal Point and /or Annemarie Sancar</li> <li>2) Andrea Graf and/or Liliane Fankhauser (ICFG)</li> <li>3) Marco Segone, UN Women/Eval Partners</li> </ol> <p><u>Other options</u></p> <ul style="list-style-type: none"> <li>• Keiko Novacka, OECD</li> </ul>

				gender-responsive evaluation (2015-17)	
7	<b>Gender in the Multilateral System /</b>	<ul style="list-style-type: none"> <li>Cooperation and strategic dialogue with UN Women</li> <li>Cooperation and strategic dialogue with the Worldbank, regional banks</li> <li>Cooperation and strategic dialogue with UNFPA</li> </ul> <p>(UN Women and UNFPA belong both to the 12 priority agencies from among Swiss supported UN agencies)</p>	<u>International / multilateral</u> <ul style="list-style-type: none"> <li>Unifem, UN Women</li> <li>Worldbank, regional banks</li> <li>UNFPA (SRHR, GBV)</li> </ul>	<u>Contributions, products, documents, activities</u> <ul style="list-style-type: none"> <li>Development of financial support to Unifem /UN Women over the years (contribution increased substantially from 8 (?) to currently 16 Mio/year, CH now number one core contributor)</li> <li>Strategic dialogue: role and positions in boards etc.</li> <li>Thematic cooperations, i.e. <ul style="list-style-type: none"> <li>Women's Economic Empowerment: UN Women- WB Umbrella Facility,</li> <li>On monitoring, review and gender data</li> <li>Gender &amp; Financing, Gender budgeting</li> </ul> </li> </ul>	<u>Suggested resource persons</u> <ol style="list-style-type: none"> <li>Chantal Oltramare (SDC UN Women desk, Gender in the WB)</li> <li>Ursula Funk (former SDC UN Women and UNFPA desk)</li> <li>Julien Pellaux, UN Women (Swiss national)</li> </ol> <p><u>Other options:</u></p> <ul style="list-style-type: none"> <li>Nicolas Randin and /or Christine Schneeberger, Swiss UN Mission NY</li> <li>If UNFPA and SRHR: Susanne Amsler und Lyne Calder (SDC)</li> </ul>
8	<b>Gender in Humanitarian Aid</b>	<ul style="list-style-type: none"> <li>Gender mainstreaming in the humanitarian system</li> <li>Sexual and Gender-based Violence in humanitarian contexts</li> </ul>	<u>International / multilateral</u> <ul style="list-style-type: none"> <li>OCHA, UNHCR, UNRWA, UNICEF, WFP</li> <li>International Federation of Red Crescent Societies</li> <li>ICRC</li> <li>Through SDC/GC with UN Women and UNFPA</li> </ul> <p><u>Academic/</u></p> <ul style="list-style-type: none"> <li>CERAH (Geneva Center for Education and research in Humanitarian Action)</li> <li>UCLA (All Survivors Project)</li> </ul>	<u>Contributions, products, documents, activities</u> <ul style="list-style-type: none"> <li>Swiss Gender Commitments, World Humanitarian Summit 2016</li> <li>32<sup>nd</sup> international Red Crescent Conference, Resolution on SGBV (2015)</li> <li><i>Call to Action</i> Conference (2013) and subsequent engagement of SDC/HA with the <i>Call to Action</i> and its roadmap</li> <li>Support to the GBV Area of Responsibility</li> </ul>	<u>Suggested resource persons</u> <ol style="list-style-type: none"> <li>Sascha Müller, Gender &amp; SGBV Focal Point, SDC/HA</li> <li>Arno Wicki (head of multilateral division HA) or René Holenstein (former head of multilateral division HA)</li> <li>Astrid Haaland, GBV AoR / UNFPA</li> </ol> <p><u>Other options:</u></p> <ul style="list-style-type: none"> <li>Anne de Riedmatten, previous HA in Bern and Geneva, now IFRC</li> <li>Doris Fink or Rudolf Gsell, Quality Assurance HA</li> </ul>

				<ul style="list-style-type: none"> <li>• Support to CERAH, which includes trainings on SGBV</li> <li>• Support to GenCap (Gender Standby Capacity Project), which focuses on strategic advising of Humanitarian Country Teams on gender-responsive humanitarian assistance</li> <li>• Special topic on male SGBV victims in emergencies (All Survivors Project)</li> <li>• GFDRR project</li> </ul>	<ul style="list-style-type: none"> <li>• Frank Bertelsbeck (gender mainstreaming in DRR/GFDRR)</li> </ul>
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## Annex 9 Brief questionnaire for Multilateral / International partners of SDC

This questionnaire is part of the study on the Effectiveness of SDC's engagement in the field of Gender Equality, which is currently being conducted. The focus of this questionnaire is on the degree to which SDC has been successful in achieving (or contributing to) results regarding gender equality. The study covers the period from 2006 until now, but we understand that the answers to the below questions are likely to cover especially more recent years.

The findings from this survey will be processed and analysed without linking specific answers to individual persons. We appreciate your sincere answers to the questions. Please, return the completed form to [kbentvelsen@femconsult.org](mailto:kbentvelsen@femconsult.org), preferably before November 20<sup>th</sup>.

<p>Q1: How does (and did) your organisation / institution cooperate with SDC / Switzerland on the theme of Gender Equality? What was the specific role of SDC in this? (for example: policy dialogue, financial support (core or project funding), strategy development, joint advocacy, knowledge development, secondment, etc.)</p>
<p>A1:</p>
<p>Q2: What was achieved through the support / contribution of SDC?</p>
<p>A2:</p>
<p>Q3: How effective or instrumental was the support / contribution of SDC towards achieving Gender Equality related results?</p>
<p>A3:</p>
<p>Q4: Are there significant differences between (and/or comparative advantages of) Swiss approach / support / contributions with respect to Gender Equality (e.g. as compared to other donors)?</p>
<p>A4:</p>
<p>Q5: Do you have any recommendations to increase the results and effectiveness of Swiss engagement in the field of Gender Equality? And/or any suggestions to SDC to shift to other (more innovative) sub-themes within Gender Equality?</p>
<p>A5:</p>
<p>Any other remarks or suggestions you would like to share with us:</p>

THANK YOU FOR YOUR COOPERATION!

## Annex 10 Report on the gender policy dialogues

### 1. Background of the policy dialogues assessment

The Approach Paper for the RE Gender Equality acknowledges the support of SDC to gender relevant engagements in policy dialogues on different levels, stipulating that these should also be covered by the RE Gender Equality. The main forms of policy dialogues as described in this paper are:

- i. bilateral strategies and policy dialogue (with SDC partner countries);
- ii. global strategies and policy dialogue (with multilateral and international institutions);
- iii. national policy dialogue (with Swiss parliament and administration); and
- iv. strategic partnerships (with civil society actors, academia and private sector).

The Approach Paper considers the gender policy dialogue engagements –also referred to as “portfolio c”- as an integral part of SDC’s work in the field of gender equality and the results achieved. The purpose of the assessment of these engagements therefore is to better answer the research questions of the RE Gender Equality assignment. Considering the nature of the policy dialogue engagements, this has been done by making a qualitative assessment of especially the effectiveness of SDC’s engagements in gender related policies dialogues.

### Selection of the engagements

The Approach Paper requested the review of a maximum of 20 gender relevant SDC engagements in policy dialogues, to be established during the inception period. During the inception phase 8 thematic areas with about 30 sub-themes were proposed by SDC and discussed with the expert team during the inception meeting. The 8 thematic areas are: (1) Agenda 2030; (2) Gender Based violence; (3) Women, peace and security / UNSCR 1325; (4) Care economy, unpaid care work and gender budgeting; (5) Gender in rural economy, food security, climate change; (6) Measuring and accountability of Gender as a transversal theme; (7) Gender in the Multi-lateral system; and (8) Gender in Humanitarian Aid. These 8 thematic areas were selected because SDC has been (or still is) actively involved in policy dialogues and engagements on these themes. Annex 8 presents the 8 thematic areas, the issues included, actors and strategic partners, sources of information and potential resource persons; this document was prepared by SDC’s Gender Focal Person.

### 2. Approach

The Approach Paper foresaw that these engagements would be reviewed based on qualitative interviews and the review of relevant documentation.

#### *Understanding the concept of policy dialogues*

SDC’s understanding of “policy dialogues” or “portfolio c engagements” is broader than only narrow engagements to influence policies or legislation<sup>26</sup>. In the context of gender, policy dialogues are rather meant as creating or improving the enabling environment for enhancing gender equality and women’s empowerment. In practice, therefore, the following elements are part of “policy dialogues”, without being exhaustive: (i) influencing others, including policies and legislation; (ii) putting gender issues on agendas; and (iii) development of thematic knowledge that can feed into policy dialogues.

#### *Interviews*

The Inception Report foresaw two categories of interviews<sup>27</sup>: (i) interviews related to the policy dialogues and (ii) the interviews to collect complementary information on SDC’s gender policy and programming (see section 2.7.2 of the IR). Because several SDC staff members were relevant resource persons for both types of interviews, these were combined. SDC prepared the list of interviewees, with about two SDC staff members per thematic area as well as usually one external person per thematic area. See Annex 3 for the list of persons interviewed. The interviews with SDC HQ staff and Bern-based external resource persons were arranged as face-to-face interviews during two visits to Bern; the other interviews were conducted either by telephone or by skype.

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<sup>26</sup> In other data collection methods (such as the country studies) some respondents might have used this more narrow understanding of policy dialogue when answering questions.

<sup>27</sup> This excludes the interviews in the context of the four in-depth country studies.

The interviews usually addressed the following questions:

- Background information on the thematic area
- What did SDC aim to achieve and what was achieved?
- What strategies were followed? Who were strategic partners?
- Key steps, hindering factors and success factors
- Role of SDC, including how instrumental was SDC?
- What follow-up was / is done (or planned)

In addition questions specific for the thematic area were also discussed.

### ***Document review***

SDC provided background documentation for the policy dialogue engagements, with a varying number of documents per thematic area. These documents included a wide range of documents: from Swiss positions papers, joint statements and invitations for side events to SDC working papers, toolkit and guidance sheets. Moreover, own search also led to additional documentation, whereas also the interviewees recommended again other documentation. See annex 2 (Bibliography) with the most relevant documents included. During the inception phase it was agreed that the review of these “portfolio c documents” would usually not be in detail, but rather these documents would be used as evidence of SDC efforts or achievements. More detailed review was limited to those documents that could provide information complementary to the interviews and/or would provide evidence on efforts or achievements.

### ***Questionnaires to multilateral and academic / strategic partners***

The list with SDC partners provided by SDC for the on-line survey to implementing partners, also contained 13 names of organizations that are international or multilateral organisations or academic or other (national) institutions. Because these organisations have largely a different role than the usual implementing partners of SDC, it was agreed that the on-line survey would not be shared with them, but rather a separate survey would be done among them. Though not foreseen in the IR, it was considered that this might be useful to complement especially the policy dialogue findings. A brief questionnaire was developed (see Annex 9) and send to 10 of the 13 institutions of the list, excluding those organisations with whose contact person already an interview had been conducted. Six of the 10 organisations provided feedback, with one organisation submitting the form completed by six persons, thus 11 completed forms were received and reviewed. Where appropriate, this information is integrated in the findings in this annex.

### ***Appreciation of the process, including limitations:***

All interviewees were very cooperative and interested to provide the requested information. However, questions could not always be answered for several reasons. This especially applied to questions about strategies and/or milestones from the past, especially when the interviewees were fairly recently working in their position. It also turned out that some of the subthemes in the list (of Annex 8) was not covered by any of the interviewees, for example, the topic of gender and climate change. Moreover, several of the interviewees themselves were hardly involved in actual policy dialogue implementation, because other SDC colleagues (e.g. stationed abroad, e.g. with specific multilateral organisations) had such responsibilities. Last but not least, it remained difficult to say how representative the “sample” of gender related policy dialogues engagements were vis-à-vis all SDC policy dialogues. Nevertheless, enough patterns emerged to draw conclusions on SDC’s role (and effectiveness) in gender policy dialogues.

This Annex presents the findings about the 8 thematic areas separately. For various reasons, the findings per thematic area are different in nature and the degree of detail, depending on the (sub) themes and the actual involvement of the interviewees in the themes. For most thematic area also examples of linkages with other thematic areas are indicated.

### 3. Findings on the eight thematic areas

#### 1. Agenda 2030

##### Findings

- A long and well prepared process, based on the review of the MDGs (at least for fragile countries), from which emerged the need to better address root causes of problems (such as conflicts).
- Consultative processes (such as public dialogues and consultations) and a Ministerial Task Force, discussing priorities. From the beginning (2013) it was clear that gender was one of the three (the other two water and peace / fragility), with gender equality both as a stand-alone goal and cross-cutting from the start, and unpaid care work as an innovative topic.
- Strategies followed included building bridge functions between strong advocates and conservatives; a cross-regional approach (potentially engaging with all countries), many side events and a strong focus on facilitating negotiations.
- **Achieved** were a strong SDG5 (more ambitious than MDG3) and gender strongly integrated in the Addis Ababa Action Agenda (AAAA) forthcoming from the 3<sup>rd</sup> Financing for Development Conference in July 2015, with the role of Switzerland being recognized as very effective.

##### Challenges

- Gender strong in AAAA, but how to ensure more actual funding globally to implement these good intentions and SDG5? How to get more concrete results from the annual FFD conferences?
- General misunderstanding that SDGs are for development, and not for domestic use.

##### Follow-up

- Gender Equality as strategic goal 7 in the SDC Dispatch 2017-2020 can be seen as a direct consequence of gender in Agenda 2030, with gender equality as a stand-alone goal (not only as transversal).
- SDC / Switzerland promotes the implementation of the SDGs, both within SDC's programming and at national level (which is outside the scope of SDC). SDC's policy dialogues also focus on (facilitating the) implementation of the SDGs.

##### Examples of linkages with other policy dialogue thematic areas

- The UNRISD time use study of 2009 was important for providing evidence of the need to address Unpaid Care Work.
- Cooperation between SDC and UN Women became stronger during the SDG process, also due to UN Women's important role in implementing especially SDG5, which was one reason to enhance SDC's contribution to UN Women; Specific example: support to the UN Women project "Evaluating the SDGs with an equity focused and gender equality lens".

#### 2. Gender Based Violence

##### Findings

- Psychosocial approach developed based on a need emerging in the Great Lakes region in the early 2000s, which led to a flagship programme and the toolkit "Gender, Conflict Transformation and Psychosocial Approach" of 2006 ("*An important contribution*"), followed by a second SDC funded toolkit on Psychosocial Conflict Analysis (Swiss Catholic Lenten Fund) based on needs and experience ("*A good investment of SDC funds*")
- Psychosocial approach also widely promoted in the Balkan and elsewhere (e.g. by SDC and institutional partners), even though psychosocial approach was initially considered "too soft" as a development topic. **Result:** now widely recognised, also in non-SDC funded projects.
- SDC's role in the discourse on GBV is considered strong, see also Call to Action (under thematic area 8 - Humanitarian Aid). The Capitalization report of 2016 on SDC's experiences in addressing SGBV is also an illustration of SDC's commitment to addressing GBV.
- SDC is also active in engaging men and boys, e.g. as side event in Commission on the Status of Women (CSW) 2014 and as subject of a public event in Bern, including linking with / supporting the Men Engage Alliance.

- The Swiss NGO “Iamaneh” is a strategic partner on GBV, e.g. with a backstopping mandate and sounding board member. Iamaneh is also an institutional partner receiving SDC core funding to implement GBV related projects / programmes, also involved in national level policy dialogues in the countries they work.
- Example of a **concrete achievement**: due to SDC’s intensive support to gender and justice in Bosnia, the approach in Bosnia to deal with GBV considerably improved.

### Challenges

- Critical discourses are ongoing on engaging men and boys (“masculinities”) with two elements: (i) need for SDC to put this topic stronger on the agenda (especially outside Latin America) and (ii) dealing with critics that addressing men and boys would take attention away from women’s empowerment.
- In international negotiations SRHR is often a highly sensitive topic, with progressive countries proposing stronger wording than more conservative countries are willing to accept. SDC often plays a “harmonizing” role, providing text suggestions that do address SRHR, but in a way still acceptable to all.

### Follow-up on / complementing SDC policy dialogue on GBV

- SDC provides current core funding to several international organisations working on GBV (and/or SRHR), such as multilateral organisations (as UNFPA and UN Women, see also thematic area 7), IPPF (International Planned Parenthood Foundation) and IWRAP (International Women’s Rights Action Watch), using CEDAW as a tool to actually realize women’s rights.
- GBV is addressed in a considerable part of SDC programming, with over one third of the 77 assessed phases with gender information (of the assessment of the gender principal and gender significant portfolios) contributing to “living lives free of violence”. Of the gender principal projects more than half contribute to this.

### Examples of linkages with other thematic areas

- Agenda 2030, in which SDC contributed to an acceptable formulation of target 5.6 on SRHR (“ensuring universal access to sexual and reproductive health and reproductive rights”).
- A strong link with thematic area “Gender in Humanitarian Aid”.

## 3. Women, Peace and Security / UNSCR 1325

### Findings

- In 2007 Switzerland was one of the first countries to adopt a National Action Plan (NAP) 1325. So far there are three Swiss National Action Plans: 2007-2009, 2010-2012 and 2013-2016. SDC has priority objectives in implementing resolution 1325: (i) to strengthen its commitment in preventing and protecting against GBV with particular importance given to post-conflict contexts, humanitarian crises, and involving men and boys in its work on gender issues, and (ii) to strengthen women’s participation and integrate gender-related aspects in local peace, transformation, and state-building processes.
- The Human Security Division (HSD) of FDFA is lead in developing NAPs 1325, but SDC holds an important role providing input. And SDC country offices are involved when it comes to operational matters, with SDC HQ providing support, such as tools for analysis.
- Two reports on NAP 1325 were elaborated (2015 and 2017).
- FDFA organized the conference “15 Years of UN Security Council Resolution 1325 – On Women Peace and Security – review and outlook”, with as main finding that UNSCR1325 remains a milestone resolution as it changed perceptions and drove government action. The women, peace and security agenda is a transformative agenda promoting women as actors of peace and security and linking gender equality with the human security agenda.
- SDC supported the Civil Society Alternative Report on the National Action Plan 1325 as seen from a Gender Perspective prepared by Swiss civil society organisations (2016). This report gave a critical summary of the implementation of NAP 1325, also providing ideas for further development of the Women-Peace-Security issue (to be taken up in the WG 1325).

- Cooperation between SDC's Gendernet and CHRnet (Joint Face-to-Face event in Geneva, June 2016) on SDG 5 and SDG 16, a learning and exchange event with the objective to come to a workplan for CHRnet (SDC's network on Conflict and Human Rights).
- Switzerland's Foreign Policy Action Plan on Preventing Violent Extremism (PVE) of 2016. Through this plan Switzerland strengthens the participation of women in all areas of PVE measures in order to prevent violent extremism. An effective strategy to develop alternatives to extremist violence is respect for women's roles in society and their rights.
- Switzerland was active in promoting the New Deal, especially with SDC as active member of INCAF, the OECD DAC network on Conflict and Fragility.
- Switzerland funded NATO in its work on Women, Peace and Security (involving DCAF); the support of the Swiss mission to NATO was considered invaluable. At the same time DCAF functions as an information source for the Swiss Mission to NATO for better standpoints in policy dialogues (idem for FDFA).
- The toolkit on Gender and SSR developed by DCAF and (largely) financed by Swiss core-funding is widely used, translated into 6 or 7 languages and often downloaded (but now being updated to bring it more in line with recent developments such as the SDGs).

### Challenges

- Need for more concrete evidence that paying attention to gender contributes to reducing conflicts (NB The final evaluation of one of the assessed gender significant project (7F-07883 in the Great Lakes region) stated that the programme "*firmly instilled an understanding that such peacebuilding work does not go forward without adequate gender sensitivity*".

### Follow-up and complementing policy dialogues

- Swiss core-funding to DCAF (50% of its budget) -the Geneva Centre for the Democratic Control of Armed Forces- to support the implementation of security sector policies and resolutions, including promoting good governance and reform of the security sector. Switzerland had been instrumental in founding DCAF in 2000. DCAF has a strong Gender and Security Division, with currently 11 staff members.
- SDC finances a flagship programme on Security Sector Reform (SSR) in Honduras (with DCAF and IADB) and PVE projects in Mali and Tunisia, in which addressing gender issues is seen as important to reduce violence.

### Examples of linkages with other thematic areas

- The Civil Society Alternative Report on NAP 1325 identifies "better conditions for unpaid care work" (SDG target 5.4 and important element of women's economic empowerment) as also an important prerequisite for women's comprehensive participation in peace negotiations.
- Clear links with the thematic area 2 (GBV) and 8 (Humanitarian Aid), for example, as illustrated by the inclusion of the psychosocial approach in SDC's Peacebuilding and State-building Strategy for fragile and conflict contexts of 2015.
- Switzerland supported New York University's Centre on International Cooperation (in association with others) to explore challenges on the implementation of SDG16 of Agenda 2030, linking SDG16 with other relevant SDGs, including SDG5 (Pathfinders for Peaceful, Just and Inclusive Societies).

## 4. Care Economy / Unpaid Care Work / Gender Budgeting

### Findings

- The commissioning of the time use study (to UNRISD) in 2007 has been a very fortunate and pro-active action of SDC, based on a proposal of UNRISD to do such a study. The research is considered as crucial to the inclusion of target 5.4 on unpaid care work (UCW) in SDG5. Based on the 2009 UNRISD report, the topic of UCW came on the agenda in the post-2015 process, e.g. being discussed at CSW58 reviewing the MDGs as a missing issue.
- The inclusion of two developed countries (Switzerland and Japan) next to 6 developing countries over 3 continents, made UCW a global issue, generally well appreciated. This UNRISD study is a good example of the value of research, including as providing strong arguments for agendas.

- The Interdisciplinary Centre for Gender Studies (ICFG) of the University of Bern contributed to the UNRISD study by conducting the time use study in Switzerland.
- There is wide consensus that these time use studies were very insightful and also path-breaking, with good momentum and a fresh item, resulting in the inclusion of UCW in Agenda 2030, in which process SDC played a very pro-active role.
- Promoting more Gender Responsive Budgeting is also on the agenda of SDC, as illustrated by a CSW side event in 2015.

### Challenges

- Achieving actual results in target 5.4 (reducing and redistributing UCW) typically requires the active involvement of also men (for the redistribution part), necessitating changes in men's (and women's) mind-set, thus often a challenge to achieve within the (short) duration of a single project. Nevertheless, it is a very important topic, as also demonstrated by the fact that this study found that women's work burden and lack of time formed a hindering factor for their participation in project activities.
- Though there are examples of successes (MultiB in the Western Balkans implemented by UN Women and supported by SDC), the implementation of effective gender responsive budgeting measures in practice often remains a challenge. The assessment of the gender principal and gender significant projects demonstrated that less than 10% of all SDC engagements of the sample address this, with gender principal projects doing slightly better (14%).

### Follow-up

- SDC emphasised programming that address UCW, both by financing projects addressing UCW, and by supporting the development of guidance materials (such as the Guidance sheet on UCW of 2017) as well as a capitalisation report (also of 2017).
- During the CSW61 of March 2017 SDC promoted the Triple R framework in a high level side event ("*Care policies in the Agenda 2030: Advancing the Triple R framework to Recognize, Reduce and Redistribute unpaid care work*").
- The Gender Learning Day of September 2017 (in Bern) for SDC and Swiss partners included sessions on UCW.

### Linkages with other thematic areas

- The UNRISD research on UCW contributed significantly to target 5.4 in the SDGs (Agenda 2030).
- Achieving results in reducing UCW for women can be a key precondition for achieving results in other thematic areas, such as women's economic empowerment and political participation.

## 5. Gender in the Rural Economy, Food Security and Climate Change<sup>28</sup>

### Findings

- Within SDC it is considered obligatory to include gender in Food Security policy dialogues and programming. The actual policy dialogues on food security are often concentrated in Rome (with FAO and CGIAR) and Addis Ababa (e.g. with the African Union). Examples of results to which SDC contributed are the Land Policy Initiative (a tripartite initiative of AUC, AfDB and ECA) with SDC supporting attention to women's rights perspectives, and SDC influencing and amending CGIAR research programmes (CRPs), promoting more attention to agro-ecology and gender.
- A notable result, with SDC in lead position, is the inclusion of Principle 3 "Fostering Gender equality and Women's Empowerment" in the "Principles for Responsible Investments in Agriculture and Food Systems" of by the Committee on World Food Security (2014).
- SDC supported BRIDGE (a specialised gender and development research and information service of IDS, University of Sussex) on their report about Gender and Food Security: "Towards Gender-just Food and Nutrition Security", overview report of 2014.
- SDC has Gender and Land as another priority (sub) theme, as illustrated by events such as the Conference on Gender, Land and Sustainable Development (University of Bern in June 2014),

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<sup>28</sup> None of the persons interviewed in the context of this study had been involved in any form of policy dialogue or programming on gender and climate change, hence no specific information has been collected (apart from gender in the Paris Agreement, see thematic area 1).

followed by a Working Paper based on this conference (Gender & Land - Implications for Sustainable Development - A working paper for Development Practitioners, as well as SDC's Guiding Sheet on Gender and Land Governance (2016).

- Other recent Guidance Sheets on rural economy related topics are about Gender and Water (2017), Gender and Climate Change (2017) and Mainstreaming Women's Economic Empowerment (WEE) in Market System Development (2016).
- SDC is actively promoting WEE in its M4P (Making markets work for the poor) projects, as demonstrated by the above mentioned Guidance Sheet on WEE and the e-discussion held in 2012 on WEE in M4P projects ("How can the Making Markets Work for the Poor Framework work for poor women and for poor men?").
- SDC has been a core funder to Women's World Banking (WWB) from 1991 to 2011, providing more than 12 M USD. Through this core funding, SDC supported WWB in promoting women's financial inclusion by providing access for low-income women and their households to financial services, knowledge and markets. In recent years SDC has invited WWB to present at specific events focused on gender and WEE, for example, at the event on "Women's Financial Inclusion: creating growth and opportunity" on April 27 2017; the "Savings and Credit Forum" of September 28 2017 and the OECD DAC Gendernet meeting of November 2<sup>nd</sup> 2017. Without SDC's invitation, WWB would not have had access to these specific audiences.
- SDC is currently co-financing the research "Feminization, Agricultural Transition and Rural Employment (FATE) by the Centre for Development and Environment of the University of Bern. Now in its 3rd year; the conclusions of this research are meant to feedback into SDC work.
- Feminist economics: SDC supported several initiatives in this field, such as the IHEID conference of 2014 ("*Homo economicus, mulier solidaria: une économie solidaire peut-elle être féministe?*").

### Challenges

- A need for more consistent inclusion of gender in SDC's rural economy work, creating strategic moments to address gender, but reducing the chance that addressing gender issues cause resistance, especially among national staff (of government and/or partners).
- The sensitivity of addressing intra-household issues. This is illustrated by the apparent reluctance found among part of the e-discussion participants on WEE in M4P of 2012, where there was no agreement about the inclusion of a fourth element in WEE's definition, namely "Decision-making authority in different spheres including household finances".
- Gender mainstreaming in technical projects remains a challenge, sometimes meaning in practice that gender remains side-lined.

### Follow-up from policy dialogues

- SDC is promoting the inclusion of these themes in its programming. The findings from the assessments of the gender principal and gender significant portfolios show that about a quarter of the assessed projects (with adequate gender information) contributed indeed to increased access (for women) to livelihoods / income, but with only one project working on women's access to land.

### Linkages with other themes

- An example of a clear linkage is to Unpaid Care Work (UCW) because reducing this frees women's time to use on more productive activities.

## 6. Measuring and Accountability of Gender as a transversal theme

### Findings:

- There has been a regular cooperation with ICFG on gender as a (transversal) theme within SDC, usually based on a project or "mandate" basis, with ICFG providing gender in support of SDC especially related to knowledge management and learning and monitoring and reporting. Currently ICFG facilitates SDC's gender equality network. In the (recent) past ICFG contributed through elaborating Annual Progress Reports on Gender Equality (between 2009 and 2013), an evaluation on Gender in the Project Management in the Global Cooperation and Humanitarian Aid Departments of SDC (2015) and more recently work on Gender in Monitoring and Reporting (e.g. a presentation during the Gender Learning Day of 21 September 2017).

- The above mentioned Annual Progress Reports screening SDC projects on gender will be replaced by new status reports based on gender reference indicators: the Aggregated Reference Indicators (ARIs) and Thematic Reference Indicators (TRIs), based on selected observation fields defined for the three thematic lines of the strategic goal 7 (on gender equality and the rights of women and girls) of the current Dispatch. The mandatory use of the ARIs (one per thematic field) is, apart from a measuring instrument of gender as a transversal theme, also likely to be conducive to improved gender mainstreaming, as mandatory reporting on gender indicators requires the actual implementation of actions contributing to achieving these indicators.
- SDC is an active member (including co-chair) of OECD-DAC's network on gender equality (GENDERNET), bringing together all GFPs from donor agencies and/or Ministries of Foreign Affairs of DAC member states. SDC has an active role in shaping things into a strategic direction, including influencing the SDGs, CSW and Climate negotiations. SDC's GFP played an active key role in the development of the new criteria for the gender Equality Policy Markers, including by providing examples of their own experience, as well as working towards consensus within GENDERNET.
- SDC also contributed to the OECD Development Centre for development of the Social Institutions and Gender Index (SIGI). SIGI is a new composite measure of gender equality, based on the OECD's Gender, Institutions and Development Database, more focusing on the root causes behind inequalities (from 2013 to present).
- In line with the new criteria and guidelines for the DAC Gender Policy Marker, SDC updated in 2016 its own gender equality checklist. The previous checklist ("Checklist for gender equality mainstreaming and reporting") was rather a tool with combined functions, including guidelines for systematic mainstreaming of gender. The new checklist better presents the criteria for allocating the gender marker, clearly indicating that the criteria all should be met in full.

### Challenges

- SDC is actively promoting the increase of gender knowledge (e.g. through its Gender Equality Network); however, reportedly the gender competence among SDC staff -including GFPs at country offices- is often not very deep; staff changes (every four years) often means a loss of build-up knowledge.
- Limited time and human resources (with gender expertise) within SDC to achieve their gender ambitions

### Example of follow-up

- A good example of following up on Agenda 2030 (SDG5 and gender as a transversal theme for other SDGs), SDC supported UN Women and EvalGender+ (in cooperation with EvalPartners and others) for the development of guidelines for Evaluating SDGs with a "No one Left Behind Lens" completed in 2016. A training package on the use of these Guidelines was developed, which was provided to 11 countries.

## 7. Gender in the multilateral systems

### Findings

- SDC is the number one donor to UN Women, with in 2015 a core contribution of USD 16.3 million and a non-core contribution USD 10.3 million. Apart from being a main funder, SDC is represented in the Executive board of UN Women. SDC has been actively contributing to strategic directions within UN Women, for example, SDC contributed to the shift in focus from women to gender. SDC also pushed for a better cooperation between UN Women and World Bank, e.g. resulting in UN Women using World Bank's rich data base, whereas UN Women's advocacy is complementing World Bank's work on gender. Recently SDC also addressed the regional architecture of UN Women, including the balance between UN Women's field programming and higher level role, (better) alignment with other UN offices and the need for a clearer focus.
- SDC actively supported thematic cooperation within UN Women (non-core funding), such as (i) the UN Women administered Trust Fund to End Violence against Women, both providing financial support and more content related advice (e.g. on trends and challenges in the field of ending violence against women).

- (ii) support of SDC for the Political Participation Unit (PPU) of UN Women, which supports member states to address structural barriers to women's leadership and political participation.
- (iii) financial support to UN Women's section on Women's Economic Empowerment to the Women's Political and Economic Empowerment and Governance Programme.
- (iv) SDC also provided project funding to UN Women's Fund for Gender Equality (FGE), a multi-donor initiative for women-led civil society to advance gender equality.
- (v) SDC's support to UN Women (with EvalGender\*) for the development of guidelines for Evaluating SDGs with a "No one Left Behind Lens" as discussed under the previous theme.
- SDC has also been quite instrumental in the promotion of a common chapter in the strategic plans of UNFPA, UN Women and UNICEF to ensure a more efficient and effective cooperation between these 3 organisations (SDC also being a main donor for the other two organisations).
- A tool to promote gender mainstreaming in other UN organisations is the UN SWAP (UN System-Wide Policy on Gender Equality and the Empowerment of Women) a self-reporting tool on gender equality and women's empowerment with 15 indicators, to which SDC also contributes (through the coordinator function).
- SDC provides gender related support to World Bank, e.g. through the Umbrella Facility for Gender Equality (UFGE), which is a multi-donor trust fund dedicated to strengthening awareness, knowledge, and capacity for gender-informed policy-making. SDC also strategically funded the Gender Action Plan of World Bank.
- Much of the policy dialogue work under this thematic area is actually done by the Swiss Embassy in New York in coordination with SDC; SDC HQ (Global Cooperation) liaises also with other key donors to promote shared positions and divide work, but with Switzerland often in a lead position.

### Challenges

- Also within the UN system gender is challenging as many people still see it as an additional task; the political will and commitment from top management is also here a basic factor for success.

### Linkages with other thematic areas

- Through SDC's support for gender in the multilateral system, many other thematic areas of SDC's policy dialogue engagements reviewed in this study are being addressed, such as GBV and WEE.

## 8. Gender in Humanitarian Aid

### Findings

- SDC is engaged in policy dialogues on gender within Humanitarian Aid with its core partners UNHCR, UNICEF, OCHA, WFP, IWRAH and ICRC apart from receiving core funding. For example, SDC contributed to WFP's gender strategy.
- In 2013 the Call to Action on Protection from GBV in Emergencies was launched under the lead of UK, a global initiative aiming at a fundamental transformation of addressing GBV in humanitarian emergencies. The process resulted in the Call to Action Road Map, to which SDC substantially contributed. The governance structure includes three working group, with Switzerland co-chairing the donor working group (since early 2017), which is considered as a very useful forum.
- Resolution 3 on "Sexual and Gender Based Violence: Joint Action and Response" was adopted at the 32<sup>nd</sup> Red Cross / Red Crescent Conference of December 2015. SDC played a key role in this resolution achieving that one resolution addressed SGBV in conflict areas and disasters, that SRHR was included, and recognizing that men and boys can be victims.
- SDC organises events to raise more awareness on gender issues within Humanitarian Aid, such as 2013 on "How to protect and empower women in humanitarian settings" and on the International Women's Day event of March 8, 2017 "Women and Girls in the context of Disasters and Climate Change – Agents for Adaptation and Disaster Risk Reduction".
- The World Humanitarian Summit (WHS) of 2016 aimed to build a more inclusive and humanitarian system organized by UN OCHA. Switzerland had strong gender commitments with text about empowering women and girls as change agents, addressing SGBV and SRHR.

However, the outcomes and follow-up on this summit are considered “mixed”, making the WHS less effective.

- Also under this theme, SDC provides funding to academic institutions, such as CERAH, the Geneva Centre for Education and Research in Humanitarian Action, for example, to conduct training on SGBV. CERAH and SDC jointly organised a panel discussion on male survivors, still often a delicate topic which raises resistance. SDC also has a position as board member at CERAH.
- SDC is currently co-funding UCLA to implement the “All Survivors” research project, which is a pioneering fact-finding effort into SGBV against boys and men across different situations of armed conflict and displacement. The findings from this research are meant to be used in advocacy: providing evidence, bringing the subject to the table and sensitization.
- An apparent common and effective approach for Swiss HA to achieve a (gender) goal is to fund expertise, such as an expert to review the SPHERE standards from a gender and GBV perspective (i.e. Humanitarian Charter and Minimum Standards in Humanitarian Response).
- SDC also contributed to the GENCAP project, which is the IASC Gender Standby Capacity Project (Inter-Agency Standing Committee), which provides gender expertise (advisors) for strategic advice in humanitarian response.

### **Challenges**

- Though the inclusion of SRHR in resolutions or agreements is an achievement, this often requires a weakening of the wording to allow consensus, for example, in the Resolution of the 32<sup>nd</sup> IFRC, SHRH was referred to as “sexual and reproductive health care”, excluding the rights element. Also including male survivors of violence often remains a challenge.
- The often short duration of Humanitarian Aid engagements is a limiting factor for addressing more structural social and gender changes.

### **Linkages with other thematic areas**

- A strong link with thematic area 2 Gender Based Violence.

### **Follow-up on earlier policy dialogue achievements**

- An interesting and effective approach followed by SDC’s Humanitarian Aid to promote the implementation of policy dialogues results is by placing secondments, for example, someone from SDC’s roster works with WFP Myanmar focusing on gender mainstreaming implementing WFP’s gender strategy; secondment to the GBV Area of Responsibility (GBV AoR) in Geneva e.g. for developing guidance notes, secondment to UNWRA in Oman focusing on GBV; whereas another secondment is foreseen to IFRC to follow-up on the SGBV Resolution of the 32<sup>nd</sup> Conference.

## Annex 11 Questionnaire online survey to SDC staff

1. Please state your position/function within SDC
  - a. Head of Cooperation
  - b. Deputy Head of Cooperation
  - c. Gender Focal Person
  - d. Deputy Gender Focal Person
  - e. Other *fill in*
  
2. What is your sex?
  - a. Female
  - b. Male
  - c. Prefer not to answer
  
3. In which region do you work? *More than one answer possible.*
  - a. Northern Africa
  - b. West Africa
  - c. East Africa
  - d. Great Lakes Region
  - e. Southern Africa
  - f. Middle East
  - g. Central America and Caribbean
  - h. South America
  - i. South Asia
  - j. Southeast Asia
  - k. Caucasus and Central Asia
  - l. Eastern Europe
  - m. EU enlargement countries
  - n. Other *fill in*
  
4. Do you have any specific gender experience or expertise? *More than one answer possible.*
  - a. Yes by education
  - b. Yes by specific training
  - c. Yes by work experience
  - d. Yes, other *fill in*
  - e. No experience/expertise
  - f. Not applicable
  
5. Are you expected to integrate gender equality perspectives into your work? *More than one answer possible.*
  - a. Yes, because it is in my job description / Terms of Reference
  - b. Yes, because during my annual performance assessment I will be held accountable for integrating gender perspectives in my work
  - c. Yes, because it is SDC's policy
  - d. No
  - e. Other *fill in*
  
6. Does your job description / Terms of Reference indicate a proportion of time you have to devote on gender?
  - a. No (continue to question 8)
  - b. 10%
  - c. 20%
  - d. 30%
  - e. 40%
  - f. More: *please fill in the percentage*

7. In your daily work how much time of your work load is actually spent on gender specific/mainstreaming work?
- 0%
  - > 0 - ≤10%
  - > 10 - ≤ 20%
  - > 20 – ≤ 30%
  - > 30 – ≤ 40%
  - More: *please fill in the percentage*
8. Which SDC department has interventions in the country where you are based? *More than one answer possible*
- South Cooperation
  - Cooperation with Eastern Europe
  - Global Cooperation
  - Humanitarian Aid
9. Which of the below thematic areas are addressed by your country office? *More than one answer possible.*
- Rule of Law/Democratisation/Human Rights
  - Health
  - Conflict prevention and transformation
  - Water
  - Economy and Employment
  - Environment
  - Migration
  - Education
  - Humanitarian Assistance
  - Agriculture / Food Security
  - Gender Based Violence
  - Other: *fill in*
  - Do not know
10. Is gender equality and/or women's empowerment an important topic in your country strategy?
- Yes it is identified as one of the main/principal topics
  - Yes it is identified as a significant/transversal/cross-cutting topic
  - It is identified as a low priority
  - Not at all
  - Do not know
11. To what extent is/are interventions of your country office aligned to the national gender policy of the concerned country?
- The country does not have a gender policy
  - Fully aligned to national gender policy
  - Partially aligned to national gender policy
  - Do not know
12. How is adequate gender expertise within the SDC Country Office ensured? *More than one answer possible.*
- Through the Gender Thematic Responsible / Focal Person of your country office
  - Through the SDC Gender Focal Point/SDC Gendernet
  - All (or almost all) SDC staff members in our office have some capacity to integrate gender into their work, including to mainstream gender
  - Some SDC staff have the capacity to address gender
  - By hiring gender consultants
  - There is no adequate gender expertise within our Country Office
  - Other *fill in*
  - Do not know

13. Are you responsible for assigning the OECD-DAC Gender-marker to SDC financed project or other interventions?
- Yes this is part of my task
  - Not part of my task (continue with question 15)
  - I do not know (as I am not aware of this gender marker) (continue with question 15)
14. *If yes:* Do you perceive the SDC Gender Checklist (the previous checklist and/or the new one being launched) helpful to assign the Gender Policy Marker?
- The checklist is helpful, because: *Open question*
  - The checklist is not helpful, because: *Open question*
  - Do not know
15. Which proportion of the projects or other interventions that are currently part of your country's portfolio have gender equality and/or women's empowerment (GEWE) as the **principal goal (G2)**? *Please estimate.*
- None
  - <10%
  - 10 - < 25%
  - 25 - < 50%
  - 50 - < 75%
  - 75 - < 100%
  - 100%
  - Do not know
16. Which proportion of the projects or other interventions that are currently part of your country's portfolio have gender mainstreamed into their interventions (i.e. **gender as a significant goal, G1**)? *Please estimate.*
- None
  - <10%
  - 10 - < 25%
  - 25 - < 50%
  - 50 - < 75%
  - 75 - < 100%
  - 100%
  - Do not know
17. How does SDC ensure gender equality and women's empowerment is promoted in the SDC financed projects in your country? *More than one answer possible.*
- By earmarking a proportion of the available SDC funding for gender (sensitive) projects
  - By requiring that a gender analysis is conducted before the start of the project, which findings are reflected in the design of the project
  - By using the extent that gender has been integrated into the project design as a criterion for approving a project
  - By dialogues with the implementing partners at the start of a project and/or during implementation
  - By requiring that gender (sensitive) indicators (at outcome and/or objective level) are identified and included in the results-frame (logframe)
  - By requiring that indicators are sex-disaggregated whenever relevant
  - By requiring that gender expertise is included in the project team / available within the partner organisation
  - Do not know
  - Other *fill in*
18. To what extent do you require SDC partners to do a gender and/or gender-sensitive beneficiary analysis and/or gender-sensitive context analysis before the start of a project or other intervention (or in the inception phase)?
- This is not required

- b. This is desired
  - c. This is a strict requirement
  - d. Do not know
19. Does your country office have a specific budget for gender related interventions and/or for gender expertise?
- a. Yes
  - b. No (continue with question 21)
  - c. Do not know (continue with question 21)
20. *In case of yes:* On what type of interventions / expenditures is the budget for gender related interventions spend? *More than one answer possible.*
- a. For initiating projects with gender equality as the principal objective
  - b. Building in-house gender capacity
  - c. Building gender capacity of partners
  - d. Contracting gender experts for particular gender knowledge (monitoring, workshops, etc.)
  - e. Conducting gender studies (analysis, impact or other)
  - a. Implementing specific activities that contribute to women's empowerment (e.g. women's leadership training)
  - f. Developing gender tools
  - g. Facilitating a country Gender Network/platform and/or organising other gender events
  - h. Do not know
  - i. Other *fill in*
21. Do you have gender related results (objectives, outcomes and/or outputs, including related indicators) in your country strategy? *More than one answer possible.*
- a. Yes, with indicators reflecting targets for the participation of women (and/or men)
  - b. Yes, with indicators reflecting the reduction of gender inequalities and/or improvement of women's empowerment
  - c. No, we have not identified gender results / gender indicators in our gender strategy (continue with question 24)
  - d. Do not know (continue with question 24)
22. *In case of yes:* In general to what extent have these gender results been achieved?  
*Please indicate the extent to which the gender results have been achieved as follows: 1= not achieved; 2=achieved to a limited extent; 3=achieved to a fair extent; 4=largely achieved; and 5=fully achieved or do not know.*
- a. Targets for the participation of women (and/or men) 1\_\_2\_\_3\_\_4\_\_5\_\_ DNK
  - b. The reduction of gender inequalities and/or improvement of women's empowerment 1\_\_2\_\_3\_\_4\_\_5\_\_ DNK
23. Can you give one or two examples of gender results that have been achieved?  
*Open question*
24. How do you translate the gender approach (and gender objectives, outcomes and/or outputs, including related gender indicators) of your country strategy into actual projects? *More than one answer possible.*
- a. Sharing the country strategy with partners
  - b. Instructing the partners to adopt similar gender objectives, outcomes and/or outputs with respective indicators in their project/logframe
  - c. Selecting those projects for SDC funding that aim for similar gender results as in your country strategy
  - d. Do not know
  - e. Other *fill in*

25. How does your SDC Country Office report on gender results?
- In the annual report using data from the partners
  - By a special gender (impact) study (by a gender expert)
  - We do not specifically report on gender
  - Do not know
  - Other *fill in*
26. In those interventions where gender was mainstreamed, do you perceive that paying attention to gender contributed to better achievement of the intervention's main objective(s)?
- Yes definitively
  - Yes to some extent, in case of some but not all of the interventions
  - No it did not contribute
  - Do not know
  - Not applicable
27. Is your country office involved in policy dialogue with the national government or local governments to promote a better enabling environment for gender equality?
- Yes on the topic(s) *Open question*
  - No
  - Do not know
28. What do you perceive as success/hindering factors in achieving gender objectives and/or effective gender mainstreaming in SDC funded interventions?  
*Please indicate for the below mentioned factors to what extent you perceive them as a hindering or success factor as follows: 1 = hindering factor, 2 = somewhat limiting factor, 3 = neutral, 4 = somewhat contributing to success, 5 = success factor or do not know.*
- Capacity of SDC staff 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Motivation of SDC staff 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Capacity of partner's staff 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Motivation of partner's staff 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Commitment of project management 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Strict guidance/instructions from SDC 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Support from SDC's gender focal point 1\_\_2\_\_3\_\_4\_\_-5\_\_
  - Interest/knowledge of any local implementing partners 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Budget available 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Time available in case of gender mainstreaming 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Constraining country context 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Long term planning of a project intervention 1\_\_2\_\_3\_\_4\_\_-5\_\_DNK
  - Other: *please fill in and indicate which scoring you would give*
29. Do you have any recommendations to improve (the mainstreaming of) gender in SDC's programming?
- Yes, the following: *Open question*
  - No, because: *Open question*
30. Do you perceive SDC to be a successful actor in innovative interventions in the area of gender equality and women's rights? *If yes, please provide example(s) in which manner(s)/on which topic SDC has been innovative.*
- Yes, SDC is innovative on *Open question*
  - No
  - Do not know
31. Are there any comparative advantages of SDC's interventions on gender equality in comparison to other donors? *If yes, please provide example(s).*
- Yes, SDC's advantage is *Open question*

- b. No
  - c. Do not know
32. Are you familiar with SDC's gender toolkit of 2003?
- a. Yes
  - b. No (continue to question 34)
33. *If yes:* Do you perceive the SDC gender toolkit as a useful tool to put gender into practice? And why or why not?
- a. Useful, because: *Open question*
  - b. Not useful, because: *Open question*
34. Do you make use of the thematic SDC Gender Equality Network? *More than one answer possible.*
- a. Yes, by checking the website (shareweb)
  - b. Yes, through obtaining advice or information from the Gender Network Focal Point
  - c. Yes, through obtaining advice or information from peers within the Gender Network
  - d. Yes, through participating in events/activities organised by the Network
  - e. Yes, by sharing of information onto the website
  - f. Not at all
  - g. Not applicable
  - h. Other *fill in*
35. Does your Country Office facilitate a country-level SDC Gender Network (or Gender Platform)?
- a. Yes
  - b. No (end of survey)
  - c. Do not know (end of survey)
36. What are the main activities of the country Gender Network you are involved in?
- a. Disseminate SDC's gender strategy/policy/guidelines/tools etc.
  - b. Assist network members in mainstreaming gender issues into their projects
  - c. Capacity development of members on gender issues/gender learning events
  - d. Sharing of best practices, lessons learned etc.
  - e. Do not know
  - f. Other *fill in*

*Followed by thank you message as the end of the survey has been reached*

## Annex 12 Questionnaire online survey to SDC partners

1. For which organisation do you work? (*fill in*)
2. Please state your position/function within your organisation or the project (*fill in*)
3. What is your sex?
  - a. Female
  - b. Male
  - c. Prefer not to answer
4. Number of years working experience in implementing SDC financed interventions.
  - a.  $\leq 2$  yr
  - b.  $>2 - \leq 5$  yr
  - c.  $>5 - \leq 10$  yr
  - d.  $>10$  yrs
5. Do you have any specific gender experience or expertise? *More than one answer possible.*
  - a. Yes by education
  - b. Yes by specific training
  - c. Yes by work experience
  - d. Yes, other: fill in
  - e. No experience/expertise
  - f. Not applicable
6. Does your organisation have a gender policy or strategy in place?
  - a. Yes
  - b. No
  - c. Do not know
7. I work on gender because: *More than one answer possible.*
  - a. It is an important priority area for my organisation
  - b. It is an important priority area for SDC
  - c. It is in the project design
  - d. Of my own interest
  - e. It increases the chance to achieve sustainable results
  - f. Not applicable (e.g. because I do not work on gender)
  - g. Other reason: please fill in
8. Is there a SDC Gender Network (or something similar organised by SDC like a Gender Platform) in your country?
  - a. Yes
  - b. No (*continue with question 11*)
  - c. Do not know (*continue with question 11*)
9. If so, do you participate in the SDC Gender Network in your country?
  - a. Regularly (more than half of the network meetings)
  - b. Occasionally (less than half of the network meetings)
  - c. Never
  - d. Other: please fill in
10. Do you consider the SDC Gender Network in your country a useful network, and why or why not?
  - a. Useful, because: *Open question*
  - b. Not useful, because: *Open question*
  - c. Do not know

11. Does the SDC's Country Office you work with and/or SDC HQ promote that organisations like yours integrate gender into interventions that are financed by SDC? *Score this answer on a range from 'not at all' to 'extremely well' or choose 'do not know' when you are not able to comment on this question.*
  - a. Scoring range for **country office**, including do not know
  - b. Scoring range for **headquarter**, including do not know
12. Following the scoring of question 11. Could you please explain how gender is promoted or if this is not (sufficiently) the case if it should be promoted and which opportunities you see.  
*Open question*

*The following questions 13 - 28 apply to a specific SDC project (or programme, mandate) you are (were) involved in.*

13. Please indicate which type of project/programme/mandate you have selected as a basis for answering the following project specific questions:
  - a. A current SDC project with at least 3 years of implementation;
  - b. A previous SDC project with at least 3 years of implementation.
  - c. A current SDC project with less than 3 years of implementation, in case there is no previous SDC project you have been involved in.
  - d. I have not been involved in one of the above options *Continue with question 29*
14. Since how many years is this project, which you have selected to base your answers upon, under implementation?
  - a. 1 year or less
  - b. About 2 years
  - c. About 3 years
  - d. 4-5 years
  - e. 6 years or more
15. In which country/countries is the current (or last) SDC project in which you are (or were) involved implemented? *(fill in)*
16. On which area/sector do/did you work in relation to the current (or last) SDC project in which you are (or were) involved. *More than one answer possible.*
  - a. Rule of Law/Democratisation/Human Rights
  - b. Health
  - c. Conflict prevention and transformation
  - d. Water
  - e. Economy and Employment
  - f. Environment
  - g. Migration
  - h. Education
  - i. Humanitarian Assistance
  - j. Agriculture / Food Security
  - k. Other: please fill in
  - l. Not applicable
17. To which SDC department is your current (or last) project related. *More than one answer possible.*
  - a. South Cooperation
  - b. Cooperation with Eastern Europe
  - c. Global Cooperation
  - d. Humanitarian Aid
  - e. Do not know

18. Is gender integrated in the current (or last) SDC project in which you are (or were) involved?
- Gender equality and/or women's empowerment as the main objective
  - Gender is well mainstreamed, aiming to contribute to reducing gender inequalities and/or increasing women's empowerment
  - Gender is a somewhat mainstreamed, but mainly by having targets for women's participation
  - Gender is not targeted
  - Do not know
19. To what extent is the current (or last) SDC project in which you are (or were) involved aligned to the national gender policy of the concerned country?
- The country does not have a gender policy
  - Fully aligned to national gender policy
  - Partially aligned to national gender policy
  - Do not know
20. In case gender equality and/or women's empowerment is not the principal goal of the current (or last) SDC project in which you are (or were) involved, to what extent do you mainstream gender in SDC financed project?  
*Please answer for each of the following phases how you score gender mainstreaming: 1= gender is not mainstreamed at all ; 2= gender is mainstreamed to limited extent; 3= gender is mainstreamed to large extent; 4 = gender is fully mainstreamed; or do not know.*
- Analysis            1\_\_2\_\_3\_\_4\_\_ DNK
  - Design                1\_\_2\_\_3\_\_4\_\_ DNK
  - Management /implementation 1\_\_2\_\_3\_\_4\_\_ DNK
  - Monitoring            1\_\_2\_\_3\_\_4 DNK
21. Did you analyse gender issues before the start of the current (or last) SDC project in which you are (or were) involved?
- No
  - Yes an in-depth gender analysis is conducted
  - Yes a gender aware context analysis is conducted
  - Yes a gender aware baseline study is conducted
  - Lessons learned from previous phases are taken into account
  - There is sufficient gender knowledge due to our work/country experience, therefore no extra analysis is being done
  - Other: *please fill in*
  - Not applicable
22. Who are the main beneficiaries of the current (or last) SDC project in which you are (or were) involved? *More than one answer possible.*
- Women
  - (Adolescent) girls
  - Children (girls and boys)
  - Youth (female and male)
  - Men (and boys)
  - Vulnerable / marginalized people
  - CSOs, CBOs, NGOs
  - National or local government, policy makers, etc.
  - Other: *please fill in*
  - Do not know
23. What kind of gender activities are implemented in the current (or last) SDC financed project you are (were) involved in? *More than one answer possible.*
- Ensuring the participation of men and women in regular project activities
  - Capacity building on gender
  - Increasing gender awareness

- d. Meeting the practical gender needs of men and women (based on their current roles and needs)
  - e. Promote changes in gender relationships and gender norms to achieve more gender equality
  - f. Other: please fill in
  - g. Not applicable (as no gender activities)
  - h. Do not know
24. In case one of the below mentioned result areas is (has been) addressed by the current (or last) SDC project in which you are (or were) involved please give a scoring on how effective the project is (has been).  
*In case this result areas is not part of your intervention please select "not addressed" otherwise please score the effectiveness as follows: 1= not successful; 2= the result area is achieved to a limited extent; 3 = the result area is achieved to large extent; 4 = successful; 5 = the intervention overachieved expected result; or select do not know.*
- a. The project has structurally / sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services (like education, training, health, social/legal services).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - b. The project has contributed to equal access to income, property, and/or assets of men and women.  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - c. The project has contributed to increased (physical) mobility, especially for women.  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - d. The project has contributed to equal participation of women and men in decision-making processes at micro level (family/household, community / CBOs, private company).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - e. The project has contributed to equal participation of women and men in decision-making processes at meso level (participation processes of civil society, local elections, institutions for service delivery, etc).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - f. The project has contributed to equal participation of women and men in decision-making processes at macro level (political parties, parliamentary election, national government, judicial system, etc.).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - g. The project has contributed to gender mainstreaming and/or gender responsive budgeting in public administration (e.g. processes led by central state actors, capacity building, and formalized processes at state level, global governance).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - h. The project has contributed to visualize women's and men's time use and time burdens of both paid and unpaid labour, and contributed to equalizing the distribution of work load, work volume and/or equally valuing and benefiting the work of both women and men.  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - i. The project has contributed to 'Living lives free of violence (e.g. domestic violence, trafficking, forced labour, combating harmful practices, state violence through penal system, security systems).  
Not addressed\_\_1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
  - j. Any other impact/transformation effect not mentioned in the points above: *please fill in*  
1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
25. How would you rate the effectiveness on gender equality of the current (or last) SDC financed project you are (were) involved in?
- a. Very good
  - b. Good
  - c. Adequate / acceptable
  - d. Poor
  - e. Very poor

- f. Existing gender inequalities likely to be reinforced or worsened *Open question for explanation*

26. How essential were the following activities in contributing to achieve your gender results? *In case this activity is not part of your intervention please select "not part of the project" otherwise please score how important this activity was in achieving the gender results as follows: 1= not contributing; 2= contributing to a limited extent; 3 = contributing to a fair extent; 4 = important; 5 = essential, without this activity the results could not have been reached; or select do not know.*

a. Gender focal point / gender task force  
Not part of the project   1     2     3     4   -   5   DNK (*applicable for all below mentioned questions to be integrated in SurveyMonkey*)

- b. Affirmative action / temporary specific measures / quota systems
- c. Gender training / gender capacity building
- d. Women's empowerment / leadership training
- e. Awareness raising campaign(s)
- f. Gender related advocacy
- g. Policy dialogue on gender and/or including gender aspects – at local level
- h. Policy dialogue on gender and/or including gender aspects – at national level
- i. Policy dialogue on gender and/or including gender aspects – at international level
- j. Activities designed to (only/mainly) address specific women's needs (or needs of men, where appropriate)
- k. Activities designed to enhance gender equality and women's empowerment
- l. Activities designed to target men/boys (e.g. for attitudinal change)
- m. Development of gender (mainstreaming) policies, strategies and/or gender action plans for (partner) organisations (including on equal opportunities)
- n. Gender responsive budgeting
- o. Research on gender issues (or research that includes gender issues)
- p. Other

27. Does the current (or last) SDC project in which you are (or were) involved have a specific budget for gender related activities and/or gender expertise?

- a. Yes
- b. No (*continue with question 29*)
- c. Do not know (*continue with question 29*)
- d. Not applicable, as either the main objective of the project was gender equality or gender was not integrated at all (*continue with question 29*)

28. On what type of activities/expenditures is the budget for gender related activities spent? *More than one answer possible*

- b. Building gender capacity with partners
- c. Contracting gender experts for particular gender knowledge (monitoring, workshops, etc.)
- d. Conducting gender studies (analysis, impact or other)
- e. Implementing specific activities that contribute to women's empowerment (e.g. women's leadership training)
- f. Developing gender tools
- g. Other: *please fill in*

*The remaining 7 questions address SDC interventions in general.*

29. What do you perceive as success/hindering factors in achieving interventions' gender objectives and/or for effective gender mainstreaming?

*Please indicate for the below mentioned factors to what extent you perceive them as a hindering or success factor as follows: 1 = hindering factor, 2 = somewhat limiting factor, 3 = neutral, 4 = somewhat contributing to success, 5 = success factor or do not know.*

- a. Capacity of staff        1     2     3     4   -   5   DNK

- b. Motivation of staff 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- c. Commitment of project management 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- d. Strict guidance/instructions from SDC 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- e. Support from SDC's gender focal point 1\_\_2\_\_3\_\_4\_\_-5\_\_
- f. Support from gender expert/gender focal point from my own organisation  
1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- g. Interest/knowledge of any local implementing partners 1\_\_2\_\_3\_\_4\_\_-5\_\_  
DNK
- h. Budget available 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- i. Time available in case of gender mainstreaming 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- j. Constraining country context 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- k. Long term planning of a project intervention 1\_\_2\_\_3\_\_4\_\_-5\_\_ DNK
- l. Other: *please fill in and indicate which scoring you would give*

30. In those interventions where gender was mainstreamed, do you perceive that paying attention to gender contributed to better achievement of the project's main objective?
- a. Yes definitively
  - b. Yes to some extent, in case of some but not all of the interventions
  - c. No it did not contribute (*continue with question 32*)
  - d. Do not know (*continue with question 32*)
  - e. Not applicable (*continue with question 32*)
31. For interventions in which gender has been mainstreamed (30 a & b): Can you give an example of how gender mainstreaming contributed to better achieving the main objective of the intervention? *Open question*
32. Do you have any recommendations for SDC to improve (the mainstreaming of) gender in its programming?
- a. Yes, the following: *Open question*
  - b. No, because: *Open question*
33. Do you perceive SDC to be a successful actor in innovative interventions in the area of gender equality and women's empowerment? *If yes, please provide example(s) in which manner(s)/on which topic SDC has been innovative.*
- n. Yes, SDC is innovative on *Open question*
  - o. No
  - p. Do not know
34. Have you also implemented interventions financed by other donors than SDC?
- q. Yes (*continue with question 34*)
  - r. No (*followed by thank you message as the end of the survey has been reached*)
35. Are there any comparative advantages of SDC's interventions on gender equality in comparison to other donors? *If yes, please provide example(s).*
- s. Yes, SDC's advantage is *Open question*
  - t. No
  - u. Do not know

*Followed by thank you message as the end of the survey has been reached*

## Annex 13 Findings on the online survey to SDC staff

This Annex presents the detailed findings from the analysis of the online survey among SDC's Country Office (COOF) staff, especially (deputy) Heads of Cooperation and Gender Focal Persons. The online survey serves to complement the assessment of the 29 selected gender principal projects and the 50 gender significant projects. This survey specifically aimed to get insight in the Country Offices gender programming, the perception of the country staff on SDC's engagement in the field of gender, and the extent to which gender perspectives are integrated and gender results achieved. The findings from this online survey also provide complementary answers to (part of) the key questions of the RE on Gender Equality as specified in the Approach Paper.

This report consists of the following sections: The first section describes the approach of the online survey. Section 2 presents some main characteristics of the respondents and their respective country offices. The third section presents how gender equality and/or women's empowerment is addressed by the country offices. In section 4 the findings of the achievements on gender are presented. Section 5 presents the findings on the gender tools, and in section 6 the recommendations of staff to improve (the mainstreaming of) gender in SDC's programming are presented.

### 1. Approach of the online survey to SDC staff

The survey was developed complementary to the assessment grid for gender principal and gender significant engagements, with a special focus on the research questions of the Approach Paper. The questions are a mix of multiple choice, opinion and open questions. Limiting the latter, in order to ensure that staff could complete the survey in a limited timeframe. The survey was shared with SDC and following their feedback it was finalised, see Annex 11 with the survey questions for SDC staff.

SDC provided a list with relevant staff members to be invited for this survey. The survey was prepared in Survey Monkey software and an invitation to complete the online survey using this platform was sent to 105 (deputy) Heads of Cooperation (HoCs) and Gender Focal Persons (GFPs), representing 49 SDC Country Offices worldwide. The invitation was sent on 27<sup>th</sup> of October and the deadline to complete the survey was November the 14<sup>th</sup> (actually closed on 15 November).

A total of 49 responses were received. Out of these 49 responses, 40 respondents fully completed the survey. The analysis of the findings is based only on these 40 completed responses. If we assume that one person per COOF responded than over three-quarter of the COOFs are covered by the online survey.

The aggregated data, including relevant cross-tabulations, were generated from Survey Monkey and analysed. The findings are presented in this report. All answers are based on the perceptions of the respondents, and not necessarily reflect how projects are registered by SDC (e.g. in SAP). Because not all questions applied to all respondents, in the following analyses the number of respondents ("n") is not always 40, but sometimes less, i.e. in line with the number of respondents that actually answered the concerned question.

### 2. Characteristics of respondents

The survey was sent to HoCs and GFPs, who were invited to share the survey with other staff members as well. Out of the 40 respondents that completed the survey 11 hold the position of (deputy) HoC, 24 are GFPs and 5 hold another position (Programme Development Manager - Rural Development, National Programme Officer, Finance and Controlling Officer, Gender and Social Inclusion Advisor). One of the persons who replied "other" is actually a GFP, but has selected other as the position of GFP at the respective COOF is shared among 2 staff members. 57.5% of the respondents are female and 42.5% are male. The below table 13.1 shows the sex of the respondents per position.

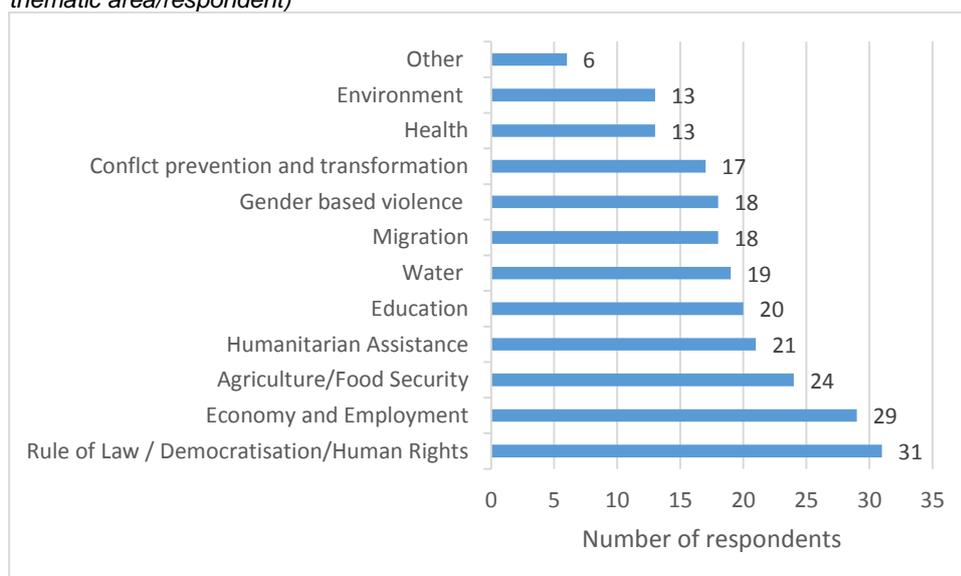
Table 13.1 Position and sex of respondents

	Female	Male	Number of respondents
Head of Cooperation	4	4	8
Deputy Head of Cooperation	1	2	3
Gender Focal Person	14	10	24
Other position	4	1	5
<b>Total</b>	<b>23</b>	<b>17</b>	<b>40</b>

The respondents work in the following regions: West Africa (7), East Africa (1), Great Lakes Region (2), Middle East (2), Central America and Caribbean (4), South America (2), South Asia (5), Southeast Asia (6), East Asia (2), Caucasus and Central Asia (3), and Eastern Europe (8).

Figure 13.1 shows the thematic areas addressed by the country offices of the 40 respondents. Each country office addresses almost 6 different thematic areas on average, varying from working on one area only (water) to nine thematic areas. The thematic areas addressed by more than half of the country offices of the respondents are: Rule of Law/Democratisation/Human Rights (31), Economy and Employment (29), Agriculture/Food Security (24), Humanitarian Assistance (21), and Education (20). The thematic areas Environment and Health are addressed less often by the country offices of the respondents.

Figure 13.1 Thematic areas addressed by the country offices where respondents work (n=40, average 5.7 thematic area/respondent)



Six respondents selected the option “other” to provide more details on the thematic area(s) addressed. Four respondents answered (local) governance/state building as an area they work on, whilst another respondent answered to work on “peace”. Another respondent added specific information “*More detailed about the SDC/HSD/SECO portfolio: decentralisation, peacebuilding; sustainable energy management and urban development; organic market development and organic certification; vocational education*”.

All 40 respondents have specific gender experience and/or expertise, except one GFP. On average 1.7 answer per respondent is given, meaning that SDC staff gained experience on gender in different ways. This is mostly the case for the GFPs who gained gender experience and/or expertise through work (22 of the 24 GFP), by specific training (16) and education (6). All (deputy) HoCs gained this experience through work (11), two HoCs also followed specific training on gender and one HoC also obtained gender experience by education.

97.5% of the respondents answered that they are expected to integrate gender equality perspectives into their work. Only the Finance and Controlling Officer replied that this is not part of her job description.

Respondents on average provided 2.3 answer per respondent, hence they integrate gender equality perspectives into their work for several reasons. Almost all respondents replied that this is done because it is SDC’s policy (37), 31 replied that it is part of their job description/ToR, and 20 respondents answered that during their annual performance assessment they will be held accountable for integrating gender perspectives into their work. Figure 13.2 shows the replies of only the HoCs and GFPs. As can be expected given their position, GFPs integrate a gender perspective into their work as it is part of their ToR/job description (95.8%) and almost two-thirds will be held accountable for this during their annual performance assessment (62.5%) compared to almost one-third of the HoCs. Three respondents referred to interest and/or conviction at the option “other”. They answered to be working on gender as: “I have expertise on gender and social inclusion field; I am passionate about these development agenda in developing countries”, “Because I am personally convinced of the need to attain gender equality”, and “Because I consider it to be of utmost importance”.

Figure 13.2 Reasons for integrating a gender equality perspective into their work (HoCs n=11 and GFPs n=24)

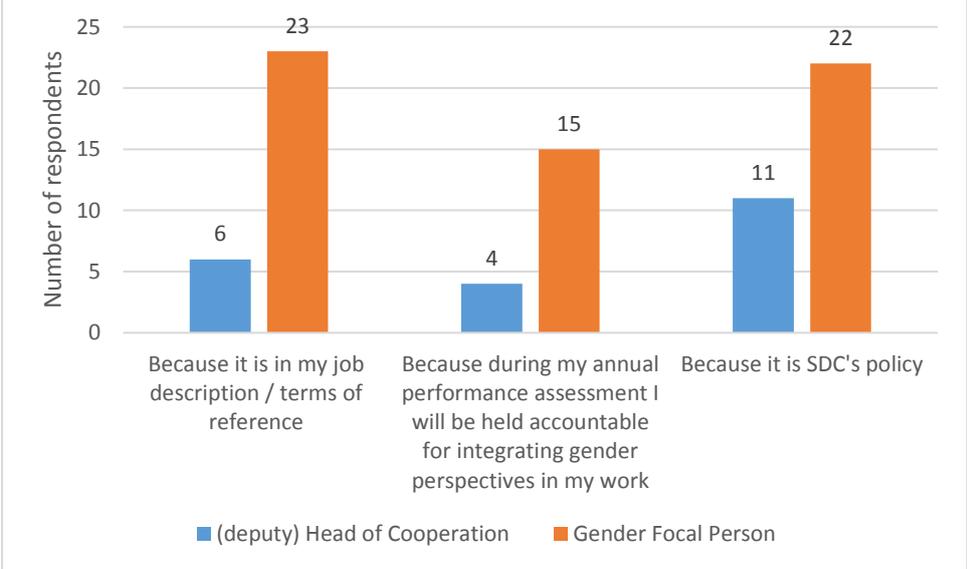


Table 13.2 shows the proportion of time to devote on gender as per the HoCs/GFPs job description. Only two of the HoCs indicated to have a specific percentage included in their job description to devote to gender, despite that 6 HoCs answered that it is part of their job description. 80% of the GFPs has such a condition in their job description, with most GFPs having 10% (7) or 20% (9) of their time available to work on gender. Five GFPs have no clear indication of which proportion of their work should be spent on gender related issues.

Table 13.2 Proportion of time to devote on gender related issues as per job description/ToR (n=35)

	No time	5%	10%	20%	30%	50%
<b>Gender Focal Persons (24)</b>	5	1	7	9	1	1
<b>(deputy) Heads of Cooperation (11)</b>	9	1	1	0	0	0
<b>Total (35)</b>	14	2	8	9	1	1

Table 13.3 shows the proportion of time actually spent on gender specific and/or gender mainstreaming work. The actual time spent on gender related work for most respondents is in line with the % of time for gender related work as stated in their ToR. Some respondents spent more time, but never more than an additional 10% compared to the percentage as stated in their ToR. Of those respondents that have a certain percentage of time to devote on gender (21), one respondent - a GFP that according to his/her ToR should devote 20% - indicated that in practice no time at all is spent on gender related work.

Table 13.3 Proportion of time actually spent on gender specific/mainstreaming work (n=21)

	0%	>0 - ≤10%	>10 - ≤20%	>20 - ≤30%	50%
<b>Gender Focal Persons (19)</b>	1	3	10	4	1
<b>(deputy) Heads of Cooperation (2)</b>	0	2	0	0	0
<b>Total (21)</b>	1	5	10	4	1

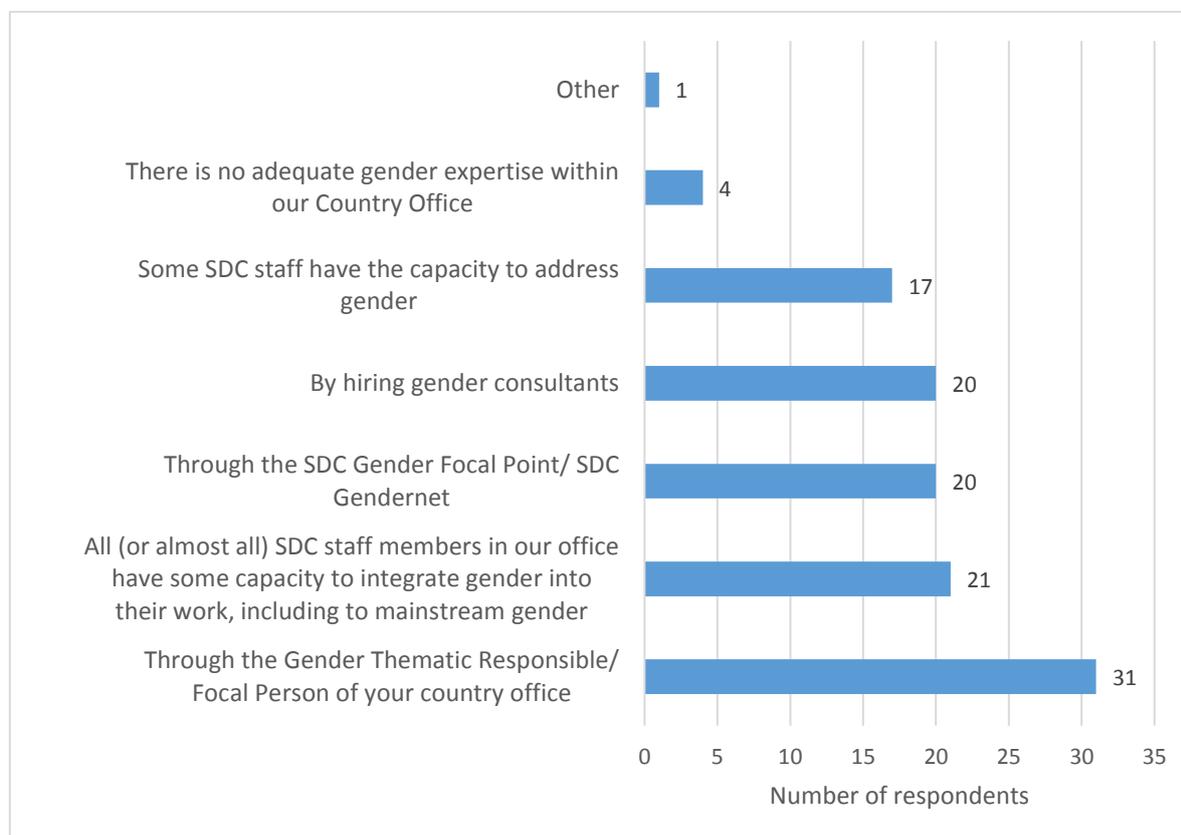
### 3. Gender at the respondents' Country Offices

95% of the respondents (38) indicated that gender equality and/or women's empowerment is a significant/transversal/cross-cutting topic of their country strategy. For one respondent it is considered a low priority (Southeast Asia) whereas for the other it is identified as one of the main/principal topics (Great Lakes Region).

50% of the respondents replied that the interventions of their country office are fully aligned to the national gender policy of the concerned country, 35% answered that it is partially aligned. One respondent answered that the country worked in does not have a gender policy. 5 respondents (13.5%), out of which 2 GFPs and 3 respondents with another position, do not know if its interventions are aligned to the national gender policy of the country they work.

Four respondents replied that there is no adequate gender expertise within their COOF, but overall having adequate gender expertise within the country office is ensured through several ways as shown in figure 13.3. One person, a GFP who indicated not to have specific gender experience or expertise, selected the options "through the Gender Thematic Responsible / Focal Person of the country office" and "all (or almost all) SDC staff members in the office have some capacity [..]", whilst adding the remark under "other" that "Focal person has limited expertise and this must be strengthened (training etc)".

Figure 13.3 Ways that adequate gender expertise within the Country Office is ensured (n=40, average 2.85 answer/respondent)



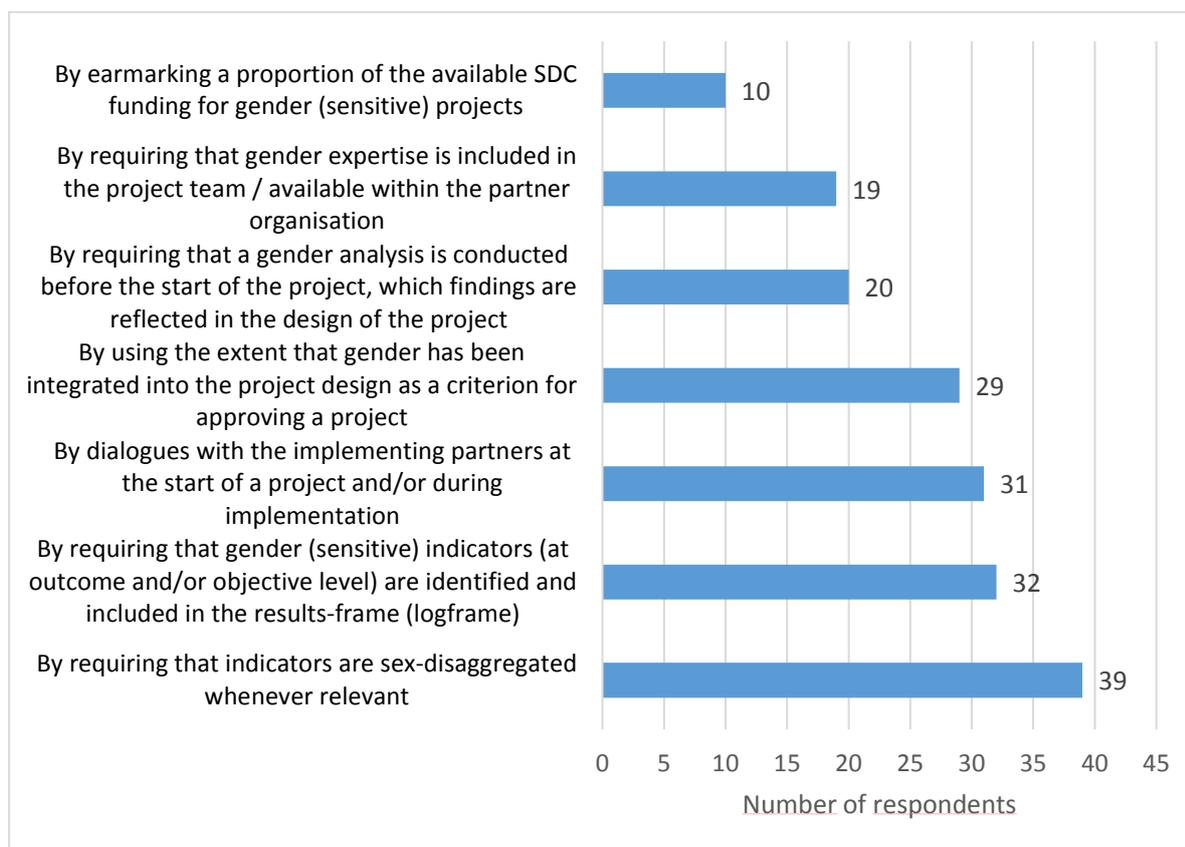
The respondents were asked to give an estimation of the proportion of projects/other interventions that are currently part of the country's portfolio that have gender equality and/or women's empowerment (GEWE) as the principal goal (G2) and the proportion which has gender mainstreamed into their interventions i.e. gender as a significant goal (G1). Table 13.4 shows that in about one-third of the COOFs there are no G2 projects and in over a quarter the percentage of G2 projects is less than 10%. On the other hand 10% of the respondents answered that the proportion of G2 projects is 50-75%, and 5% of the respondents answered that 100% of their projects have gender as a principal goal. For the projects that have gender mainstreamed (G1) almost half of the COOFs answered that 50-100% of their projects have gender as a significant goal, and for almost one-third less than 25% of the projects can be considered as G1.

Table 13.4 Estimation of proportion of a country's project portfolio with GEWE as principal or significant goal (n=40)

	Estimation of proportion of the projects that have gender equality and/or women's empowerment as the <b>principal goal (G2)</b>		Estimation of the proportion of the projects that have gender mainstreamed into their interventions i.e. <b>gender as a significant goal (G1)</b>	
	Number	Percentage	Number	Percentage
<b>None</b>	13	32.5	0	0
<b>&lt; 10%</b>	11	27.5	6	15
<b>10 - &lt; 25%</b>	7	17.5	6	15
<b>25 - &lt; 50 %</b>	2	5	8	20
<b>50 -&lt; 75 %</b>	4	10	7	17.5
<b>75 - &lt; 100%</b>	0	0	9	22.5
<b>100%</b>	2	5	2	5
<b>Do not know</b>	1	2.5	2	5
<b>Total</b>	40	100	40	100

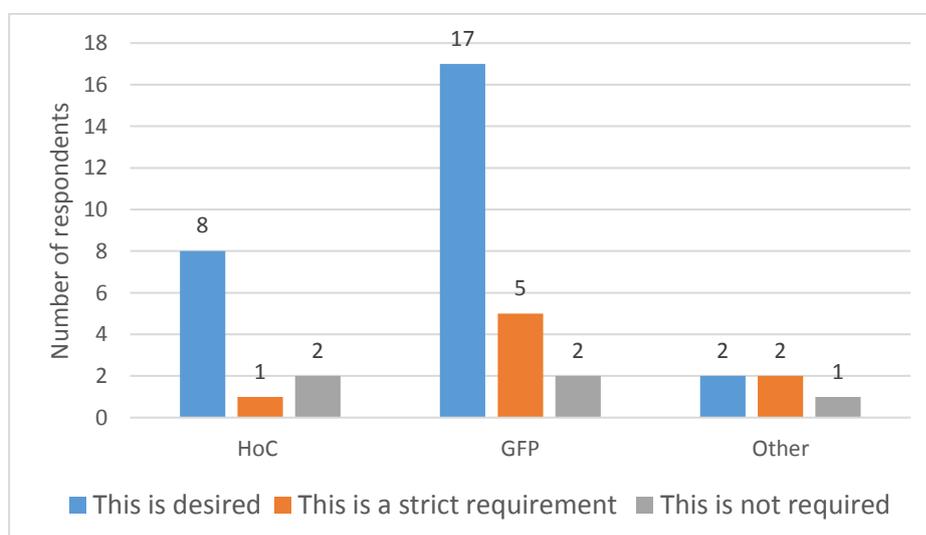
Figure 13.4 shows which interventions and/or approaches are taken to ensure that gender equality and women's empowerment is promoted in the SDC financed projects in the respective country. Respondents on average selected 4.5 answer, with the option "by requiring that indicators are sex-disaggregated whenever relevant" mentioned the most often (39) and the option "by earmarking a proportion of the available SDC funding for gender (sensitive) projects" the fewest (10).

Figure 13.4 Approaches/interventions to ensure GEWE is promoted in the SDC financed projects in the respective country (n=40, average 4.5 answer/ respondent)



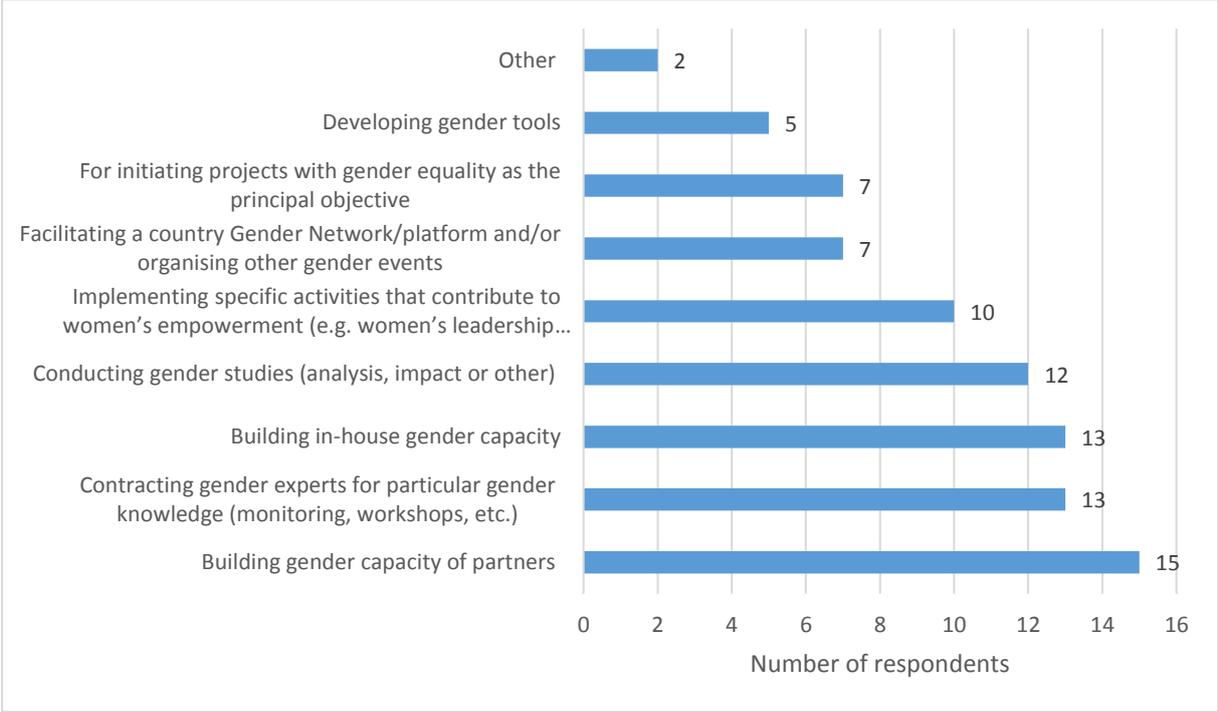
The above figure also demonstrates that 20 of the 40 respondents (50%) answered that a gender analysis is required before the start of the project. This is also supported by the next figure 13.5 that shows that SDC partners are desired to conduct some type of gender analysis, though it is not considered as a strict requirement. Five respondents answered that (any type of) a gender analysis is not required at all. There is no significant difference between GFPs (71%) and (deputy) HoCs (73%) indicating that such analysis is desired. More GFPs (21%) consider gender analysis as a strict requirement than HoCs (9%).

Figure 13.5 Extent that a gender and/or gender-sensitive beneficiary analysis and/or gender-sensitive context analysis is conducted before the start of a project or other intervention (n=40)



The survey also asked about available budget for gender related interventions and/or for gender expertise. 42.5% of the respondents (17) answered that their COOF has such a specific budget. Figure 13.6 shows which type of interventions/expenditures the budget for gender related interventions is spend on for those COOFs which have a gender budget. Building the gender capacity of partners is budgeted for by almost all (15), followed by building in-house gender capacity and contracting gender experts for particular gender knowledge (both 13). The budget is often also used for conducting gender studies (12).

Figure 13.6 Type of interventions/expenditures the budget for gender related interventions is spend on (n=17, 4.9 answer/respondent)

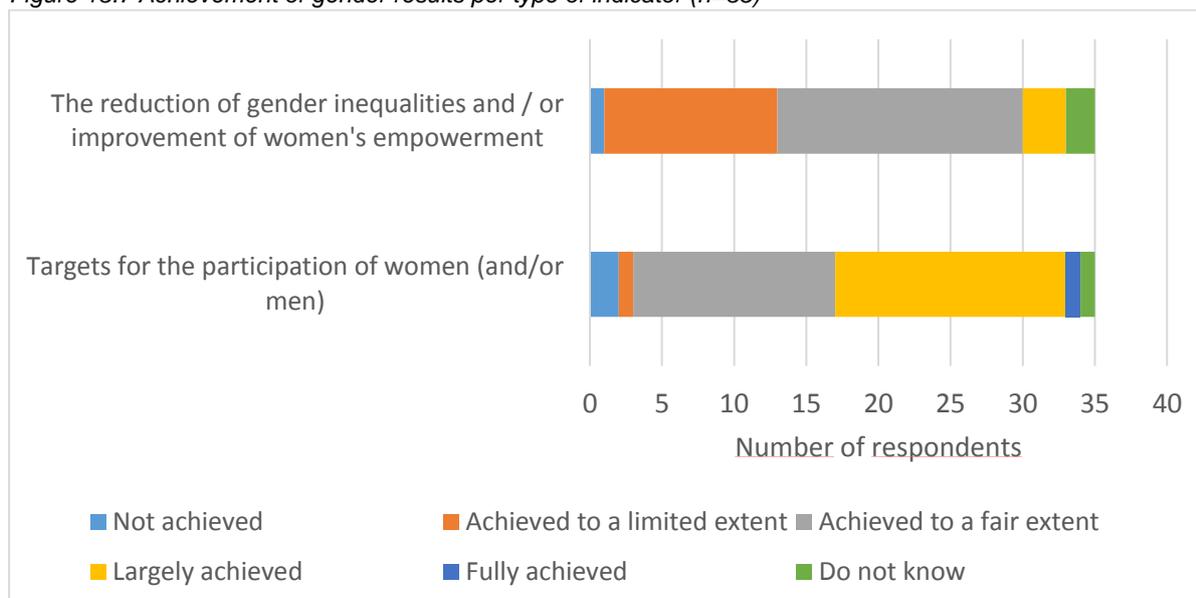


**4. Achievements on gender equality and/or women's empowerment**

85% of the respondents answered that their country strategy includes gender related results (objectives, outcomes and/or outputs, including related indicators), with 32 respondents answering that their country's strategy includes results with indicators reflecting targets for the participation of women (and/or men), while nearly two-thirds (20) of the country strategies have more gender transformative ambitions as they include indicators reflecting the reduction of gender inequalities and/or improvement of women's empowerment.

The respondents were asked to indicate the extent to which gender results have been achieved, ranging from not achieved to fully achieved. Figure 13.7 shows that targets for the participation of women (and/or men) are better achieved than targets for reducing gender inequalities and/or improvement of women's empowerment. Specific examples the respondents provided on achieved gender results are presented in box 13.1 below.

Figure 13.7 Achievement of gender results per type of indicator (n=35)



**Box 13.1 Examples of (structural) gender results achieved according to respondents of the online SDC staff survey**

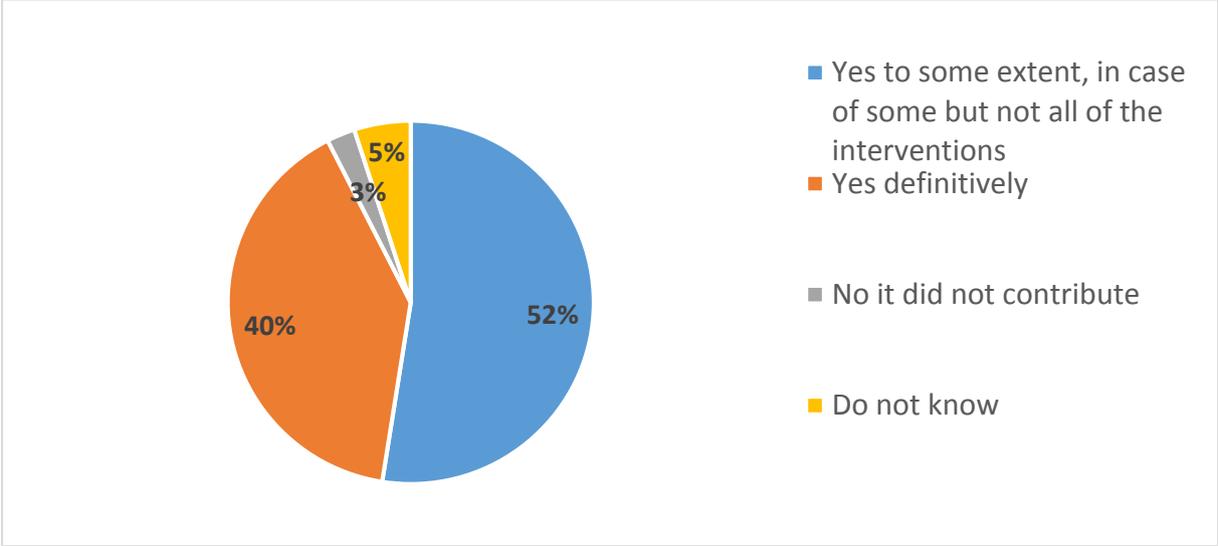
- Increased capacity of women to engage in peace process
- Women's participation in political processes increased
- The capacity of 245 women in business management enhanced
- Women and men raised their income after hospitality training: women from CHF173 to CHF662 per year; men from CHF320 to CHF883 per year
- Improved access to justice for women prisoners
- Rangeland agreements now required to be signed by husband and wife (instead of head of (male) household only)
- Increased representation of women in local water consumers associations
- Introduction of 40% quota of women in electoral lists of parties
- Representation of both men and women in community based institutions, such as agricultural groups, forest groups, irrigation committees and road users' committees
- More women and people from discriminated groups assumed leadership positions in User Committees
- Increased reporting of GBV cases
- Access to land
- Men have changed their attitudes
- Elements of gender budgeting applied at the municipal level; women actively participate in local decision-making processes.

Translating the gender approach (and gender objectives, outcomes and/or outputs, including related gender indicators) of the country strategy into actual projects is done in different ways (average 1.7 answer per respondent). Mostly by sharing the country strategy with partners (25) and/or by instructing the partners to adopt similar gender objectives, outcomes and/or outputs with respective indicators in their project/logframe (24). Selecting those projects for SDC funding that aim for similar gender results as in the country strategy is mentioned by 11 respondents.

The majority of the respondents (36) answered that (an annex of) the Annual Report of their COOF includes gender results based on data from the partners. A number of respondents elaborated on this answer in the option "other" and replied that besides the Annual Report they also include gender results in other documents such as the End of Phase/Project reports. One respondent answered that they have developed a gender corner where they share gender stories and news. Four respondents answered that they report on gender results based on a special gender (impact) study conducted (for instance by a gender expert).

The respondents were asked if in those interventions where gender was mainstreamed, they perceive that paying attention to gender contributed to better achievement of the intervention’s main objective(s). Figure 13.8 shows that in total 92% of the respondents answered that mainstreaming gender contributed to better achievement of the project’s main objective of whom 52% replied that it contributed to some extent but not for all the interventions, and 40% replied that it definitively contributed. One (deputy) HoC replied that it did not contribute, and two staff members with another position did not know if it contributed.

Figure 13.8 Extent to which gender mainstreaming contributed to better achieving the intervention’s main objective(s) (n=40)



72.5% of the respondents indicated that their COOF is involved in policy dialogue with the national government or local governments in their respective country to promote a better enabling environment for gender equality. 21 different topics were mentioned in total as being addressed in policy dialogues by COOFs. The most often mentioned topics were: women’s economic empowerment (6); promoting gender equality to be included in country’s policy, legislation, development programming etc. (5); (access to) education/VET (4); health including reproductive rights (4); Gender Based Violence (4); and women’s representation in decision-making (4).

The respondents were asked to rate a number of factors to the extent the respondent considered this factor as a success or hindering factor in achieving gender objectives and/or effective gender mainstreaming in SDC funded interventions. The factors could be scored as: hindering factor, somewhat limiting factor, neutral, somewhat contributing to success, and success factor.

Table 13.5 Rating of success and hindering factors (n=40 for each answer)

	Hindering factor	Somewhat limiting factor	Neutral	Somewhat contributing to success	Success factor	Do not know
Capacity of SDC staff	2	3	4	15	14	2
Motivation of SDC staff	3	1	3	23	8	2
Capacity of partner's staff	3	4	4	13	14	2
Motivation of partner's staff	2	3	3	16	14	2
Commitment of project management	1	3	0	17	16	3
Strict guidance/instructions from SDC	0	0	8	19	11	2
Support from SDC's gender focal point	0	0	7	22	8	3
Interest/knowledge of any local implementing partners	0	2	5	19	12	2
Budget available	2	3	7	12	14	2
Time available in case of gender mainstreaming	1	9	5	12	11	2
Constraining country context	10	9	8	5	4	4
Long term planning of a project intervention	0	0	14	10	13	3

According to the respondents almost all factors are considered “somewhat contributing to success”, with the factors “capacity of partner’s staff” (14) and “budget available” (14) slightly more often scoring as a “success” factor. Besides these two factors also the “capacity of SDC staff”(14), closely followed by “long term planning of a project intervention” (13) are often scoring as “success” factors. With the “commitment of project management” (16) having been selected the most often as a “success” factor. The “motivation of SDC staff” (23) and “support from SDC’s GFP” (22) score high on “somewhat contributing to success”; both factors being less often selected as “success factor”.

The factor that is perceived by SDC staff as most hindering (10) and somewhat limiting factor (9) to achieve gender objectives and/or effective gender mainstreaming is “constraining country context”.

More than half of the staff (53%) perceived SDC to be a successful actor in innovative interventions in the area of gender equality and women’s rights. Interventions/approaches that make SDC innovative/successful according to staff are: 1) its approach, specifically mentioned are its comprehensive approach in gender mainstreaming, issue-based approach which has proven to be the most effective in promoting gender equality, promoting synergies between gender topic and other fields of interventions; 2) its knowledge building and capitalization, for instance supporting Swiss education institutions on providing gender education, the SDC Global Gendernet and SDC Partners' Gender Platform, and the systematization of experiences for instance on gender-based violence in Bolivia; 3) its long term commitment and support to micro-, meso- and macro level; 4) policy dialogues, for instance on gender-sensitive budgeting and with governments to take gender into account in national policies; and 5) promoting equal opportunities.

Topics on which SDC is perceived by its staff as being innovative are the following:

- women's economic empowerment, equal opportunities at the workplace;
- women in politics and decision making;
- agriculture, food security, community based rural support;
- Vocational Education and Training.

*Box 13.2 Example from the Poverty Reduction Fund project in Laos, as provided by a respondent of the online SDC staff survey*

For example, SDC allocates CHF 400,000 for innovative fund under the Poverty Reduction Fund (PRF) project in order to ensure that the project promotes the participation of the rural poor, especially women and ethnic groups in the development of their communities. E.g. the Road Maintenance Groups (RMGs) pilot under the PRF project is being implemented in 11 villages in two provinces in Laos, employing 57 women from the poorest households. Particularly, the RMG is formed as women only groups for poor ethnic minority women to create their sustainable income sources and their livelihood opportunities in rural communities. This pilot RMGs significantly transform the women's role by contributing to the socio-economic development in their household and communities.

When asked about the comparative advantages of SDC's interventions on gender equality in comparison to other donors, respondents answered they did not know (38%) or that SDC does not have a comparative advantage (22%). 40% of the respondents replied there is comparative advantage. According to SDC staff its advantage, some of them quite similar to the innovative interventions/approaches mentioned above, relates to 1) SDC's support and commitment at micro-, meso-, and macro-level and over the long term; 2) SDC's partnerships with implementing organisations, including requiring gender focal points in the projects which is considered as an advantage for mainstreaming gender; 3) policy and strategy of SDC, like the focus on priority areas and themes, funding mechanisms, gender being defined in all policy papers, its operational system is oriented towards "do no harm" principles.

*Box 13.3 Examples of SDC's comparative advantage compared to other donors according to respondents of the online SDC staff survey*

- Long-term approach, where you can work on changing the mind-set, perceptions and attitudes!
- SDC asks its partners to develop the manual on gender and to have a focal point for the follow-up of its implementation.
- SDC has the specific flexible innovative fund for some projects and also provide small grants (from Small Actions of SDC Budget) to partners (international and/or national non-profit organisations) to implement some innovative or new initiatives related to Gender Equality and Ethnic Diversity (GEED). For example, the SDC JPO Programme which provides technical and financial supports to the Hmong women to be a part of SDC team based in the SDC-funded projects. This program significantly provides great opportunities for ethnic women to strengthen their capacities/skills and professional experiences in becoming a role model women exerting influence the work of gender equality and women's rights.
- The following approaches are SDC's comparative advantages: i) focus on priority areas and themes, ii) results-based approach, iii) multi-level interventions, systemic approach, iv) policy influencing action plans developed by every implementing partner, v) strategic partnerships.
- Focus areas are already the advantage as there is not much overlap with other donors. These include the governance and decentralization and the agriculture and food security.

## **5. Gender tools**

SDC has several gender tools in place, like the gender checklist, gender toolkit (2003) and the thematic Gender Equality Network.

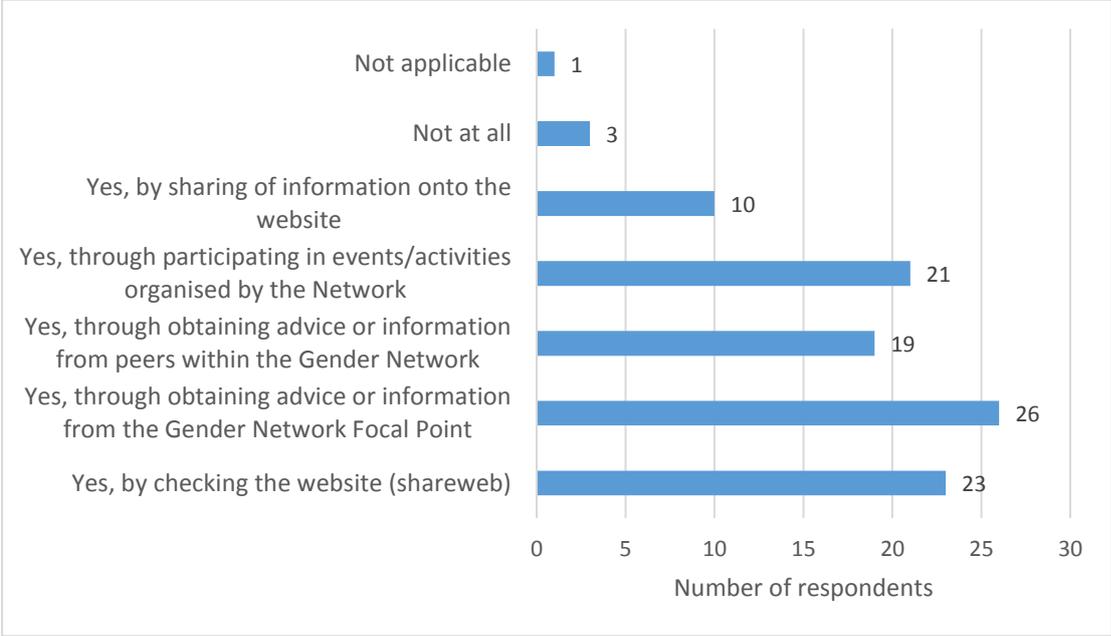
Respondents were asked if they are responsible for assigning the OECD-DAC Gender-marker to SDC financed projects or other interventions. 17 respondents answered that this is part of their task, 18 answered that it is not part of their task and 5 do not know as they are not aware of this gender marker. The respondents that are responsible for assigning the Gender-marker are mostly GFPs (14 out of 17)

and 76.5% finds the SDC Gender Checklist (the previous checklist and/or the new one being launched) helpful to assign the Gender Policy Marker.

36 respondents answered to be familiar with SDC’s gender toolkit of 2003. There are two GFPs among the four respondents that are not familiar with this toolkit. Three-quarter of the respondents that are familiar with the gender toolkit answered that they find it a useful tool to put gender into practice.

The majority of the respondents (90%) make use of the thematic SDC Gender Equality Network. Respondents make use of the Network in several ways, see figure 13.9. The four persons that replied not to participate in the Network are one HoC and 3 respondents with another position.

Figure 13.9 Thematic SDC Gender Equality Network (n=40, on average 2.6 answer/respondent)



16 respondents (40%) also facilitate a country-level SDC Gender Network or Gender Platform in their respective country. Activities carried out by these country Gender Networks concern sharing of best practices, lessons learned etc. (8), assist network members in mainstreaming gender issues into their projects (4), capacity development of members on gender issues/gender learning events (3).

**6. Recommendations from SDC staff**

The SDC staff was asked if they have any recommendations for SDC to improve (the mainstreaming of) gender in SDC’s programming. 80% of the respondents provided recommendations for improvement which can be summarized in the following categories of recommendations:

- Capacity building of SDC (local) staff on gender (mainstreaming);
- Motivation and commitment of SDC (local) staff and partners, and especially leadership of the management;
- Continue to invest human and financial resources in gender (mainstreaming) programmes, including sufficient time allocation to GFPs;
- Facilitate learning and exchange (of information, experience, tools & instruments etc.) between partners; more coordination and communication with SDC gender focal points;
- Make gender (mainstreaming) a (strict) requirement/mandatory, e.g. in the project design (logframe, result framework, indicators), having at least one gender specific activity and/or objective for each domain of work, at least one gender specific project per country.

*Box 13.4 Specific recommendation for improving gender (mainstreaming) by SDC according to respondents of the online SDC staff survey*

- It is quite challenging to make relevant gender equality results visible in the Annual Reports by staffs or partners for some projects in our country office although the SDC staffs are aware of and working to mainstream gender into the project planning and M&E system. There are some limitations in our SDC office in terms of financial and technical resources to ensure the gender mainstreaming and gender equality results are effectively planned, monitored and reported, and also to conduct a gender analysis/assessment. Therefore, it is crucial to increase opportunities for more strategic/regular networking and capacity building for SDC staffs, partners and other SDC gender experts in the region in order to share tools/instruments related to gender, experiences, lessons learnt and good practice in mainstreaming gender and M&E system in the PCM.
- 1. More trainings and workshops on SDC's gender policy and toolkit to share good experiences, best practices for local staff; 2. The inclusion of gender within MbO's (mandatory); 3. That SDC's country office adopts gender mainstreaming as a non-negotiable term with local partners (maybe ask them to prepare a gender strategy for each intervention as we do with communication for development); 4. That we have more specialized support within the office or headquarters, usually the focal point is not a gender expert, is a fellow program officer and doesn't always have the time or resources to provide specialized support during project design; 5) That the country office assigns specific budget for gender mainstreaming activities such as annual workshops with local partners (as its done with communication for development) and that we aim to address women's strategic interests and needs and not only practical needs within projects.
- 1) SDC should support and engage in programmes that really focus on addressing country specific gender issues and tapping the potential of women leaders (at all level of institutions) in gender equality and transformational change; 2) SDC should focus on political empowerment of women and young people in challenging unequal power relations and bad governance in the country where SDC work; (3) SDC should minimize its involvement or projects that maintain gender inequality and exclusion and don't like to support gender mainstreaming in the programme portfolio and projects; 4) SDC should have full time gender staff in country office with full support from the SDC management to ensure gender mainstreaming in programmes/projects while supporting for innovating gender principal projects in coordination with portfolio managers; 6) SDC should allocate budget for gender capacity development and in-house gender champion development mechanisms (i.e. development and implementation of tools and guidelines that are owned and implemented by all staff; 7) the SDC management should act on what they talk about GEWE. I observed a lot biases and exclusion of gender people when it comes to a project design, evaluation and implementation.
- Introduce at least one Gender Specific Objective in each domain and at least one gender specific project per country (as first step).
- No complex checklists, but work on change in mind set, also within SDC, at HQ and in the field! People need to believe in it! If not, they are not credible! The use of gender sensitive language is very important!
- Leadership of the management on the issue is crucial, as well as targeted actions and earmarked budgets for GEWE are important.
- I want to do more work on gender but mainly I busy with my main tasks and due to some overloading I am in struggle how improve gender mainstreaming in our intervention.
- Since SDC's value and principles focuses on gender equality, inclusion, diversity, decentralized development and empowerment of powerless and its programme implementation modalities focus on people and system, SDC can establish as a champion for transformational change in every sector it work. To do this, SDC has to rethink of current ways of doing gender mainstreaming and should focus on gender principal work (e.g. political empowerment of women for gender equality and good governance; skills for women and creating job opportunities for women in non-traditional jobs - transport, vocational sector; gender based violence at work place.

## Annex 14 Findings on the online survey to SDC partners

This Annex presents the detailed findings from the analysis of the online survey among SDC's partners. The online survey serves to complement the assessment of the 29 selected gender principal projects and the 50 gender significant projects. This survey specifically aimed to obtain partners' feedback on implementation of SDC (co-) funded projects/interventions, and to generate insight in the extent to which gender perspectives were (or are) integrated and gender results achieved in SDC financed interventions (both SDC mandates and programme contributions) implemented by SDC partner organisations. The findings from this online survey also provide complementary answers to (part of) the key questions of the RE on Gender Equality as specified in the Approach Paper.

This report consists of the following sections: Section 1 describes the approach of the online survey and section 2 presents some main characteristics of the respondents. The third section presents how gender equality and/or women's empowerment is addressed at project level and the findings of the achievements on gender at project level. The fourth section presents the findings on SDC's gender interventions in general. Section 5 presents the findings on the gender network and in section 6 the recommendations of partners to improve (the mainstreaming of) gender in SDC's programming are presented.

### 1. Approach of the online survey to SDC partners

The survey was developed complementary to the assessment grid for gender principal and gender significant engagements, with a special focus on the research questions of the Approach Paper. The questions are a mix of multiple choice, opinion and open questions. Limiting the latter, in order to ensure partners could complete the survey in a limited timeframe. A large number of questions apply to the more general situation, i.e. to all SDC (co-) funded interventions one was involved in and/or aware of, and overall opinion on SDC. A selected number of questions (Q13-Q28) concerned one specific - current or previous - project or other type of intervention the respondents were requested to select to base their answer upon. The survey was shared with SDC and following their feedback it was finalised, see Annex 12 with the survey questions for SDC partners. The survey was prepared in Survey Monkey software.

SDC identified relevant partner organisations, whose representatives were invited by the expert team to identify relevant staff members within their organisation and/or their (local) implementing partners' organisation who could participate in the survey. The survey was to be completed by staff members who are (or have been) involved in the implementation of any SDC (co-)financed project or other intervention, irrespective whether gender is (or has been) integrated in the project/intervention. The invitation for the online survey was sent to about 110 persons. Most of the identified relevant staff members received the invitation through their contracting organisation, and the representatives informed the expert team on the number of staff members they invited to complete the survey. In some cases the representatives had shared the contact details of the identified staff members, who then were directly invited by the expert team to complete the survey.

The invitation for the online survey was sent on the 18<sup>th</sup> of October and the deadline to complete the survey was November the 7<sup>th</sup>. In order to allow the partners a bit more time to complete the survey, the deadline was postponed and the survey closed on the 14<sup>th</sup> of November. The response rate was very good, a total of 96 responses were received. Out of these 96 responses, 88 respondents fully completed the survey. The analysis of the findings is based only on these 88 completed responses.

The aggregated data, including numerous cross-tabulations, were generated from Survey Monkey and analysed. The findings are presented in this report. All answers are based on the perceptions of the respondents, and not necessarily reflect how projects are registered by SDC (e.g. in SAP).

### 2. Characteristics of respondents

88 staff members of 22 different organisations completed the survey. The number of respondents per organisation varies from 1 to 27<sup>29</sup>. The majority of the respondents are programme/project

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<sup>29</sup> One of the Swiss NGOs has invited a total of 49 staff members to complete the survey.

directors/officers/coordinators or country representatives/directors. 15 respondents hold a position as gender coordinator/programme officer and/or GFP. 59% of the respondents are female and 41% are male.

According to 85% of the respondents their organisation has a gender policy or strategy in place. However respondents working for the same organisation have replied differently to this question, indicating that the respondents' answers do not necessarily reflect facts but rather perceptions.

All 88 respondents, except one, have specific gender experience and/or expertise. On average 1.9 answer per respondent is given, meaning that the partners' staff gained experience on gender in different ways. Most staff members gained their experience through work (81) and by specific training (52). Also 25 respondents gained their experience through education. The respondents were asked why they work on gender and on average 3.5 answer per respondent was given. Main reason selected is because "including a gender perspective increases the chance to achieve sustainable results" (76), followed by "it is an important priority area for my organisation"(72), "it is in the project design" (56), and "it is an important priority area for SDC" (50). Still more than half of the respondents (48) answer as well "out of my own interest".

The majority of the respondents have numerous years of working experience in implementing SDC financed interventions. 43.2% of the respondents have 2-5 years' experience, 25% has 5-10 years' experience, and 22.7% has more than 10 years' experience in implementing SDC financed interventions. This shows the long-term cooperation between SDC and some of the NGOs they fund.

The respondents were asked to rate to what extent the SDC's Country Office (COOF) they work with and/or SDC Headquarter (HQ) promotes that partner organisations integrate gender into interventions financed by SDC. Most of the respondents perceive that gender is being "reasonably well" and "very well" promoted, see table 14.1. There is no significant difference between how respondents rate the COOF or HQ, though more respondents (32) replied "do not know" in relation to HQ promoting gender. A reason could be that SDC's HQ is mostly working together with/has regular contact with the main office of a partner – who then does not communicate SDC's HQ messaging – rather than with a staff member working at a country/regional office.

Table 14.1 COOF and HQ promoting integration of gender into interventions (n=88)

	Not at all	Not so well	Reasonably well	Very well	Extremely well	Do not know
Country office	5	5	24	24	11	19
Headquarter	2	4	20	24	6	32

**3. Gender equality and women's empowerment at project level**

The respondents were asked to select one specific SDC project (or programme, mandate, intervention) as a basis for answering a number of specific project related questions (Q13 – 28). Table 14.2 shows the type of project selected by the respondents to base their answers on. A total of 76 respondents answered this specific set of project related question, out of which the majority is replying based on a current or previous project with at least 3 years of implementation, which seems a relevant duration allowing achievement of gender results by the project.

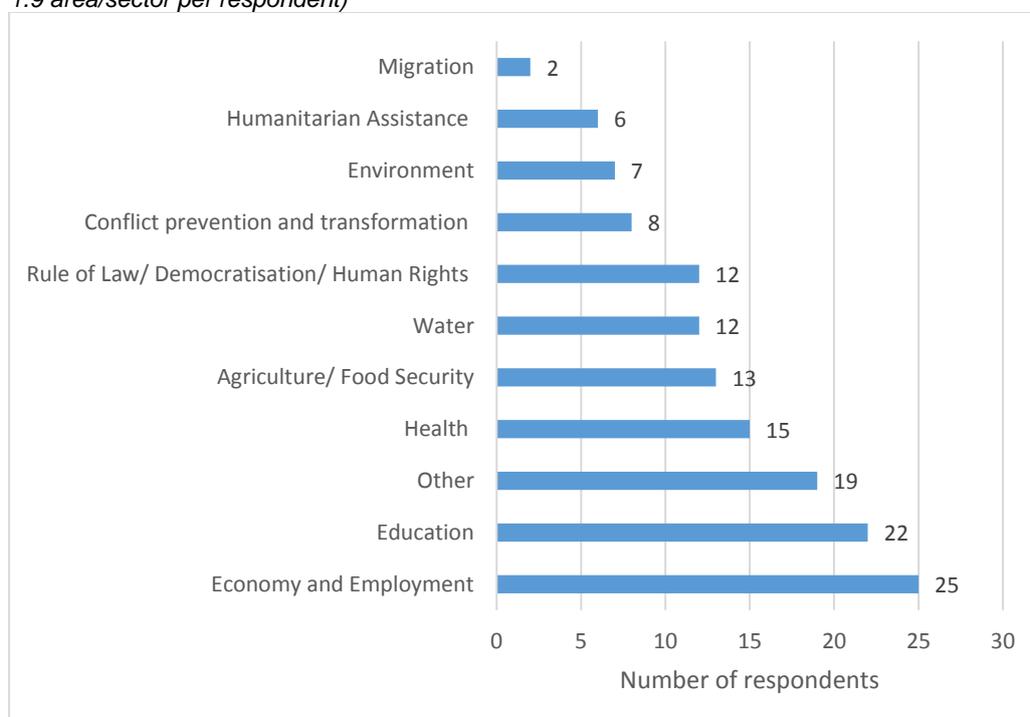
Table 14.2 Type of project/programme/mandate selected for answering a specific set of questions

Type of project/programme/mandate	Number of respondents	%
A current SDC project with at least 3 years of implementation	52	59
A previous SDC project with at least 3 years of implementation	19	21.6
A current SDC project with less than 3 years of implementation, in case there is no previous SDC project you have been involved in.	5	5.7
I have not been involved in one of the above options	12	13.7
<b>Total</b>	<b>88</b>	<b>100</b>

The current (or previous) selected SDC projects are implemented in more than 45 countries worldwide. The countries mentioned more than once are Bangladesh (8), Tajikistan (7), Bolivia (5)<sup>30</sup>, Nepal (5), Tanzania (3), Colombia (3), Guatemala (2), Ecuador (2), Kyrgyzstan (2), Serbia (2), Kosovo (2), Chad (2), Mozambique (2), and South Sudan (2).

The projects addressed two thematic areas on average see figure 14.1 below. The thematic areas addressed by most of the selected projects are: Economy and Employment (25), Education (22), Health (15), and Agriculture/Food Security (13). Respondents have also selected the option “other” (19), where the respondents narrowed down to a certain topic like (Sexual) Gender Based Violence (6), skills development (3), women’s political empowerment/ participation (2), Disaster Risk Reduction (2), Financial Services (2). One of the respondents replied that their project works specifically on masculinities and femininities. The thematic areas Migration (2), Humanitarian Assistance (6) and Environment (7) are addressed less often by the selected projects of the respondents.

Figure 14.1 Area/sector addressed in relation to the selected current (or previous) SDC project (n=76, on average 1.9 area/sector per respondent)



According to the respondents their current (or previous) SDC project is related to SDC’s South Cooperation (28), Cooperation with Eastern Europe (18), Global Cooperation (14) and Humanitarian

<sup>30</sup> Bangladesh, Bolivia, Chad and Tajikistan are part of the in-depth country analysis and the local partners identified for the interviews have been invited to complete the online survey.

Aid (6). About a quarter of the respondents (21) does not know to which SDC department their project is related.

Figure 14.2 shows the main beneficiaries of the current (or previous) SDC project. Projects target 4 categories of beneficiaries in a project on average, and in almost two-thirds of the projects women are included as a main beneficiary. The following type of beneficiaries are targeted by the projects the most often: women (50), vulnerable/marginalized people (49), youth (male and female) (42), and men and boys (36). (Adolescent) girls are only mentioned as main beneficiary in relation to 21 projects. A number of respondents (12) selected the option “other” to provide additional details on the beneficiaries they target, which for instance concerns all persons targeted in a certain area/ community/village or of a family are the main beneficiaries (5) and private sector companies/business associations (2).

Figure 14.2 Main beneficiaries of the project (n=76, average 4 answers/respondent)

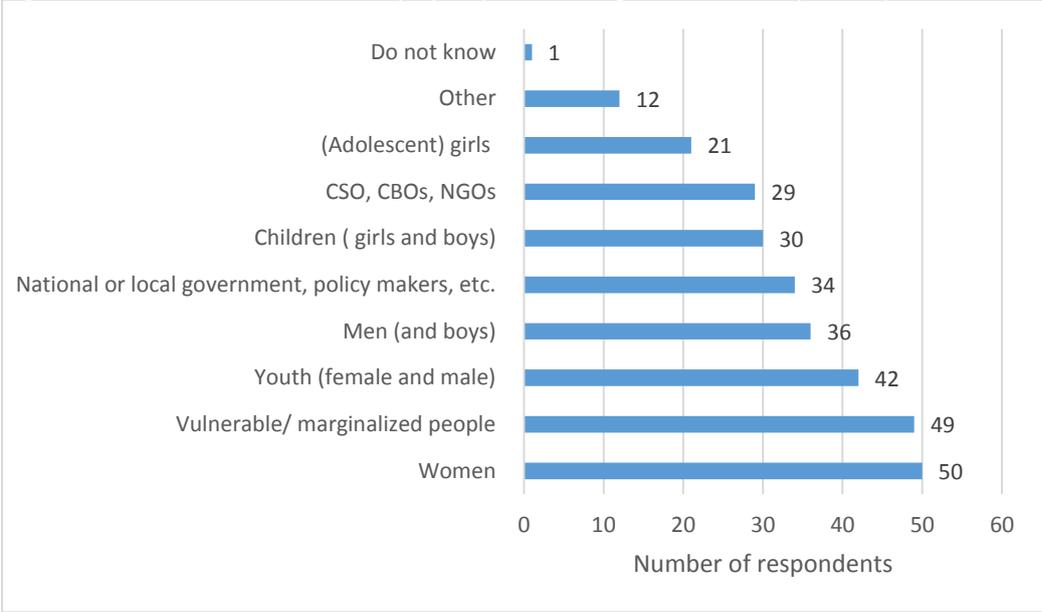


Table 14.3 demonstrates that large majority of the projects (93%) integrated gender and/or women’s empowerment aspects. In 9 projects it is the main objective, so almost 12% of the projects can be considered as G2 marked projects. In 47% of the projects gender is well mainstreamed, which can be considered as good G1 marked projects. 34% of the projects can be considered as weaker G1 projects. Gender is not targeted in 5 of the projects, meaning that a G0 marker is applied to 6.6% of the projects.

Table 14.3 Gender integrated in the current (or previous) SDC project

	Number of respondents	%
<b>Gender equality and/or women’s empowerment as the main objective</b>	9	11.8
<b>Gender is well mainstreamed, aiming to contribute to reducing gender inequalities and/or increasing women’s empowerment</b>	36	47.4
<b>Gender is somewhat mainstreamed, but mainly by having targets for women’s participation</b>	26	34.2
<b>Gender is not targeted</b>	5	6.6
<b>Total</b>	76	100

38% of the respondents replied that the current (or previous) SDC project implemented is fully aligned to the national gender policy of the concerned country, 29% replied it is partially aligned. Six respondents answered that the country they work in does not have a gender policy in place. The other respondents (19) did not know if the current (or previous) SDC project implemented is aligned to the national gender

policy of the country they work in. For those 19 projects, gender is not targeted in two of the projects, whereas the other 17 projects either mainstream gender by aiming to contribute to reducing gender inequalities and/or increasing women's empowerment (8) or gender is somewhat mainstreamed, mainly by having targets for women's participation (9).

The respondents were asked to what extent gender is mainstreamed in the four project phases analysis, design, management/implementation and monitoring of SDC financed projects, especially when gender equality and/or women's empowerment is not the principal goal.

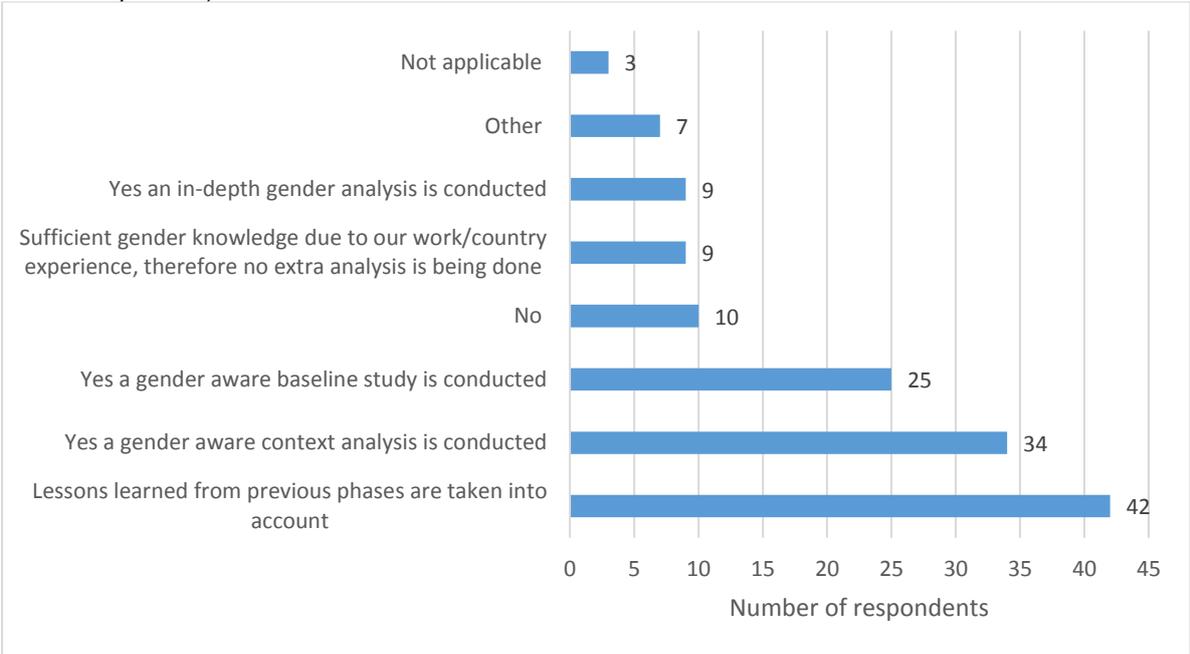
Table 14.4 Mainstreaming gender in the phases of SDC financed projects (n=76 for each phase)

	Not at all	To a limited extent	To a large extent	Fully mainstreamed	Do not know
<b>Analysis</b>	3	24	29	18	2
<b>Design</b>	2	25	26	21	2
<b>Management/ implementation</b>	2	19	36	17	2
<b>Monitoring</b>	3	20	31	19	3
<b>Total</b>	10	88	122	75	9

As shown in table 14.4 there is no big difference for the four project phases when it comes to integrating gender. This is most often integrated "to a large extent", followed by "to a limited extent" and gender being "fully mainstreamed".

Respondents have analysed gender issues before the start of the current (or previous) SDC project in different manners. Figure 14.3 shows that most projects took into account lessons learned from previous phases (42) or carried out a gender aware context analysis (34). Whereas an in-depth gender analysis does not seem very common as this was only carried out for 12% of the projects. Gender is not analysed at all in 10 projects, and 9 respondents also answered that no extra analysis is being done as there is sufficient gender knowledge due to their work/country experience. The answer "other" is selected to give additional information on the type of study/analysis undertaken, such as a Focus Group Discussion or a very basic gender analysis.

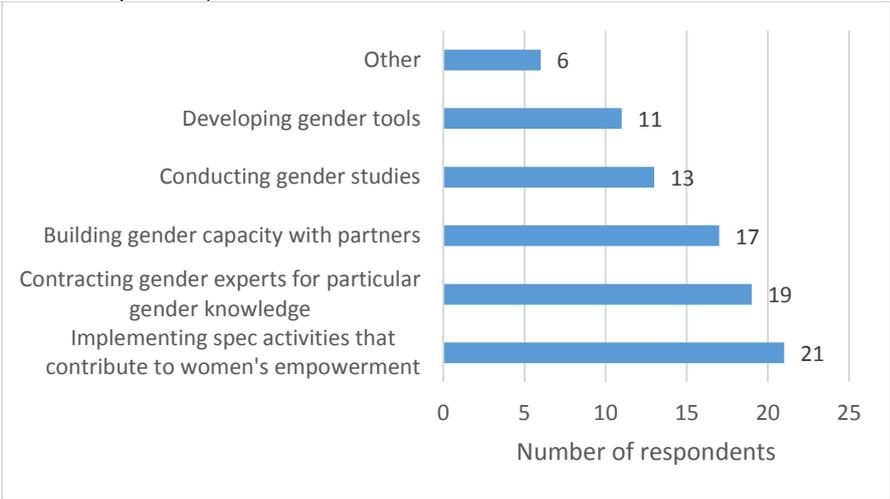
Figure 14.3 Type of analysis undertaken to inform the design of the current (or previous) project (n=76, average 1.8 answer/respondent)



Comparing these findings to the extent gender is integrated in a project (as the main objective, well mainstreamed, somewhat mainstreamed or not targeted), there is no discrepancy in which type of activity is undertaken to inform the project in relation to gender. Irrespective of gender being the main objective or gender being well or somewhat mainstreamed, conducting a gender aware context analysis and taking into account lessons learned are the main types of analysis on which the project is designed. An in-depth gender analysis is mostly carried out for projects that have gender well mainstreamed.

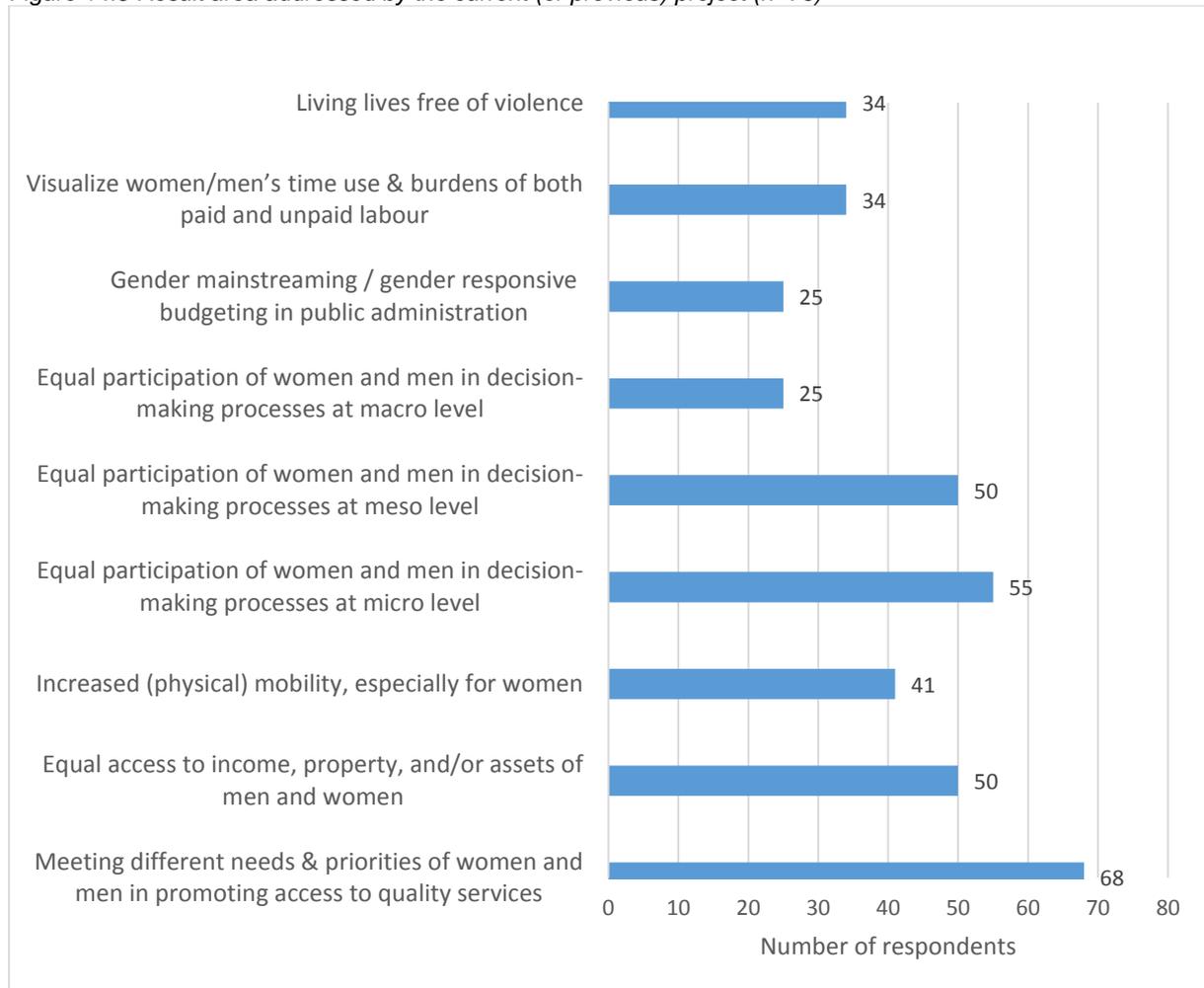
38% of the respondents (29) answered that their current (or previous) project has a specific budget for gender related activities and/or for gender expertise. Figure 14.4 shows which type of interventions/expenditures the budget for gender related interventions was spent on in case a project has a gender budget. Under the option “other” respondents mentioned capacity building of staff (2), awareness raising on girls education (1), gender friendly office environment (1), contracting NGOs providing direct assistance to GBV victims (1), and developing tools on “gender and water” for both men and women (1).

Figure 14.4 Type of activities/expenditures the budget for gender related activities is spend (n=29, average 3 answer/respondent)



The respondents were asked to indicate which of the SDC result area(s) their current (or previous) SDC project addresses. As shown in figure 14.5 most of the projects address the result area “Structurally/sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services” (68). And the least projects address result area “Gender mainstreaming and/or gender responsive budgeting in public administration” (25) and “Equal participation of women and men in decision-making processes at macro level” (25).

Figure 14.5 Result area addressed by the current (or previous) project (n=76)



Moreover, the respondents were asked to rate the effectiveness of the result area(s) they (have) work(ed) on. The scoring respondents could choose from varied from “not successful”, “achieved to a limited extent”, “achieved to large extent”, “successful” and the “intervention overachieved expected result”. Table 14.5 shows the effectiveness per result area. Many of the result areas are/were only achieved to a limited extent, which might be caused by the fact that part of the projects are still ongoing. Projects addressing the result areas “Structurally/sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services” and “Equal participation of women and men in decision-making processes at micro level” seem to be better in achieving results to a large extent or successfully.

Table 14.5 Effectiveness rate per result area (n=76)

	Not successful	To limited extent	To large extent	Successful	Over-achieved expected result	Total number of projects
Structurally / sustainably met different needs and priorities of women/girls and men/boys in promoting access to quality services	1	23	27	15	2	68
Equal access to income, property, and/or assets of men and women	0	28	15	7	0	50
Increased (physical) mobility, especially for women	4	18	10	6	3	41
Equal participation of women and men in decision-making processes at micro level	0	14	29	10	2	55
Equal participation of women and men in decision-making processes at meso level	2	22	18	7	1	50
Equal participation of women and men in decision-making processes at macro level	3	12	8	2	0	25
Gender mainstreaming and/or gender responsive budgeting in public administration	3	11	7	4	0	25
Visualize women's and men's time use and time burdens of both paid and unpaid labour	3	18	8	5	0	34
Living lives free of violence	2	17	8	6	1	34

Respondents were asked to also rate the effectiveness on gender equality of their current (or previous) SDC project on a scale from “very good” to “existing gender inequalities likely to be reinforced or worsened”<sup>31</sup>. Almost half of all respondents (45%) rated the effectiveness on gender equality as “adequate/acceptable”. Another 46% of the respondents scored their project either “good” (38%) or “very good” (8%). The other 9% of respondents have rated their project “poor” or “very poor”, whilst none of the projects are considered to have worsened/reinforced existing gender inequalities.

Table 14.6 demonstrates there is a clear correlation when comparing this with the degree that gender is integrated in the projects.

- Projects which have gender equality and/or women's empowerment as the main objective (i.e. G2) score well on the gender equality effectiveness rate. (77% of 9 projects scored good or very good);
- Projects in which gender is well-mainstreamed aiming to contribute to reducing gender inequalities and/or increasing women's empowerment (i.e. good G1 projects) mainly scored good to adequate on the gender effectiveness rate (89% of 36 projects);
- Projects in which gender is somewhat mainstreamed, mainly by having targets for women's participation (i.e. weaker G1 projects) mostly scored adequate (62% of 26 projects); and
- Projects that did not target gender (i.e. G0 projects) mostly scored poor (60% of 5 projects scoring poor and very poor).

<sup>31</sup> The categories for the rating of gender effectiveness are based on the categories used in the portfolio a and b assessment grid, see annex 6.

Table 14.6 Rating of the effectiveness on gender equality compared to the degree that gender is integrated in the project (n=76)

	Very good	Good	Adequate/ Acceptable	Poor	Very poor	Total number of projects
Gender equality and/or women's empowerment as the main objective	3	4	2	0	0	9
Gender is well mainstreamed, aiming to contribute to reducing gender inequalities and/or increasing women's empowerment	3	17	15	1	0	36
Gender is somewhat mainstreamed, but mainly by having targets for women's participation	0	7	16	3	0	26
Gender is not targeted	0	1	1	2	1	5

Comparing the effectiveness on gender equality to the thematic areas addressed by the projects, table 14.7 shows that projects addressing Rule of Law/Democratisation/Human Rights score the highest on effectiveness as 11 out of 12 projects score “good” (7) or “very good” (4). For seven thematic areas - Economy & Employment, Education, Health, Conflict, Environment and Humanitarian Assistance- the scoring “adequate/ acceptable” is most often rated, with the next best score for these thematic areas being “good”. For the areas Water and Migration approximately 50% of the projects either score “good” or “adequate/ acceptable”.

Table 14.7 Rating of the effectiveness on gender equality compared to the areas/sectors addressed by the selected SDC financed project<sup>32</sup>

	Very good	Good	Adequate/ Acceptable	Poor	Very poor	Total number of projects addressing thematic area
	Number (% of total number of projects)					
Economy and Employment	2 (8%)	7 (28%)	14 (56%)	1 (4%)	1 (4%)	25 (100%)
Education	1 (4.5%)	7 (31.8%)	11 (50%)	3 (13.6%)	0 (0%)	22 (100%)
Health	2 (13.3%)	5 (33.3%)	7 (46.7%)	1 (6.7%)	0 (0%)	15 (100%)
Agriculture/ Food Security	1 (7.7%)	3 (23%)	8 (61.5%)	0 (0%)	1 (7.7%)	13 (100%)
Water	0 (0%)	6 (50%)	5 (41.7%)	1 (8.3%)	0 (0%)	12 (100%)
Rule of Law/ Democratisation/ Human Rights	4 (33.3%)	7 (58.3%)	0 (0%)	1 (8.3%)	0 (0%)	12 (100%)
Conflict prevention and transformation	1 (12.5%)	3 (37.5%)	4 (50%)	0 (0%)	0 (0%)	8 (100%)
Environment	0 (0%)	3 (42.9%)	4 (57.1%)	0 (0%)	0 (0%)	7 (100%)
Humanitarian Assistance	0 (0%)	2 (33.3%)	3 (50%)	1 (16.7%)	0 (0%)	6 (100%)
Migration	0 (0%)	1 (50%)	1 (50%)	0 (0%)	0 (0%)	2 (100%)
<b>Total projects (numbers)</b>	<b>11</b>	<b>44</b>	<b>57</b>	<b>8</b>	<b>2</b>	<b>122</b>
<b>Total projects (percentages)</b>	<b>9%</b>	<b>36%</b>	<b>46.8%</b>	<b>6.6%</b>	<b>1.6%</b>	<b>100%</b>

<sup>32</sup> Reason for slight deviation of percentages in this table compared to gender effectiveness in table 14.6 is because the question on thematic areas also includes the option “other” and “not applicable”.

Respondents were also asked to indicate if specific gender related activities are part of their current (or previous) project, and if so, how essential this activity was in contributing to achieving their gender results. The scoring respondents could choose from varied from “not contributing”, “contributing to a limited extent”, “contributing to a fair extent”, “important” and “essential”. Figure 14.7 shows that “activities designed to address specific women’s (or men’s) needs” (57), “gender training/capacity building” (56), “activities designed to enhance gender equality and women’s empowerment” (55) and “awareness raising campaigns” (50) are most often carried out by the selected projects.

Figure 14.7 Specific gender activities carried out by the current (or previous) project (n=76)

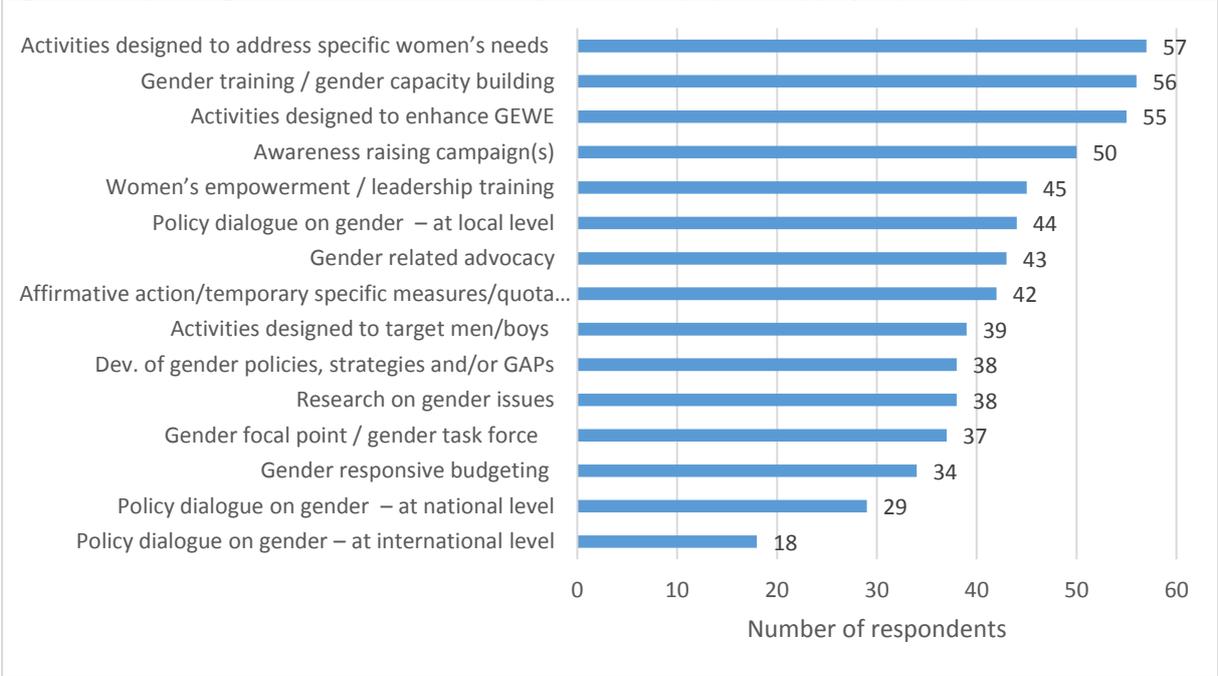


Table 14.8 demonstrates which activities are considered as “essential” and “important” in contributing to achieving the projects’ gender results. According to most respondents the following activities contribute the best in achieving gender results:

- Activities designed to enhance gender equality and women’s empowerment (21+14);
- Activities designed to (only/mainly) address specific women’s (and men’s) needs (14+23);
- Gender training/gender capacity building (17+15);
- Awareness raising campaign(s) (16+13).

Table 14.8 Scoring on how essential the specific gender activities were in contributing to achieving the project's gender results (n=76)

	Not contributing	To a limited extent	To a fair extent	Important	Essential	Do not know	Total number of projects
Gender focal point / gender task force	1	8	7	8	11	2	37
Affirmative action /temporary specific measures/ quota systems	1	11	7	12	7	4	42
Gender training / gender capacity building	1	12	10	15	17	1	56
Women's empowerment / leadership training	1	9	7	13	13	2	45
Awareness raising campaign(s)	1	10	10	13	16	0	50
Gender related advocacy	1	8	12	11	11	0	43
Policy dialogue on gender – at local level	1	16	5	12	10	0	44
Policy dialogue on gender – at national level	1	11	3	7	7	0	29
Policy dialogue on gender – at international level	1	3	1	8	4	1	18
Activities designed to (only/mainly) address specific women's needs	4	5	10	23	14	1	57
Activities designed to enhance gender equality/women's empowerment	1	10	8	14	21	1	55
Activities designed to target men/boys	1	11	9	6	12	0	39
Development of gender (mainstreaming) policies, strategies and/or gender action plans	0	9	6	11	11	1	38
Gender responsive budgeting	3	7	4	13	7	0	34
Research on gender issues	2	10	9	8	9	0	38

#### 4. Gender equality and women's empowerment by SDC's interventions in general

The respondents were asked to rate a number of factors to the extent the respondent consider this factor as a success or hindering factor in achieving gender objectives and/or effective gender mainstreaming. The factors could be rated as: hindering factor, somewhat limiting factor, neutral, somewhat contributing to success, and success factor. Table 14.9 shows the rating of these factors.

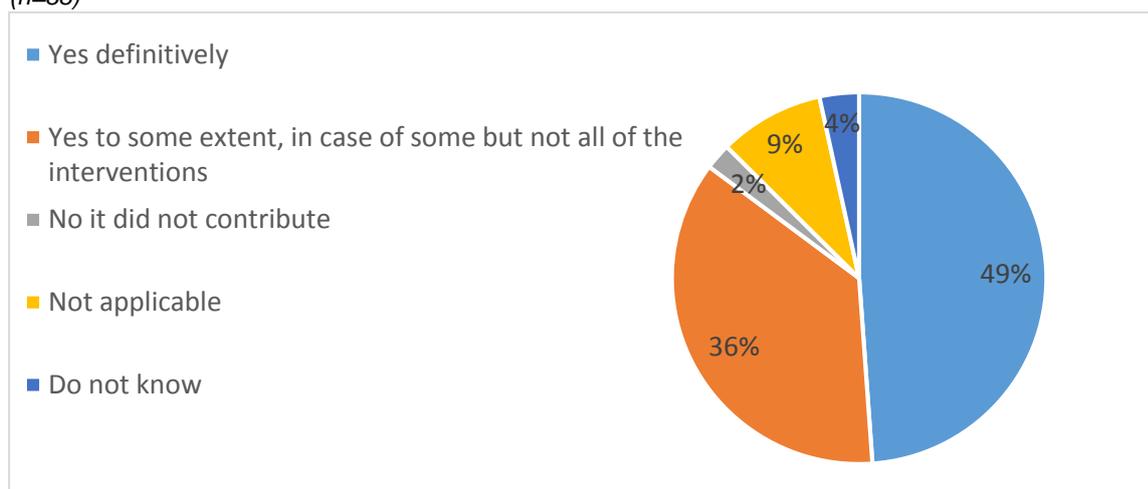
Most of the factors were found to contribute to success, with the following factors mentioned the most often: "commitment of project management" (47), motivation of staff (41), and capacity of staff (33). "Strict guidance/instructions from SDC" scores neutral (29) and "somewhat contributing to success" (24). 31 scored "do not know" in relation to "Support from SDC's GFP". The factor "constraining country context" is perceived by SDC partners as most hindering (14) and/or somewhat limiting factor (31). Other factors that are often considered hindering and somewhat limiting are "the capacity of staff", "budget available" and "time available". However these factors are considered by other respondents as either somewhat contributing to success and success factors.

Table 14.9 Rating of success and hindering factors (n=88 for each answer)

	Hindering	Somewhat limiting	Neutral	Somewhat contributing to success	Success	Do not know
Capacity of staff	5	14	9	20	33	7
Motivation of staff	2	10	9	20	41	6
Commitment of project management	1	3	7	26	47	4
Strict guidance/ instructions from SDC	2	4	29	24	13	16
Support from SDC's gender focal point	5	3	19	15	15	31
Support from gender expert/ gender focal point from my own organisation	0	8	17	24	31	8
Interest/ knowledge of any local implementing partners	2	9	10	26	32	9
Budget available	11	8	18	15	29	7
Time available in case of gender mainstreaming	4	14	16	22	20	12
Constraining country context	14	31	19	12	5	7
Long term planning of a project intervention	2	9	14	24	30	9

The respondents were asked if in those interventions where gender was mainstreamed, they perceive paying attention to gender contributed to better achievement of the intervention's main objective(s). As shown in figure 14.8 in total 85% of the respondents replied that mainstreaming gender contributed to better achievement of the project's main objective: 36% answered that it contributed to some extent but not for all the interventions, and 49% replied that it definitively contributed. Examples of how gender mainstreaming contributed to better achieving the main objective of the partners' projects are presented in box 14.1 on the next page.

Figure 14.8 Extent that gender mainstreaming contributed to better achieving the intervention's main objective(s) (n=88)



*Box 14.1 Examples of interventions in which gender mainstreaming contributed to better achieving the main objective according to respondents of the online SDC partner survey*

- Distribution of emergency relief items with gender in mind do provide beneficiaries with more needs-appropriate support.
- For instance projects with food security as main objective: if the trainings are organised in a gender-sensitive manner (meaning for instance that the time and place of the trainings are adapted to women's and men's realities and necessities), women and men were able to participate, learn, get empowered, and lead the activities regarding improvement of food security together, avoiding on the one hand exclusion of women and on the other hand work overload of women.
- Gender mainstreaming contributed in achieving main objective of our project because involvement of both women and men in project implementation creates a learning environment which leads to better planning, decision making, knowledge, behaviour and attitude change up to household level. For instance in our project two gender and diversity group were formed and trained to carryout awareness in the communities on gender related issues. These groups comprised of both male and female, during gender mainstreaming, both sex participate in community awareness, women empowerment and planning and budgeting for activities.
- For example a gender sensitive value chain improved the overall performances of the income generating project.
- If the main objective was to ensure skills training and employment of young men and women, mainstreaming gender ensured more participation of women in training and employment, which further led to their economic empowerment.
- In nutrition activities, focusing also on the implication of men in this aspect in the households has proven very useful as better screening has been a positive outcome.
- Gender mainstreaming also prompted us to design a female character, alongside a male character in an online WASH promotion game for children.
- Promoting diversity in the workplace leads to more competitive job creation within the private sector.
- By ensuring women and men involvement in awareness meetings and trainings and helps extension officers as to what influence each member of the family has in decision making regarding purchasing of postharvest technologies. This influenced more farmers, both men and women, to adopt new technologies.
- In a Best Practice Workshop where Local Child Protection Committees had to analyse child rights in education in their municipality, it was asked to mainstream gender in their analysis. Most of them were not aware of the different challenges girls and boy have in fulfilling their educational process. Since then, specific measures have been taken to ensure that actions are planned with a gender equality orientation.
- Irrigation intervention: manual pumps introduced responding to specific needs of women responsible for irrigation. Resulting in time savings for women, increased cultivation area and more income.

37.5% of the respondents (33) answered to perceive SDC to be a successful actor in innovative interventions in the area of gender equality and women's empowerment. 58% indicated not to know if SDC is a successful actor, and the remaining respondents replied they do not perceive SDC this way. Respondents perceive SDC as a successful actor in innovative interventions because of the following interventions/approaches of SDC: 1) capacity building of project staff, specifically the yearly meeting for partners to share gender experience / the gender network(ing), bringing experiences from other countries and organising interactive sessions with the staffs and local partner, helping project partners

and counterparts to learn and apply the concept; 2) mainstreaming gender throughout the project cycle, paying attention to gender equality from capacity building up to project implementation, and providing budget for gender related activities; 3) gender tools and instruments / toolboxes on different gender topics. Several respondents specifically mention the Gender and Governance (GENGOV) toolkit as very useful in ensuring GEWE in design and implementation of projects.

*Box 14.2 Examples of why SDC is perceived as a successful actor in GEWE according to respondents of the online SDC partner survey*

- SDC has organised the gender platform for its partners, which is quite unique in the donor community.
- Because SDC looks at gender as an opportunity to get better outcomes and sustainable intervention and not only as an obligatory issue.
- SDC invests a lot on policy dialogue on Gender on international level/international Forums. SDC put a lot of emphasis on Gender in the dispatch/Botschaft on international cooperation in Switzerland (Botschaft 2017-2020).

Topics on which SDC is perceived by partners as being innovative are the following:

- women's economic empowerment;
- promotion of decent work agenda in the informal economy;
- inclusive market systems development;
- masculinities and including work with men;
- eVAWG (online Violence Against Women and Girls);
- gender responsive local governance;
- promoting women's political empowerment.

One of the respondents suggested SDC could take up a pro-active role in promotion of innovation and IT technologies for empowerment of women, such as mobile apps.

Three-quarter of the respondents also implemented interventions financed by other donors than SDC. When asked about the comparative advantages of SDC's interventions on gender equality in comparison to other donors, about two-thirds either did not know (40%) or replied that there is no comparison (23%) as other donors approaches are very similar to SDC's. About one-third of the respondents replied that there is comparative advantage. The reasons provided for SDC's comparative advantage are quite similar to the innovative interventions/approaches mentioned above, and relate to: 1) its targeted approach to gender mainstreaming, including Do no Harm, Conflict Sensitive Programming; 2) professional, knowledgeable and supportive staff; 3) capacity building of partners and facilitating learning & exchange networks on gender, tools etc.; 4) being influential at policy making level.

*Box 14.3 Examples of SDC's comparative advantage compared to other donors according to respondents of the online SDC partner survey*

- SDC is quite prescriptive in terms of its requirements regarding gender equality mainstreaming and also emphasises on gender responsive reporting and capitalisation of results achieved.
- Adhering to OECD-DAC Gender Equality Policy Marker during project design, and ensuring reporting on gender indicators throughout project implementation.
- The SDC requirements on the Level of ProDoc, Logframe and Budget are less strict, when it comes to gender mainstreaming, than BMZ, GIZ and DFID, but more strict than KfW, ECHO and IFAD.
- SDC covering most of the social lives of women through the implementation of different projects as construction of water supply projects, health facility rehabilitation and construction, income generating projects, capacity building and etc.

- The fact that SDC is active on micro, meso and macro level, being able to bring up concrete, context-specific experiences into policy debates. This makes the organisation much more credible compared to other donors.
- A lot of professional knowledge on Gender compared to other donors; practical, field oriented research.
- SDC is very responsive and supportive towards its implementing partners.

## 5. Gender Network

The respondents were asked if there is a SDC Gender Network organised by SDC, or something similar like a Gender Platform, in the country where the project is implemented. Almost half of all respondents (43) answered there is such a Network/Platform, whereas the other respondents did not know (25%) or answered that there is no such network in their country (26%). In case there is a Network/Platform, one-third answered to participate regularly (more than half of the network meetings), whereas another one-third does either occasionally participate or never participates. The other one-third of the respondents selected the option "other" to indicate that they themselves do not participate as it mostly are their colleagues, like the GFP, who attend the Network meeting(s). In case there is a Gender Network/Platform, the large majority of respondents (37) considered it as very useful. The respondents answered it is a great knowledge sharing and learning platform which allows exchange among staff, learning between organisations about innovations and challenges in gender (mainstreaming), good for networking etc. Besides learning and exchange it also helps in prioritising gender issues in programming, strengthen the work on gender issues by giving the topic priority, and it empowers stakeholders to address gender barriers in their organisation.

*Box 14.4 Examples of the usefulness of the Gender Network according to respondents of the online SDC partner survey*

- The platform stresses upon peer to peer learning, exchange and sharing of tools, methodologies, knowledge and learning sharing. Most importantly through the platform SDC is building the capacity of its partners. It's an official channel to share gender, governance related message to partners. Thus this also empowers Gender Focal Person and underlines the fact that Gender related responsibilities concerns everyone.
- It is useful because it constantly creates spaces for reflection and provides tools to integrate the gender approach in all projects. It constitutes an important space for the exchange of experiences. It allows us to capitalize on achievements, and is guided by results.

## 6. Recommendations from the SDC partners

The partner organisations were asked if they have any recommendations for SDC to improve (the mainstreaming of) gender in SDC's programming. Three-quarter of the respondents provided recommendations for improvement which can be summarized in the following categories of recommendations:

- (Continuous) capacity building of both SDC and partner staff on gender (mainstreaming), including attention to motivation, and changing of mind-set;
- Continue to invest human and financial resources in gender (mainstreaming) programmes;
- Facilitate learning and exchange (of information, experience, tools & instruments etc.) between partners, coordination and communication with SDC's gender focal point;
- Request gender mainstreaming in the project design from the beginning onwards and ensure that a good monitoring and evaluation system is in place;
- Focus on and take into account country specific (social norms hindering) gender issues, as well as the country's or local context.

*Box 14.5 Specific recommendation for improving gender (mainstreaming) by SDC according to respondents of the online SDC partner survey*

- It is important that from the design of the projects to be financed by SDC gender will be considered and that a percentage of the budget will be assigned for gender specific activities.
- I think that putting more emphasis on a gendered approach (not only mainstreaming gender) and putting more focus on a gender sensitive budget would improve the quality and relevance of the projects/programs.
- Since it is a complex issue, it is always helpful to be as concrete and simple as possible. The gender tools elaborated by SDC are, for instance, short, concrete and helpful.
- I am not sure whether the new ARI's are really measuring progress in gender equality issues. Gender expertise and interest seems to be stronger in headquarters, but not in most country offices.
- There is no doubt that more gender equality and gender mainstreaming makes sense in any programme; resistance often comes along, if it is perceived as an implicit criticism from the outside towards a programme 'not doing enough'. It has often proven helpful in my experience to align incentives and arguments in a way the person who has to implement it understands. As example: for people who have a tendency to put any kind of gender equality effort into a 'feminist' camp, it is not likely to be successful to argue from a 'rights' perspective, but much more from an 'economic (job creation, income generation) perspective.
- A dedicated budget for improving gender mainstreaming will be required. At the same time, more focus should be provided to capacity building of internal project staff who will then sensitize the partner organisations. A robust monitoring system by SDC will also improve gender mainstreaming.
- It would be great if SDC adds a strong gender lens while designing tenders and also mandates submission of gender analysis during submission of technical proposals from bid contenders. Mandate must also include submission of a gender responsive budget, not only for programme activities but also in terms of administrative cost, which is currently missing.
- SDC's focus on gender in mandate project is commendable. But they should also focus on project which is funded by SDC global. If they focus equally to all SDC funded project like they do for mandate project, then it will be more effective.
- I often perceived that undue pressure is put on projects on gender related indicators and thus activities where the socio cultural context was not at all favourable to achieve the expected change within a project duration. Social changes need time and undue expectations and pressure on projects will not help but rather lead to defensiveness of project staff. So, be more attentive about this issue.

Those respondents that indicated not to have any recommendations either are not (sufficiently) familiar with SDC's gender policy, or they perceive that SDC is already paying sufficient attention to/is already sufficiently addressing gender (mainstreaming).

## Annex 15 Reports on the four in-depth country studies

The purpose of the in-depth country studies was to complement the assessments of especially the selected gender principal and gender significant engagements, particularly gaining more insight how SDC's gender approach is applied at country level, thus contextualizing SDC's gender approach. The countries selected for this study are Bangladesh, Bolivia, Chad and Tajikistan.

The in-depth study consisted of a review of relevant documents, in particular country strategies, annual reports, MERVs, Beneficiary assessments (if available) and any other relevant documents, e.g. gender action plans. Followed by interviews with the Heads of Cooperation (or the deputy head) and the Gender Focal Point of the concerned country office, and about three representatives of implementing partners involved in implementing SDC financed interventions in the concerned countries (through skype or telephone).

The information collected from the documentation review and from the interviews was subsequently used to elaborate four individual country reports which are presented in this annex.

### 1. Summary in-depth country study Bangladesh

#### General information

The conducted desk review observes an improvement over the years on how gender is mainstreamed into its work. The country strategy for the period 2013-2016 is better structured compared to the previous one, with a clearer focus on gender issues. The strategy has a gender sensitive goal and relevant gender sensitive indicators for each domain of intervention. All objectives and indicators include women as part of the target group (disadvantaged people) and do not specifically address women or any structural changes directly (no transformative objectives, indicators).

As an obligation by SDC, all SDC financed projects need to have a gender strategy as well as a gender focal person. Despite this, gender implementation varies from (I) NGO to (I) NGO. As a minimum standard SDC has defined the use of disaggregated data. Any quality control on how gender is being reflected in the gender strategy or being implemented depends on the NPO. For SDC internally, gender is an additional topic among others and each NPO has a different priority; NPOs are a cross section of Bangladesh society – which is highly patriarchal – and does not necessarily give gender a high priority although defined as a priority cross cutting topic.

Like the country strategy, the MERV 2016 reflects gender in a more comprehensive way than MERV 2012. A brief gender context analysis is included for economic development and social development and human rights. In the implications for SDC gender is again taken up and linked to the context analysis. Due to the surge of conservative groups and the deterioration of women's free movement/participation in Bangladesh, SDC identifies the need to address gender equality and gender mainstreaming more openly with its implementing partners.

In the annual report 2016 gender is well integrated into all relevant chapters. The short context description, the result statements and the general reporting on outcome and output level where gender sensitive goals and indicators were defined. The AR describes where general difficulties regarding the gender implementation exist in Bangladesh. No mention is being made to which extent any structural changes, intended or not intended effects, were achieved by the projects.

After assessing various different documents as well as conducting the 5 interviews it was clear that gender is not yet linked with a do- no- harm approach and the work on masculinities is till date a non-existent topic in Bangladesh.

Specific for SDC in Bangladesh is that it has developed an own tool addressing gender and governance.

For the G marker it has developed a contextualized guideline on how to use the G marker which will become effective from 2018 onwards.

Mentioned in all interviews is the difficult context for women in Bangladesh and the decreasing space for women in public due to increasing extremism which effects the achievements on gender of the last years.

**Main question 1: To what extent have SDC interventions achieved their goals in regard to gender equality (fighting structural inequalities and unequal power relations)?**

SDC Bangladesh has one gender specific project only which focuses on political empowerment of women on the local level. The project has been successful in empowering women in the project district but considering the continuously shrinking space for women in Bangladesh the project is fighting to uphold its achievements The project addressed the local level only and did not have any outreach onto the national level with its empowerment activities.

**Main question 2: To what extent has the inclusion of gender equality contributed to the achievement of overall development goals (projects where gender was mainstreamed)**

All interviewees were convinced that addressing gender mainstreaming not only helped to achieve overall development goals of projects but also improved the sustainability & quality of project results. E.g. promotion of women's participation in local governance increased the quality of local planning. Social issues like health, primary education were not addressed when only men decided upon the budget spending.

**KQ1a: Who are the main beneficiaries of SDC's projects/programmes in the field of gender equality?**

In general all disadvantaged groups should be addressed, women are part of that group. In the interview it has been stated that this is a good starting point for the discussion on gender.

**KQ1b: Are the interventions suited to the needs and priorities of beneficiaries?**

No specific gender analyses are being done for G1 projects. Hence specific gender priorities and needs of the beneficiaries are not necessarily analysed and integrated into the project design. The logic of a project is usually centred around a specific sector domain related topic e.g. value chains and how these could be improved for vulnerable groups. Addressing gender is often only a side issue. During the interviews it became obvious that all interviewees were thinking in the "project logic" of the sectoral theme, although the general context on gender issues was known to them. The manner on how projects address gender issues depends on the sector/thematic area and the specific problems related to the sector. Because gender issues were only seen as a side issue which need to be addressed (because it is requested by SDC), specific gender needs and priorities are not necessarily analysed during project planning nor addressed during the implementation.

**KQ2: Are SDC interventions aligned with national contexts and development goals?**

In the country strategy the available national policies on gender are mentioned;  
In the interviews it was highlighted that all interventions are aligned to national policies as the government institutions and their policies are their main counterpart;  
In addition the country office financially supported the development of national gender plan through the donor group on gender and commented on the draft.

**KQ3: How do programmes analyse and address social, political and economic inclusion, inequalities as well as direct and indirect forms of discrimination?**

The variety in addressing these different social issues differs greatly from project to project and to which thematic area the project is related:

- Economic inclusion: is addressed by projects working in the employment and income sector; One Swiss NGO (Swisscontact) focuses solely on value chains, market system development is addressing gender in an extremely pragmatic way. They try to highlight the business potential of women in rural areas to sellers of agricultural production products like e.g. seeds; if training takes place, Swisscontact tries to bring the training "close to women's home" to ensure their participation as long distance travel is often impossible for them; no particular gender strategy is developed, no gender quota is set by them, but they report all on disaggregated data and develop a gender strategy if requested by the financing donor. In vocational training their approach to reduce gender inequality is to include women in group of participants, and increase awareness

of employers to ensure a gender sensitive workspace with e.g. toilets for women; but no specific gender training for employers is taking place;

- Social Inclusion: all organisations try to include women to various degrees, but often it is limited to the physical inclusion of women, without any additional empowerment (be it economic or political empowerment: Helvetas e.g. sets quota for women participation);
- Political empowerment: Rupantar is the only organisation having a project addressing directly women, it is a G2 project. Their political empowerment of women project has specific activities only addressing women to empower them to participate in local governments. To achieve a more sustainable empowerment they conduct mixed gender training with couples to ensure the understanding and support of the husbands, a gender training with representatives from local elected bodies (prior only men) and with government staff (male dominated) to ensure a behavioural change and a bigger women's participation.

All organisations (SDC, Helvetas, SC and Rupantar) have a diversity of workforce policy to avoid any form of direct or indirect discrimination.

#### **KQ4a: What are success factors for SDC's programmes in their gender responsiveness?**

This was not asked instead the question on how gender mainstreaming is approached was asked:

- Quota for participation, representation of women (x% of beneficiaries)? Sex disaggregated data is a must, small actions take place in every project but gender is often seen as an additional topic and not integrated into the project strategy as such, gender mainstreaming is mostly limited to quota of participation 50/50 and if a group is particularly discriminated it might be 60/40 (F/M) (SDC GFP);
- The gender platform as an instrument to share experiences, learn;
- The Gender Focal Persons in the projects ensure an integration of gender in most relevant activities of the project.

#### **KQ4b: What are hindering factors for SDC's programmes in their gender responsiveness?**

- Lacking interest of public institutions, despite existing laws and policies;
- Depending on the project no specific budget for gender activities;
- No gender sensitive indicators and/or outcomes identified (reporting on disaggregated data is insufficient) which makes working on gender an add on;
- Lacking holistic gender approaches, only focusing on a specific technical sector does not change structural inequalities;
- Insufficient understanding of gender by implementers and subcontractors (mainly local NGOs, who are responsible for actual implementation) esp. the latter;
- Insufficient priority given to gender (due to gender being one topic among others) in the tender documents and hence in the implementation;
- Gender is only one topic among other relevant e.g. human rights based approach, governance, conflict sensitive program management etc. thus is part of bargaining chip between SDC and implementing NGOs when they are discussing the offers of (I) NGOs for the implementation of a project;
- Insufficient consideration of gender in strategic planning documents which leads to insufficient implementation;
- Lacking willingness of implementers to work on gender as the necessity is not seen;
- The gender checklist is an ambivalent instrument, although it promotes the reflection on gender it decreases the continuous work on gender during the implementation as the filling out of the checklist is considered as sufficient to address gender.

#### **KQ5a: What key challenges were encountered in mainstreaming gender?**

Bangladeshi context (according to interviewees)

- Patriarchal structures in the country on all levels is biggest problem;
- Economic and political space is already occupied by men and difficult to include women and difficult to open this space for women;
- In Bangladesh a distinction is made between public life which should be gender equal (defined by law) and private life which is ruled by religious believes either Muslim or Hindu belief. Especially the latter is regarded by several local interview partners highly discriminatory towards women;

- At policy level: not enough analysis of gender issues on government level although laws etc. exist; unwillingness of all levels (male dominated) to address gender issues as they are related with a shift in power relations; lacking understanding of gender problems, knowledge on gender, even collecting disaggregated data is often a challenge;
- Program/project levels: limited skills level and knowledge of partners and counterparts on gender, limited understanding of the necessity to address gender issues; difficult to find skilled gender focal persons for G1 projects who possess specific thematic as well as gender knowledge.

According to implementing partners:

- Wider context (current political situation): Bangladesh has come a long way to create space for women but the challenge currently is to defend achievements related to gender equality for women. Increasingly visible is the closing down of public space for women and there is no counter narrative; political climate is not in favour to work on gender;
- To achieve transformative gender changes through a holistic approach which includes the social, economic, political spheres is necessary, this is per se difficult. The set-up of development projects is a contradiction to achieve transformative results (limited budget and project duration to achieve more results; not only technical results but to work on gender, governance, CSPM etc. with less budget);
- The quality of interventions depends on / is decided by implementing organisations / front line staff. These local organisations (NGOs) often represent the average of a society with the similar (negative) gender attitudes, lacking skills and capacity.

**KQ5b: How were/are these key challenges addressed?**

- To improve the quality of interventions specific gender training is provided by SDC to the implementers, partners or by the implementers to their subcontractors, their own staff.

**KQ5c: What are remaining challenges?**

- The follow up from SDC's NPO varies to the extent which priority/importance gender has for the different NPO. If no gender sensitive logframe with specific indicators /outcome exists, no follow up on gender mainstreaming is conducted, neither reporting from the project;
- The continuous need for skills development for partners, counterparts and SDC staff;
- To achieve a change in the mind set of men responsible for implementation of both SDC and NGOs. As one interviewee mentioned gender inequalities need to be viewed as a problem everybody encounters in the daily life and not as a donor driven topic;
- To achieve sustainable gender results a more holistic gender approach is necessary which addresses all relevant sectors, economic empowerment, social/political empowerment on local as well as national level, this can often not be performed by any project without a specific gender budget, which mostly is non-existent;
- Quality control on inclusion of gender; the GFP has 15% of his time available for all related gender activities which is insufficient to address all issues on gender esp. quality control during the design phase of new projects.

**KQ6a: How can mainstreaming of gender be improved in SDC's projects? (analysis, design, management, implementation, monitoring)**

- Analysis: develop guiding questions on gender which can be addressed during the analysis;
- Management: more awareness rising for NPOs on gender and its importance;
- Implementation: have a specific gender budget, ensure gender training for partners and counterparts during the implementation;
- Monitoring: make it compulsory to include a minimum amount of gender sensitive indicators and outcomes (give examples, develop a guideline on possible gender sensitive indicators and outcomes), disaggregated data reporting is already an obligation in Bangladesh and Bolivia (does this apply to overall SDC?);
- Gender is often perceived as a donor driven topic and not as a topic which affects every day life, hence discussion with partners and counterparts on gender is often difficult, more gender trainings should be conducted to ensure a minimum & certain level of understanding on gender.

**KQ6b: How should SDC measure/estimate equality and empowering effects of their programmes?**

In the documents no reference was made to this question, in the interviews the people had difficulties in answering as they are all struggling but all projects try to capture empowerment effect by separate case studies, storytelling, and perception questions.
<b>Are there any areas of innovation? If so, which?</b>
None were mentioned and/or could be deducted from the collected information.
<b>KQ7a: Are SDC interventions in regard to gender equality comparable with international experiences, standards and global knowledge?</b>
This question was only answered by the SDC staff: in comparison to other donors in Bangladesh SDC is a leading donor on gender (Prior it was The Netherlands but they had a shift in strategy). SDC's additional value is that it promotes gender strongly: <ul style="list-style-type: none"> <li>• Financed gender trainings through small action fund (from 2018 this will no longer be possible);</li> <li>• Has an own gender platform in which all projects participate. SDC only provides technical support, the platform is financed by its partners, the platforms meets quarterly for a 1 day meeting to discuss gender issues, lessons learned, problems, provides skill training for partners and counterparts hence ensures a common understanding of gender;</li> <li>• Every year SDC organizes a one day gender and governance meeting with all partners to discuss achievements, problems, etc.</li> </ul>
<b>KQ7b: What are specific or general issues, themes, challenges or ideas that exist for addressing Gender Equality within SDC in the future in view of Agenda 2030?</b>
Bangladesh did not prioritize Gender as one of the topics for Agenda 2030 hence SDC did neither (in line with country policy).
<b>KQ8: What are comparative advantages of Swiss interventions with respect to gender equality?</b>
The following two points were identified by SDC staff: <ul style="list-style-type: none"> <li>• The definition &amp; promotion of gender as a cross cutting issue by SDC in Bangladesh;</li> <li>• The active promotion of the gender platform.</li> </ul>
<b>Additional questions</b>
<b>Is there (evidence or likeliness of) an underreporting on gender in the reporting of the country office, e.g. in End of Phase reports?</b>
All interviewees mentioned that an underreporting on gender occurs can have the following causes: <ul style="list-style-type: none"> <li>• The space to report on gender is often limited;</li> <li>• As gender is often treated as an additional / add on topic without a high priority and as it is not is not (well) reflected in the logframes no reporting is done;</li> <li>• Partners of SDC often limit gender mainstreaming to the use of sex disaggregated data (which is compulsory within SDC since a couple of years in Bangladesh);</li> <li>• The capacity of partners to report on gender is insufficient; lacking understanding of gender issues when mainstreamed, lacking writing skills;</li> <li>• SDC staff and staff of (I) NGOs reflect a cross section of the society (Swiss, or partner country society). Switzerland is not known for its emancipation and Bangladesh is an extremely challenging patriarchal context. Hence staff do not necessarily see gender as an important topic to work or report on.</li> </ul>
<b>What has been achieved in mainstreaming of gender in the projects/SDC office (internally/externally)?</b>
<ul style="list-style-type: none"> <li>• All organisations highlighted that implementing gender mainstreaming and achieving specific results is a process consisting of several steps. To actually achieve true gender mainstreaming several interviewees mentioned that the mind set of staff needs to change which lasts at least two generations;</li> <li>• Internally: gender (awareness) trainings organised for capacity building of staff to ensure a certain level of knowledge and sensitivity to the topic. The same accounts for the partners although the staff turnover with the partners seem to be higher and therefore the necessity bigger;</li> </ul>

- Externally: Achieved till date has been to report on sex disaggregated data as a minimum standard, whereas this still is a challenge for public counterparts.

Results on gender mainstreaming which have been achieved are for example in:

- Governance: a political empowerment of women on the local level with an increase of women representatives in local political bodies; 60.000 women organised in women groups on community level; but this was in a G2 project;
- Vocational training: to ensure the participation of women in the training; extend the gender sensitivity to a gender sensitive work environment (e.g. promote women's toilet);
- Market system development: gender issues were not directly addressed but the project advocated to include women as participants of the market/ e.g. the project raised awareness to seed sellers, that women are important participants of the market and by developing special seed products for women, e.g. homestead garden seeds the seed sellers could increase their profit. This is a very pragmatic approach on gender; but no specific gender training took place during the project.

#### **Is there a particular budget for gender activities? (small action fund?)**

- The GFP has a specific gender budget financed out of the small action fund which can be used for trainings, case studies, awareness campaigns (not planned). All project related gender activities need to be financed by the project budgets;
- From 2018 the small actions fund cannot be used any longer to finance any other activities than cultural activities or charity work hence financing crosscutting issues will become a challenge.

#### **General Conclusions, including any remaining interesting findings and/or comments**

- In general gender is included in all projects although often still as a commonplace. The seriousness how gender is addressed in each project varies greatly from (I) NGO to (I) NGO. It seems that not all (I) NGOs have integrated gender as a priority topic, but address it as an add on topic/ a SDC driven topic and hence no great efforts are made to mainstream gender despite having GFPs in the projects. In line with this are the mentioned internal issues of SDC. Due to different priority NPOs give to gender the mainstreaming of it depends: 1) If it has been integrated seriously into the tender documents and 2) The follow up provided by the NPO of SDC country office on integration of gender in the project. The interviews made clear that gender is often perceived as an institutionally driven topic without a being personally convinced of its priority;
- Apparently all projects have a specific gender strategy. Nonetheless the emphasis seems to be on the inclusion of women as participants in project activities without tackling structural inequalities;
- As gender is often mentioned as a commonplace in the project documents and concrete actions are not defined in the planning stage, available budget for specific gender activities is often lacking, ("everybody is smart and needs to be more efficient with less budget");
- The gender knowledge and willingness to address gender varies greatly from implementing (I) NGO to (I) NGO. To address this SDC would need to ensure a better inclusion of gender strategy and requirements in the tender documents;
- SDC should use the gender platform to ensure that all partners have a good understanding of what gender equality and gender transformative change means and how these can be addressed in the field. Parallel work must be conducted to change gender norms, perceptions and attitudes of men towards gender equality and women's equal rights. Especially the latter (attitudes/behaviour of men) was mentioned by all interviewees as a core problem.

#### **Recommendations**

- Gender needs to be reflected in more detail and in a more structured way prior to planning of a new project;
- Conduct a gender analysis per thematic domain to ensure a better planning of a project, and a joint understanding of the gender situation;
- Gender could/should be included in MERV. This would ensure a better understanding among staff on gender problematic and could be used as basis for any further gender analysis in the domains. This would ensure a more structured approach on gender;
- Gender mainstreaming should be included in tender documents: technical approach, foreseen budget etc. Parallel to this SDC staff need to be trained in assessing whether gender mainstreaming is adequately integrated in the offers;
- Address more structural inequalities; achieve a shift from focus on women's participation to women's empowerment and a change in power relations by either the promotion of more gender specific projects instead of gender mainstreaming ( as mentioned by some interviewees) or a more systematized gender mainstreaming;
- Ensure a quality control of the gender strategies.

## 2. Summary in-depth country study Bolivia

### General information

SDC Bolivia has currently integrated gender in its work, although mainly the basics such as quota for women participation and reporting on disaggregated data. Compared to the previous one the country strategy 2013 – 2017 has a clearer focus on gender issues. It mentions a gender objective which should contribute to the reduction of existing inequalities between men and women. But this objective was not integrated into the result framework of the country strategy and neither did the projects analyse/identify the existing gender gaps and how to reduce them nor were any indicators defined for this goal on project level. Thus an opportunity was lost to work gender in a more systematic way.

Having said this, SDC Bolivia did a considerable amount of work to integrate gender in its work. SDC's projects within the three thematic domains: Decentralization and Human Rights; Employment and Income; Climate Change, which have integrated gender with different intensity. The most advanced till date is Decentralization and Human Rights which has one G2 project fighting structural violence against women, one of the main gender problems in Bolivia. Employment and Income projects gave different importance to gender, affirmative actions, analysis of value chains for women.

The thematic domain of Climate Change has integrated gender on a very basic level, some projects did not address gender at all.

By 2018 all projects will have a gender strategy although the quality will vary, depending on a) the importance gender is given by the NPO; b) by the implementer; c) the capacity of the implementer and d) subcontractor.

A peculiarity for Bolivia is the gender action plan which is obligatory since 2013 and runs in combination with the duration of the country strategy. With the gender action plan, strategic goals on gender can be set which SDC would like to achieve on gender.

The monitoring of the gender action plan demonstrates that gender mainstreaming in Bolivia is advancing well, without any difficulties. The gender action plan as such contains all relevant fields on gender: qualitative, quantitative data, differentiated gender analysis, capacity development and information processing. The answers of the Bolivian office focuses till date on the quantitative data and their incorporation into the monitoring system. The issue of qualitative data which would measure any gender transformative issues is not being answered. Apparently several projects are doing a gender differentiated analysis, although the notions persists, that this analysis is being done for small activities only. In general a gender analysis is a useful instrument to promote gender mainstreaming, but should be applied more thoroughly especially by supporting the inclusion of gender during the planning phase and subsequent implementation of gender. From 2017 onwards more strategic goals are set within the gender action plan aiming at increasing the quality of gender results, e.g. all projects should contribute to gender equality and all projects should conduct a specific gender analysis

analysing women's role in the project topic, such as water management, vocational training, and waste management. Another topic to be addressed in the future -according to the interviews and as included in the gender action plan- is to include gender in the policy dialogue. The instrument of gender action plans could help to address and steer gender in a systematic manner, but it does not automatically ensure a proper quality of gender mainstreaming. It needs to be clarified if the gender action plan is applied across all regions or in Latin and Central America Division only.

Till date the thematic project logic defines how gender is addressed rather than analyses of gender issues. A sector wide gender analysis which could identify and define common gender problems and the respective response of SDC is lacking. The same applies for gender on country level. In the country strategy gender is mentioned but a specific analysis of gender and the overall gender problems is lacking.

In the last 3 years Bolivia started to work on masculinities with one project and all other projects have received a training on this topic in 2016 and 2017. By working with men and boys as well as doing a gender analysis on the women's role in the thematic area of the projects the underlying idea is to enable the projects to address structural inequalities in a more sustainable manner.

The SDC interviewees said that to ensure a more controlled gender implementation all National Program Officers will have within their employee goals for 2018 a specific gender goal ensuring a better quality of gender mainstreaming within the project.

In the annual report 2016 gender is mentioned in various places, but no assessment can be made regarding the quality of the gender mainstreaming as the information remains superficial and gender sensitive indicators were established only for thematic area 1 decentralization and human rights which has gender principal projects.

**Main question 1: To what extent have SDC interventions achieved their goals in regard to gender equality (fighting structural inequalities and unequal power relations)?**

It seems that SDC interventions achieved to a certain extent their goals in regard to gender equality in terms of fighting structural inequalities on the local level in the intervention area by targeting specific sectors like health, local governance and improving the legal services for women who experienced violence. These activities mainly refer to the G2 project PADEM.

Although most SDC projects are not fighting structural inequalities and unequal power relations directly SDC increasingly focuses that men and women benefit likewise from their activities (e.g. Market System Development, Microfinance Component of Rural market project). But as a risk analysis of project interventions regarding gender is rarely done there might be a shortfall in the actual achievements.

In the already mentioned PADEM project men were also involved in project activities to overcome men's resistance e.g. to their wives obtaining medical support during their pregnancy.

**Main question 2: To what extent has the inclusion of gender equality contributed to the achievement of overall development goals (projects where gender was mainstreamed)**

Generally speaking everybody was convinced that including gender equality in a project intervention increases the achievement of overall development goals.

Nonetheless in more technical projects e.g. clean air project, brick production, the inclusion of gender was considered unnecessary and women were often excluded and easy opportunities to work on structural inequalities were lost. As this is mostly related to one Swiss NGO, and an occurring problem in not only Bolivia, SDC might think to include more strict rules on gender application.

**KQ1a: Who are the main beneficiaries of SDC's projects/programmes in the field of gender equality?**

Vulnerable groups, men and women, girls and boys in urban and rural areas.

**KQ1b: Are the interventions suited to the needs and priorities of beneficiaries?**

For gender this depends vastly from sector to sector/ from project to project. In general terms the context knowledge of the SDC office is good and interventions are shaped to address specific identified problems, but interventions where gender is being mainstreamed often do not include ideas on addressing particular needs and priorities of women/gender issues as gender was considered an add on topic in the past. Through the intensive work on gender in the last years, the (foreseen) gender analyses in the projects and the already existing gender policies in projects a higher priority is given to gender which will have its effects regarding the needs and priorities of the beneficiaries as well.

**KQ2: Are SDC interventions aligned with national contexts and development goals?**

All interventions are aligned to national context and their development goals. These are the guiding principles. A limitation for the alignment is if national development goals are opposed to SDC's values like human rights. In 2016 Bolivia published a new "economic and social development plan for Bolivia". Subsequently SDC analysed its projects regarding how and where its interventions can support the achievement of this plan.

Regarding the new law addressing violence against women, SDC has a project specifically addressing the topic.

**KQ3: How do programmes analyse and address social, political and economic inclusion, inequalities as well as direct and indirect forms of discrimination?**

In projects gender issues are discussed at the grassroots level with communities, an area of improvement is the national level where this topic is mostly absent especially if gender is mainstreamed in a project.

Generally speaking inclusion (social, political, economic) inequalities and different forms of discrimination are addressed by promoting equal access to opportunities (participation in vocational training, men and women should be the beneficiaries), often supported by setting a quota for women's participation. The participation is often flanked by a capacity training aiming at empowerment. But again this varies from project to project and from sector to sector and a structures approach on gender is not visible yet.

**KQ4a: What are success factors for SDC's programmes in their gender responsiveness?**

- Since 2015 all SDC offices have to report on progress and effects of gender interventions which puts more pressure on projects to actually work on gender;
- Gender Focal Point is very active and ensures a constant work on gender with the partners;
- All projects have a SDC imposed Gender Focal Person. During the initial years the responsibility for gender lay with low level staff which has changed and with it the importance of gender in the project.

**KQ4b: What are hindering factors for SDC's programmes in their gender responsiveness?**

- Lacking inclusion of gender in project documents (entry and credit proposal); a more substantial feedback on gender from headquarter would be appreciated;
- Depending on the project no specific budget for gender activities;
- No defined gender sensitive indicators and/or outcomes (reporting on sex-disaggregated data only is insufficient) which makes working on gender an add-on;
- Lacking holistic gender approach, only focusing on a specific technical sector does not change structural inequalities;
- Insufficient understanding of gender by implementers and subcontractors (mainly local NGOs implementing the activities), esp. the latter;
- Lacking willingness of implementers to work on gender as the necessity is not seen;
- Insufficient priority given to gender (due to gender being a topic among others) in the tender documents and hence in the implementation;
- Gender is only one topic among others thus is part of bargaining chip;
- Insufficient consideration of gender in strategic planning documents which leads to an insufficient implementation;
- Reference to socio-cultural challenges in regards to women's participation in decision making and in governance esp. on local level.

**KQ5a: What key challenges were encountered in mainstreaming gender?**

<ul style="list-style-type: none"> <li>• Effective gender mainstreaming resulting in changes in gender norms is an incremental process which takes time, no quick results in transformative changes possible;</li> <li>• Lacking public leadership on gender despite existing laws hamper successful implementation of gender activities on local level esp. with government officials in municipalities (i.e. little enforcement of existing gender laws);</li> <li>• Lacking knowledge on gender;</li> <li>• Lacking awareness on gender;</li> <li>• Backing / institutional compromise on gender by country office management (Head of Cooperation);</li> <li>• Unclear definition on gender, often a very theoretical concept presented by SDC.</li> </ul>
<p><b>KQ5b: How were/are these key challenges addressed?</b></p>
<ul style="list-style-type: none"> <li>• By awareness raising and improving the sensitivity of the actors and beneficiaries of the project implementation to integrate gender;</li> <li>• Capacity training for implementers and counterparts.</li> </ul>
<p><b>KQ5c: What are remaining challenges?</b></p>
<ul style="list-style-type: none"> <li>• 90% of SDC's interventions have mainstreamed gender, but achieving quality on gender mainstreaming which includes affirmative actions, women empowerment remains a challenge;</li> <li>• To continue to include the work with men and boys to address structural inequalities;</li> <li>• To include gender as a necessity, including as a way to better achieve the overall (thematic) objectives of a project, and not as an add-on or donor driven topic; this includes to achieve a change in the mind set of men staff;</li> <li>• To convince communities that gender is not a donor driven topic but a topic linked with their daily lives;</li> <li>• Achieving, measuring and documenting transformative changes.</li> </ul>
<p><b>KQ6a: How can mainstreaming of gender be improved in SDC's projects? (analysis, design, management, implementation, monitoring)</b></p>
<ul style="list-style-type: none"> <li>• To address gender in a more systematic way by conducting a gender analysis prior to project design;</li> <li>• By including gender specifically in the tender documents to manifest its importance as an intrinsic topic and not an add on;</li> <li>• Allocation of budget for specific gender activities.</li> </ul>
<p><b>KQ6b: How should SDC measure/estimate equality and empowering effects of their programmes?</b></p>
<ul style="list-style-type: none"> <li>• It was mentioned that equality and empowerment currently are measured by specific case studies, perception questions.</li> </ul>
<p><b>Are there any areas of innovation? If so, which?</b></p>
<p>Work on masculinities, for example, by involving husbands in a project on maternity.</p>
<p><b>KQ7a: Are SDC interventions in regard to gender equality comparable with international experiences, standards and global knowledge?</b></p>
<ul style="list-style-type: none"> <li>• SDC's gender approach is comparable to other organisations; however, the Gender Focal Point Groups approach is considered more progressive compared to other donors' approaches;</li> <li>• Analysing the gender action plan (2013 -2016) there seems to be a strong emphasis on women participation which is an initial step but should be linked to women empowerment, gender perceptions, values, norms. In general the gender approach should be more systematic and structured which apparently is the aim of the gender action plan 2017 – 2020. This GAP will focus on analysing women's role in the thematic area of the project and subsequently will develop a corresponding gender strategy;</li> <li>• GFP groups analyse the gender activities of the different projects and have an active exchange on their approaches not only within Bolivia but regionally and internationally to ensure appropriate approaches;</li> </ul>

<ul style="list-style-type: none"> <li>• SDC is leading the Donor group on gender.</li> </ul>
<b>KQ7b: What are specific or general issues, themes, challenges or ideas that exist for addressing Gender Equality within SDC in the future in view of Agenda 2030?</b>
<p>The Agenda 2030 was till date no specific point of discussion, reason being the national economic and social plan for development is the guiding principle for SDC in Bolivia. The SDG were assessed in a general manner, and as gender (SDG5) is no set priority for the government of Bolivia, SDC in Bolivia did not discuss this topic further.</p>
<b>KQ8: What are comparative advantages of Swiss interventions with respect to gender equality?</b>
<ul style="list-style-type: none"> <li>• Gender mainstreaming as a transversal theme is obligatory;</li> <li>• Obligatory Gender Focal Points in the projects and focal point groups at national level, which enable a constant information exchange, peer to peer review, capacity training, and learning;</li> <li>• Gender Focal Person in the project which ensures gender mainstreaming down to the local level of a project;</li> <li>• SDC's interventions are designed long term (several phases, 3 to 4 years each) which lays the ground for transformative changes and sustainability of projects;</li> <li>• SDC Bolivia leads the donor group on gender CIAG (<i>Comité Interagencial de Género</i>).</li> </ul>
<b>Additional questions</b>
<b>Is there (evidence or likeliness of) an underreporting on gender in the reporting of the country office, e.g. in End of Phase reports?</b>
<ul style="list-style-type: none"> <li>• The interviewees mentioned that the lacking information on gender in the reports is a combined result of a very condensed report with limited space available and sometimes lacking work on gender;</li> <li>• After assessing gender principal and gender significant engagements and conducting the interviews it seems that more activities on gender take place on the ground than are reported.</li> </ul>
<b>What has been achieved in mainstreaming of gender in the projects/SDC office (internally/externally)?</b>
<ul style="list-style-type: none"> <li>• All organisations highlighted that implementing gender mainstreaming and achieving specific results is a process consisting of several steps. To actually achieve true gender mainstreaming the mind set of staff needs to change which lasts at least two generations;</li> <li>• Internally: gender (awareness) trainings organized for capacity building of staff to ensure a certain level of knowledge and sensitivity to the topic;</li> <li>• The trainings on gender for SDC staff are open to partners too;</li> <li>• The development of a staffing policy addressing social inclusion strategy (non-discriminatory, gender sensitive);</li> <li>• Externally: Achieved till date has been to report on disaggregated data as a minimum standard and the integration of women in the group of participants often using a quota system;</li> <li>• The project "Rural Markets" promoted gender mainstreaming actively with affirmative actions;</li> <li>• Projects: By defining gender strategies for each project the projects aim at integrating gender; but no answer was given about the quality of the gender approach (aiming at transformative changes vis-a-vis gender as an add on topic).</li> </ul> <p>More detailed answers on questions about empowerment on local level, or improved access to finance, health, etc. were not given as the interviewees were either the country directors of the respective interviewed (I) NGOs or SDC staff who knew in general the projects but not the specifics.</p>
<b>Is there a particular budget for gender activities? (small action fund?)</b>
<p>The gender focal group, its trainings and its publications was financed by the small action fund.</p>
<b>General Conclusions, including any remaining interesting findings and/or comments</b>

- The country office undertakes all possible measures to mainstream gender: an active gender focal point and gender focal point group which is obligatory for all projects, regular gender trainings, conducting studies, peer to peer review, and even integrating gender in the employee goals.
  - Gender till date is not addressed in a systematic and structured way. Despite stating this, gender is addressed in all projects although differing in scope and scale; the goal for the coming years is to improve the quality of gender mainstreaming as the basic mainstreaming of gender (inclusion of women in the group of beneficiaries) has been achieved;
  - The seriousness how gender is addressed in each project varies greatly from (I) NGO to (I) NGO. Especially in more technical projects gender is often excluded because the inclusion of gender is not considered obvious or necessary. SDC should work jointly with the partners to identify possible gender approaches;
  - Quality control on gender mainstreaming could be improved to raise the quality of gender mainstreaming and ensure addressing more structural inequalities;
  - Apparently all projects have a specific gender strategy. Nonetheless the emphasis seems to be on the inclusion of women participation without tackling structural inequalities;
- Gender knowledge and willingness to address gender varies greatly from implementing (I) NGO to (I) NGO. To address this SDC would need to ensure a better inclusion of gender strategy in the tender documents.

#### Recommendations

- For more technical projects SDC should identify and define jointly with the partner a possible gender approach;
- Gender sensitive indicators and objectives (including reflecting transformative change) should be identified to ensure more structured and systematic work on gender;
- Address more structural inequalities; Achieve a shift from focus on women's participation to women's empowerment and a change in power relations by either the promotion of more gender specific projects instead of gender mainstreaming, or a more systematized gender mainstreaming;
- A more holistic approach on gender
- Continue with the gender training for SDC staff and partners;
- Ensure a quality control of the gender strategies;
- A quality control on gender from headquarter for Entry and Credit Proposals to ensure a SDC standard on gender mainstreaming;
- To ensure a more systematic approach on gender a gender sector analysis would identify the priorities to address which should be reflected in the gender action plan.

### 3. Summary in-depth country study Chad

#### General information

The SDC office in Chad works specifically in the area of (i) health, (ii) education and (iii) agriculture, fighting gender inequality in these domains. The COOF's Gender strategy adopted in 2007 "Le Reve" suggests taking gender into account in the concept of development (train as many women as men, schooling of children, with specific attention to girls). The strategy also recommends supporting the processes carried out by economic and social actors and improving the strategic and regulatory framework in the SDC's fields of action.

SDC's cooperation strategy in Chad (2010-2014) foresees gender as a crosscutting theme. To date, the COOF in Chad refers to SDC's gender strategy in the implementation of its projects / programmes and in the country office itself. Each single phase credit proposal has to provide a concept note that takes gender into account and make sure that there is gender balance in the programmes.

According to the documents reviewed there is an increased sensitivity and gender mainstreaming in operational practice. However, there is a gap between the established practices of gender mainstreaming and the way it is reflected or reported upon in some of the documentation. For instance there is gender is not mentioned at all in the MERV.

The institutional and instrumental framework is put in place: the vast majority (8/10) of the projects have instruments and follow-up measures that take gender into account. Half of the partners / programmes have designated one person specifically responsible for gender monitoring and making sure that gender is taken into account.

Gender is mainstreamed as a transversal theme in SDC programming, this is reflected in the creation of a steering committee on gender (COPIGED) to make sure that there is a clear understanding of the gender concept and gender approach; To establish exchange and reflection on the gender theme, encourage programme managers to become more involved in applying and implementing a gender approach in their programmes; And capitalize on the experiences of the different interventions/projects funded by SDC.

Both Annual Report on 2015 and 2016 indicate that there is increased gender sensitivity thanks to regular activities developed and carried out within the gender action plan 2015-2017. This action plan was formulated in November 2015 during a 4 days gender training for SDC staff and partners. Both ARs include sex-disaggregated data as well as a specific paragraph on gender results in SDC programming.

The SDC GFP is very active, supporting the national programme officers in their gender mainstreaming efforts, and regularly visits partners and women's organisations to interview them on projects results and impact and collect project related data. Even though there is no specific women's empowerment or gender project per se, gender as a significant topic is integrated in all the projects and programmes.

Chad has a government policy and strategy on gender, even though it isn't yet officially adopted it is referred to by Civil Society Organisations. The Ministry of Social Action, Family and National Solidarity, is responsible for promoting gender equality and women's empowerment and had developed in collaboration with CSOs numerous national gender mainstreaming documents and programmes such as the Integration of women in development projects, establishment of women's centres, development of national gender policy, amongst others.

The most important gender issues identified by the partners at the national and local levels are: (i) equal access to natural resources and factors of production; (ii) equal access to schooling (boys are privileged); (iii) equal access to governance and decision-making; (iv) women's representation in institutions at all levels; (v) the low value of women's reproductive and production functions.

However, there remain general gender issues in Chad that aren't necessarily addressed by the SDC programming, such as the unequal distribution of the benefits of development between men and women, the contribution of women is often overlooked or underestimated, the inequality between men and women and between girls and boys, low proportion of women in decision-making bodies, low participation in political life and taking into account their potential in the field of governance, the recurring low level of education and training of women.

**Main question 1: To what extent have SDC interventions achieved their goals in regard to gender equality (fighting structural inequalities and unequal power relations)?**

Overall it seems that SDC's interventions achieved - to a large extent - their goals in regard to gender equality in terms of fighting structural inequalities, for example project activities enhancing women's education and economical skills gave women more space and legitimacy to be more involved in family and community life.

From the two projects reviewed and included in the interviews, that have gender-specific outcomes or gender-specific goals, it can be concluded that these projects have contributed significantly to gender equality, which has led to equitable access to the benefits and empowerment of women. Furthermore women were able to access to different forms of credits for their specific activities and women's organisational capacities (platform, governance, etc.) were strengthened. The project's indicators were also disaggregated by sex.

By targeting specific sectors that are at the basis of unequal power relations specifically focusing on the education of women and girls, health and agriculture sector, SDC interventions have provided new

opportunities for women in Chad that did not exist before. Gender issues are integrated into most of the SDC projects and programmes from the process of elaboration until implementation. For instance in the Shea project, where women and men participated in the planning of the project and its implementation on equal basis. Likewise, both groups benefitted in the same way from the actions / interventions of the project, and even though women do not necessarily have full decision-making power over increased income, they are able to participate more in the discussions and decisions for family and community life.

According to the interviewees, for example in the Chadian culture in general girls and women are not allowed to speak in public and even at home they are not allowed to speak directly to the brother or the father, unless they are given permission. However with the Shea project's emphasis on economic development, it had encouraged the women to discuss more with the men at home and participate more fully in decision making at home when it concerns the children's health and education, which according to the SDC GFP didn't exist before the project and women's participation is the direct result of the project.

In all their projects in Chad, SDC puts an emphasis on collaborating with women's organisations, so that they can sensitize female members of the community to engage in the projects and build trust with them to become economically independent (one of the key programmes of SDC in Chad).

Also in some projects men are also involved which helps to mitigate the risk of domestic violence when women become empowered or earn more than their husbands. There is still a need to train and support women's participation in projects, both economically and politically, and provide coaching to ensure that real transformation towards gender equality is happening as inequalities are deeply embedded in cultural and religious practices.

**Main question 2: To what extent has the inclusion of gender equality contributed to the achievement of overall development goals (projects where gender was mainstreamed)**

The review and interviews indicate that those projects that are gender significant/transversal, did not necessarily achieved the desired outcome(s) in relation to gender mainstreaming. In technical projects (for example projects that focused on road construction or increased agriculture production) the inclusion of gender issues, or women's participation was perceived as inappropriate, or not relevant. Women would be excluded from the project de facto despite SDC's good intentions and GFP support.

For example the project ResEau, which focusses on institutional and technical capacity of the government in the hydrogeological domain, does not at all consider gender issues. There was an attempt to collect sex disaggregated data but that was challenging and did not produce the expected results. One area of support to the technical capacity of the government was to offer a Master degree called HydroSiG to ensure development of local technical capacity. However it seems the students participating to this Master degree were mostly male, and one possible entry point for more gender mainstreaming could have been to encourage and ensure equal access for women to the Master degree in HydroSiG to create female technical capacities.

The SDC GFP works together with the national programme officer to review the project proposals they receive from partners as well as projects they would like to implement to ensure that gender is integrated in all phases of the project.

From the reviewed documents it seems that the majority of the interventions/activities are not based on a gender analysis, and specific gender elements are not always reflected in the credit proposal or in the prodoc.

According to the GFP a positive aspect is that all trainings that are organised by SDC for their personnel or their partners, include a session on gender at the beginning of each training, regardless of the theme.

From the documents reviewed and the interviews held it is not clear to what extent the projects actually manage to change gender relations. Most projects ensure women's participation and address women's practical needs, with the perspective that this will eventually reduce gender inequalities on the long term and contribute to the achievement of overall development goals.

**KQ1a: Who are the main beneficiaries of SDC's projects/programmes in the field of gender equality?**

Women, men, boys and girls, in urban and rural areas; Local women's organisations; community based organisations; women organised in cooperatives.

**KQ1b: Are the interventions suited to the needs and priorities of beneficiaries?**

Yes, it seems that interventions/activities are identified in collaboration with the beneficiaries. According to the GFP from the identification phase onwards, and during all the planning phases, interventions/activities have to integrate gender issue and make sure that women are taking part in all the different phases of defining the project, as well as women's concerns and specific needs have to be taken into consideration.

**KQ2: Are SDC interventions aligned with national contexts and development goals?**

Yes, SDC interventions are aligned with national context and development goals (specifically SDG 2, 3, 4, and 5).

There is a national gender policy - even if not yet adopted by the government. The president of Chad has made a public declaration on a quota of at least 30% women in decision-making bodies, administrative and policy frameworks.

**KQ3: How do programmes analyse and address social, political and economic inclusion, inequalities as well as direct and indirect forms of discrimination?**

According to the interviews with the partners and the GFP, prior to each intervention, there is a gender analysis conducted by the implementing partners and reviewed by the GFP within the context analysis framework. The context and gender analysis includes the diagnosis of access to natural resources by women and men in all projects. The analysis is based on the assessment of the local context, and what activities need to be carried out before the formulation of strategic orientations. However from the reviewed documents it seems that the majority of the interventions/activities are not based on a gender analysis or specific gender elements are not always reflected in the credit proposal or in the prodoc.

Gender issues are discussed at the grassroots level with communities and during meetings in synergy with the SDC representatives. Social, political and economic inclusion, inequalities and forms of discrimination are tackled by valuing the complementarity between men and women, promoting equal access to opportunities, eliminating gaps in the field of education and promotion of women's specific activities. However according to some of the partners the absence of an officially adopted national gender policy or strategy results in the lack of a clear way to address these issues, or at least is used as an excuse not to address gender issues in practice.

SDC mainly addresses structural inequalities by focusing on women's participation (having a quota of participation) in rural economy. Issue in relation to freedom from violence and equal political participation are not addressed in the projects reviewed/according to the interviewees.

Examples of programmes supported that address gender inequality.

Rural economy:

- Programme to support rural producers (training of couples in the agro-pastoral entrepreneurship, network of producers); supporting women's economic empowerment with projects that targets processing / packaging and valorisation of the products (exchange visits between Shea producers, support to milk processing);
- Support for women's handicrafts: preparation of agricultural and processing equipment, technical support to farms in centres and producers; providing trainings for girls and women in trade and functional literacy (emphasis on enrolment in schools of boys and especially girls) in order to support women to take their place in the community.

Education:

- Basic education, adult literacy and post-primary education;

- Support in the development of content for school curricula, and providing for basic materials for community schools;
- Strengthening the capacities of women, parents and teachers / educators.

Social Health Programmes:

- Preventive health projects and traditional medicine with Rural Development programmes (RDPs);
- Development of RDP booklets that take gender into account.

Climate change:

- Specific projects for women, e.g. home gardening and crops development.

**KQ4a: What are success factors for SDC’s programmes in their gender responsiveness?**

According to the Gender Focal point the “Diagnosis Genre” (a document developed in 2015 reviewing the state of gender issues in the SDC office in Chad and developed for each programme and for each partner), is a useful tool for capacity building in a targeted way.

A significant change in the SDC programme is reflected in the latest requirements for the annual reports which, through its new format, require reporting on the progress and gender effects of interventions. For instance in both annual reports for 2015 and 2016 there is a short section at the end of the report that summaries the gender findings.

According to the interviewees, the majority of beneficiaries consider that gender mainstreaming has been successful, and there are good practices that are effective and visible on the ground.

Several examples were provided such as:

- There is an increase in women participation in the statutory meetings of projects that concerns them directly, they participate in promoting the project and in trainings organised within the projects;
- There is an increase of women’s participation in governing bodies of mixed organisations where they hold different posts in a similar way as men, and having opportunities for speaking in the assemblies to freely express their opinion;
- Promotion of equitable access to the different types of support provided by organisations (like the processing and marketing of products and by-products) has resulted in generating revenue for women and contributed to women’s empowerment and change of perception at the household and the community level;

A couple of success factors were mentioned in regards to why these good practices are effective:

- The fact that SDC takes women into account, and ensure that the partners who would be selected to design and implement the project, are gender sensitive as well as the partners organisation;
- The fact that GFP of SDC is very engaged and present in the field, collaborating with the local women’s organisations;
- The fact that there are competent project implementers that are gender aware, using a participatory approach to identification of the needs and interests of the different target groups;
- Mandatory use of the gender checklist by the partners.

According to the SODEFIKA (shea butter) project findings, good gender result have been reached in terms of changes in gender related practices and perceptions. The participation of women in household functioning (food, health, schooling, clothing, etc.) facilitates the head of household's decision to let girls go to school. Reducing a woman's dependence on her husband greatly changes her husband's perception of her. She is increasingly seen as a full-fledged actor of household welfare and is therefore consulted by her husband about the household. In addition, women feel free to speak up at cooperative meetings and share their specific concerns and needs to men.

**KQ4b: What are hindering factors for SDC’s programmes in their gender responsiveness?**

The following hindering factors are mentioned:

- Resistance of certain actors and partners to contribute to increasing women's empowerment and/or gender equality;
- Low capacity of programmes to innovate. Most programmes address traditional areas of women's occupation (shea butter, small crops agriculture, literacy);
- Women are not yet sufficiently involved in the decision-making process when they are participating or working in mixed organisations or associations;
- There are still socio-cultural challenges in regard to women's participation in governance issues such as public speaking or political participation;
- Despite increase in revenue generation, women do not necessarily gain decision-making power about this revenue and in most cases the husbands keep and decide how he or (in best cases) they will spend the income;
- The content of the gender checklist that is mandatory for each credit proposal isn't always understood by the partners and they aren't able to translate it into the project design and in the implementation.

Despite legal and national context in favour for gender equality / women's rights (like the presidential decree to ban early marriage, and the presidential decree to sign the national gender strategy and action plan), it does not yet trickle down to the community level. In general in the Chadian culture, people do not necessarily denounce when gender related issues and gender based violence is occurring (such as early marriage or domestic violence). Efforts to engage religious and community leaders in interventions/activities, for instance in terms of combating early marriage and in relation to health issues, are not always successful. And when they are addressed, they often put the responsibility to make the change on women not necessarily engaging men in the transformation (for example in terms of family planning).

#### **KQ5a: What key challenges were encountered in mainstreaming gender?**

The main challenges encountered in mainstreaming gender are the following:

##### **At the national level**

- To create a legal framework for information sharing and exchange of experiences on gender issues, e.g. on the process of elaboration of laws for the inclusion of gender issues, promoting women's participation in political life, and taking into account their potential participation in the field of governance;
- Enhancing the level of education and training for women.

##### **At the local level**

- Equal access to opportunities;
- Involvement of women in the decision-making processes and bodies;
- Elimination of socio-cultural constraints;
- Elimination of disparities in accessing to financial services;
- Promotion of mixed activities and women specific activities.

According to the GFP of the project GERTS (*Gestion des eaux de ruissellement dans le Tchad sahélien*), these key challenges are based on social and cultural perceptions of women as the property of men. In terms of management of conflict concerning resources women are often excluded and do not have access to decision-making processes. These gender inequalities and gender-based discrimination are obstacles for sustainable development.

##### **At SDC level**

- No specific budget for gender per se;
- No systematic inclusion of good gender indicators;
- There is not necessarily always collection of sex disaggregated data;
- The effects interventions might have on women is not always collected;
- There is no clear link between funds allocated to activities where gender was mainstreamed and funds allocated to activities that were solely focusing on women's participation.

#### **KQ5a: How were/are these key challenges addressed?**

Addressed by:

- Creating a platform for discussion on gender issues between SDC staff and other programmes of partners financed by SDC to enhance and ensure gender mainstreaming;
- Raising awareness of the partners and initially implementing actions that quickly produce visible results (such as with the Shea project);
- Improving the sensitivity of the actors and beneficiaries of the project that are implemented as to facilitate the integration of gender.

For instance the project GERTS organised advocacy sessions and focus group discussion targeting men - the husbands of the women involved in the project - to allow their wife to participate in the decision making processes. Another strategy adopted by the project GERTS is to integrate the women in key positions in the executive offices of the *Groupements de Gestion des Ouvrages* (GGO), this gives them the opportunity to share their point of view during the decision-making sessions.

According to the 2016 Annual Report opportunities for strengthening gender issues in the various SDC programmes have been identified based on the consecutive phases of the various projects. In particular, health programmes have been strengthened based on the following:

- The External Evaluation of the Programme “*Promotion des mutuelles de santé* (CIDR)” has incorporated a specific gender component, which resulted in gender-related objectives for Phase 3 of the project;
- The programme “*Appui aux districts sanitaires* (PADS)” has paid particular attention to gender issues during two studies, both in terms of methodological approach and the content of the programme (baseline study, socio- anthropological study on health determinants).

#### **KQ5c: What are remaining challenges?**

The remaining challenges are:

- Women’s own self-esteem;
- Lack of recognition of women’s know-how;
- Women’s low level of education; lack of freedom of expression;
- Husbands’ opposition to women’s activities;
- Reconsideration of the place of women in the household and their place in the community.

The issue of the dowry is a good example of a social constraint that is a challenge for gender equality. In Chadian Culture, the husband to-be has to pay a dowry for his wife to-be. This “payment” is often considered as an economic power that the husband has over his wife. With the strengthening of women’s economic power, some women consider paying back the dowry to their husband to gain back their economic and social freedom. Certain men consider this as a breach of social contract. Thus, interventions that seek to strengthen women’s economic power, without accompanying it with training and awareness raising activities that target both men and women, might have an opposite effect and lead to mistrust of the men towards SDC interventions.

#### **KQ6a: How can mainstreaming of gender be improved in SDC’s projects? (analysis, design, management, implementation, monitoring)**

- The terms of reference (ToR) of projects should be enhanced and materialized. According to the GFP the ToR developed at each stage of the project (diagnosis, planning, drafting of project documents, intermediate studies, evaluation missions, etc.) did not necessarily integrate the gender aspect. However this was addressed by the GFP and now all ToRs developed for project / programme-related actions must incorporate aspects to ensure gender mainstreaming. It is also a way of systematically following the development of the consideration of gender in SDC’s programmes;
- As for the other Programme Officers, gender mainstreaming is an integral part of their analysis of the prodocs, planning documents and monitoring of partner programmes and their MAP 2013;
- A gender session was added at the start of each training carried out by SDC or at implementing partners, regardless of the theme addressed by the training;
- There is also a real commitment made by the partners and SDC to better take into account equal opportunity and gender equity in programmes and institutions. Each Programme Officer is

responsible for monitoring the implementation of these commitments in the NGO it follows. Some of these commitments are incorporated into the prodocs at the time of their elaboration; For the partners, only sustained work will enable them to improve gender equality and equity within their structure and on the ground. The tools used, whether SDC toolkit or tools developed by the institutions will be adapted to their respective context;

- In addition SDC needs to make sure that men and women who participate in their activities and the activities of implementing partners are both sensitized to gender issue. Ensure that men participate in mixed activities and at least in the first actions of women specific activities. As seen earlier with the dowry issue, women's economic empowerment is sometimes a source of vindictive backlash from women towards their respective spouses.

**KQ6b: How should SDC measure/estimate equality and empowering effects of their programmes?**

- By regular field visit to the beneficiaries, discussing directly with all family members - father, mother and children - to receive their feedback on how their life was before the project and what did the project brought to them in terms of life changes;
- According to the GFP, the results are clear when one notices the way the family members respond, the space women and girls take in the discussion, and what space women take in the community meetings and whether they speak up their mind. This is a good indicator of empowerment in the culture where women are not allowed to speak in public.

For instance the strategy of Caritas Switzerland is based first and foremost on the participation of all the beneficiaries in the identification of the project and then in its implementation. During the implementation of the project, they rely on the positive aspects of the social division of labour (with the recognition that men have for the products resulting from this work, for example the artisanal processing of peanut and shea almonds, but also peanuts produced by women), as well as the development of specific financial products for women's activities in order to improve their incomes. With the strengthening of their economic power, the women participate in the functioning of the household and can access the factors of production (purchase of land, access to credit, etc.). This new situation changes the perception of men and women and opens the door to their participation in the decision-making process in households and producer organisations where women are increasingly occupying positions formerly reserved for men. Local advocacy, training and awareness-raising support this process of empowering women. For the SDEFIKA project, the strategy is to bring about and consolidate changes at the local level while supporting actions for policy changes at the national level.

**KQ6c: Are there any areas of innovation? If so, which?**

Yes: (i) all trainings at SDC start with a gender mainstreaming session, before tackling the main theme of the training; (ii) each programme has a gender officer that has the responsibility to oversee how gender is concretely applied in the field. The SDC GFP comes as an additional support.

A project that stands out as successful and innovative according to both the SDC GFP and one of the partners is the project "Supporting the Development of Shea and Groundnut sectors in Chad (SODEFIKA)", which deals with gender issues by promoting:

- The participation of women in all phases of the project in the same way as men;
- Development of specific financial products for women and income-generating activities. Improving women's incomes allows them, for example, to buy land that they cannot inherit because of socio-cultural rules, but also to participate in the functioning of their household thus reducing their dependence on men and improving their status accordingly;
- Training and sensitization of men and women for the participation of women in decision-making bodies and their representativeness in associative governance bodies;
- sensitization of traditional leaders and religious leaders for gender sensitivity;
- The professionalization of women and their organisations to improve the productivity of their income-generating activities;
- Capacity building of project staff and partner organisations for gender sensitivity.

**KQ7a: Are SDC interventions in regard to gender equality comparable with international experiences, standards and global knowledge?**

Yes, in terms of quality of intervention and pertinence. Although according to the interviewees the approaches and strategies of each organisation to address gender issues are sometimes different. There is a need and request for more synergies and collaboration between SDC and other partners working on gender issues but there isn't yet a framework or a coordination mechanism.

**KQ7b: What are specific or general issues, themes, challenges or ideas that exist for addressing Gender Equality within SDC in the future in view of Agenda 2030**

According to the GFP there are three main themes for SDC for addressing Gender Equality:

- 1) Women and girls education (equal opportunity and retention);
- 2) Economic empowerment;
- 3) Addressing gender issues in climate change and agriculture.

And for now these are the 3 areas where the SDC country office will focus on in the future.

However, women's political participation need to receive special attention, as women are not trained nor informed, they do not necessarily participate to the political debates nor the local or regional elections, all this is linked to socio-cultural-economic context as well as to the issue of education, that is referred to above, but also to a real willingness to support from the donor community to include this in the political dialogue. According to the interviewees one cannot expect women to join the political arena and participate at the same level like men, when the initial stand point is not the same. SDC could support women's political participation but the focus should be first on enhancing women's education and health and build towards women's participation in public and community life and local elections as a first step.

**KQ8: What are comparative advantages of Swiss interventions with respect to gender equality?**

- There is an obligation for gender mainstreaming as a significant/transversal theme;
- Interventions are designed on the long term with a goal of self-sustainability;
- Interventions are very concrete and practical, designed in a participatory approach with the community and analyse the possible risks of interventions regarding gender. For instance one of the partners indicated that such analysis takes into consideration the implication of the project on the household level in order to anticipate the possible conflicts in the households;
- In addition having an engaged GFP does help in ensuring the mainstreaming of gender concretely and practically in the field to translate "theoretical" concepts to the community.

**Additional questions**

**Is there (evidence or likeliness of) an underreporting on gender in the reporting of the country office, e.g. in End of Phase reports?**

Yes there is evidence of underreporting on gender in the reporting of the country office, as the information collected through the interviews provide better insight about SDC's achievement and the impact its interventions had on the community and for women's empowerment, which were not so evident in all the documents reviewed and in the gender principal and gender significant projects which were assessed as part of this RE on gender.

**What has been achieved in mainstreaming of gender in the projects/SDC office (internally/externally)?**

Internally at SDC office: trainings have been organised for staff's capacity building on gender. The level of knowledge and sensitivity in relation to gender, even if still insufficient, is definitively being build (this is also valid for the partners).

At the operational level: the effects identified at the end of the programmes (balance sheets, capitalization) demonstrate a real change in behaviour within the communities that had a gender targeted intervention. For instance in areas supported by NGOs (partners to SDC), women have generally gained a voice and higher social status (this is reflected by their position in the family, a higher degree of respect by the men, whether it is within the family or in the community, they can participate in discussion and decision making processes within the family and in community decision-making bodies), and they have gained a certain degree of economic freedom (autonomous revenue management).

Furthermore material support facilitating production had freed up time for women to participate in training, participate in income-generating activities and create the freedom to manage their own funds which in particular, have raised the educational level of participant's children.

Externally with the projects implemented: strengthening the economic power of women, they participate in the running of the household, support themselves and are now also financially contributing to the care of their children (food, health, schooling, etc.).

According to the GFP, the changes are noticeable in the families for instance when a woman who have participated in one of SDC interventions usually experience an impact in her relationship with her husband and the way he perceives her contribution in the family. For example the change in the relationship is noticeable by the decreasing the restriction of the schooling for the girls, increasing women's participation in decision making concerning the household, etc.

At the level of community, the same change is noticeable in the producer organisations, for example with the representation of women in governance and decision-making bodies.

Thus working to reduce social and economic inequalities seems to be one of the most secure gateways to gender equality.

#### **Is there a particular budget for gender activities? (small action fund?)**

No, the COOF does not have a specific budget for gender activities or women specific activities. However the GFP mentioned that she has used the SDC small action fund to support women's group for a specific activity of product transformation that would generate income.

#### **General Conclusions, including any remaining interesting findings and/or comments**

It is interesting to note that according to the GFP SDC encourages women's participation except when it concerns technical issues that are supposedly gender neutral (climate change, road construction etc.).

Gender is taken into consideration in the different documents and country strategy, but it is not harmonized, and it does not seem that the gender relations in Chad are transformed by the gender approach or strategy. It seems that women are remaining in a traditional role and the advancement are more in health and education sectors, and rarely in increase of women's participation to decision-making power.

Furthermore it seems that women economic development and her ability to make a living is linked to her possible public space and expressing herself in the household and in the community.

Girls education in Chad seems to be a real issue despite a real willingness and effort by SDC and implementing partners to support and provide space for girls to enter school, however in terms of retention and in terms of encouragement to do homework girls often lack the support needed at the home and don't have the time to do their homework as they have to do chores to support their mother which in turn is reflected in poorer results at school and girls being tired while in class.

#### **Recommendations**

- To have a specific budget for gender, in addition to having gender mainstreamed in the budget/project interventions;
- To support women's political participation in local elections, providing opportunities for them to practice participation to political debates and providing them with constant guidance and coaching while they are practicing participation in the public space. Considering this as a training period;
- To involve men in the interventions more often, to e.g. help shift the dynamic at the household and in the community;
- To engage men that could lead as an example of gender sensitivity, "gender champions", without increased gender equality being considered and experienced as a threat to men;
- To emphasize areas where women have confidence and experience but not to remain in comfortable traditional areas (such as education and agriculture). It would be good to challenge women to explore areas that they consider as not attainable for them.

#### 4. Summary in-depth country study Tajikistan

##### General information

The desk review shows an improvement over the years in the way SDC mainstreams gender into its work. The country strategy for the period 2012-2015 is better structured compared to the previous one, with a clearer focus on gender issues. The strategy has a gender sensitive goal and relevant gender sensitive indicators for one domain of intervention: health. Although it clearly states that gender is a cross cutting theme, we do not see any gender sensitive indicators for the other domains of intervention (Rule of Law, Urban and Rural Drinking Water Supply and Sanitation, Private Sector Development).

The SDC Office shared two Monitoring System for Development-Relevant Changes (MERV) documents. These provide an overview of the political and socio-economic situation with a strong emphasis on the worsening of Human Rights (HRs) and political situation in the country. Illegal detention of HRs lawyers, suppression of any political opponent, as well as the abolition of Council of Justice as the result of the Constitutional changes are important signs of deterioration of democracy in Tajikistan. One MERV reported that in 2016 a total of 2.172 crimes against women and minors were registered in the country (287 more cases than in 2015). Apart from this reference, MERV does not elaborate on gender equality and the women's rights situation in the country. This finding is surprising given the improvements recorded in the country strategy and the annual report.

The Gender assessment in the water programme shows the improved approach of SDC to gender mainstreaming and how the office, against all odds, is determined to break gender stereotypes and tackle gender issues in a sector that is largely dominated by male and is influenced by strong gender norms.

The Annual Report for 2016 and the planning part for 2017 are a reflection of this progressive and more in depth engagement of SDC in gender issues beyond the domestic violence programme. The report is well structured and provides a country context for each sector, along with the set outcomes and outputs. Gender related data is present in each sector, mainly reporting achieved targets, but with less reflection on structural gender changes and sustainable achievements. However, it can be deduced that some results represent important changes and progress within the community and institutional structures.

SDC Office has a gender equality policy and a gender action plan that is updated annually. Since 2017 it is a mandatory requirement for all partners to have a gender objective in programmes. The action plan indicates activities undertaken by SCO Tajikistan in achieving gender equality, mainstreaming governance and CSPM in all programmes/projects. Furthermore, the office has also a concept note on mainstreaming the transversal themes i.e. gender and governance.

The work on gender equality is being conducted both at the policy and operational level with range of different national and international partners. SDC adopts a two-fold approach 1) gender specific interventions and 2) gender mainstreaming into all interventions. Overall, at the moment SDC had only one flagship project on domestic violence that falls within the first group, while all other ongoing interventions are in the areas mentioned above and gender is mainstreamed.

SDC's gender focal point (GFP) devotes 30% of his time for transversal themes. He plays a crucial role in reviewing all projects since the design phase. The GFP works closely with implementers and no project is approved until the relevant gender-related questions are addressed. Projects are also assessed using gender checklist and they are assigned gender markers in accordance with OECD/DAC guidelines (significant and principal- there was no mention of gender neutral).

The role of the GFP includes gender and mainstreaming governance principles as follows:

- Advice and support the SCO management, programme staff and partners in matters related to the implementation of the transversal themes, i.e. Gender Equality, Good Governance;
- Lead NPO in planning, monitoring and follow-up of all transversal themes namely Gender & Governance;
- Develop action plans with Fellow NPOs and advise them in their implementation;

- Keep the SCO staff informed about latest conceptual development both at international, regional and local level;
- Supervision and monitoring of project implementation.

All partners described the gender focal as a supportive person always ready to help and provide advice. The office does not have a specific gender budget.

**Main question 1: To what extent have SDC interventions achieved their goals in regard to gender equality (fighting structural inequalities and unequal power relations)?**

Critical work has been conducted for years by SDC to support the development and adoption of the Domestic Violence Law. This achievement was made possible thanks to the coordinated efforts of different partners and continued technical support provided by SDC to various institutions and civil society actors. This work has led to the adoption of a law, which has been discussed and rejected for over ten years on the basis of cultural norms. It has also permitted to engage with different institutions including the Ministry of Interior on changing cultural norms and attitudes of law enforcement staff towards domestic violence (from the private to the public). Video clips with a behavioural change component have been broadcasted with messages for boys and girls aimed at countering gender stereotypes and violence against women and girls. As a result the Government has recognized the powerful effect of the awareness media campaign developed and managed by SDC and is committed to take the lead.

The work with NGOs and government structures led to a two-fold result: the gender capacity and knowledge of actors providing legal aid has been extensively improved and women survivors of violence have received adequate legal aid. Work has also been conducted with religious leaders and vocational training institutions. It must be recognized that while SDC can have a rather important influence at the output level, this influence diminishes at the outcome and impact level. Equality achieved implies an in depth change in the society and changes in the mind set, which is hard to realize in a short span of time and with ad hoc interventions.

Moreover, although results are tangible, all interviewees agreed that there is much to be done to have structural changes and tackle unequal power relations. The democratic space seems to be shrinking; the fight against terrorism discourse is undermining efforts of women's rights advocates and decision-making is highly centralized. Specifically regarding women's rights there are worrying trends that deserve attention and if not tackled soon may bring Tajikistan back in its path towards gender equality.

**Main question 2: To what extent has the inclusion of gender equality contributed to the achievement of overall development goals (projects where gender was mainstreamed)?**

There seem to be two major projects where gender was successfully mainstreamed and it largely contributed to the achievement of the overall results. These are the health and water management projects. Both projects are implemented in rural areas and were developed through community based mobilization and consultation.

Regarding the water supply and sanitation project, thanks to SDC funded interventions; women could find a place in decision-making processes at the grassroots level. Women could finally have a say on what their needs, resources and capacities are to ensure that the project could effectively have a positive impact also on their lives.

These contributions at the local level comprehend a series of actions aimed at changing gender norms that do not allow women to speak in public. SDC partners used community and religious leaders to build bridges and give women a voice to express their concerns. The progressive involvement of women in decision making processes has led to women being involved with men in the actual implementation of the project towards more sustainable results.

**KQ1a: Who are the main beneficiaries of SDC's projects/programmes in the field of gender equality?**

SDC implements most of its projects at the district and local level. Beneficiaries of SDC projects are civil servants, community and religious leaders and decision makers as well as citizens of the selected districts. As most of the structures tended to be male dominated, there has been and still there is a

specific emphasis on women's involvement and corrective actions to ensure that women are not excluded or discriminated against.

**KQ1b: Are the interventions suited to the needs and priorities of beneficiaries?**

There are several issues to be tackled when it comes to gender equality in Tajikistan, but SDC has chosen to focus on a few priorities and develop its expertise in those areas, thus complementing the work conducted by other organisations. Namely the focus of the country office is on Health, Rule of Law, Drinking Water Supply and Sanitation and Private Sector Development. Within the framework of the larger objectives/priorities identified by SDC, the actual project development and planning is conducted via a participatory approach. Both men and women from the targeted villages are involved into the process to identify the most important issues to be addressed. Equal and active participation of both men and women is ensured as well as participation of youth.

**KQ2: Are SDC interventions aligned with national contexts and development goals?**

All SDC actions and programmes are thoroughly discussed and agreed upon with the Government of Tajikistan. Planning workshops with key stakeholders are organised on a yearly basis at the national level and mainstreaming of gender is one of the topics in the agenda. This approach is not only the best one to achieve results as it brings together Government and civil society actors, but it is also the only viable path in a country that is highly centralized.

As confirmed by interviewees any action that falls outside of the Government's plan would be discarded and would lack the necessary support to continue. This does not mean that SDC does not make proposals. On the contrary they spend time and energy to sensitize the stakeholders to critical gender issues that are overlooked and advocate to have them included in government's plans (see the long term advocacy to adopt domestic violence legislation). Both works at the national and local level cannot happen without the endorsement of the Governments.

Additionally, the Committee on Women and Family Affairs, the government body in charge for gender equality is supportive of the programmes being implemented by SDC. In particular they seem to be extremely interested and proud of the work being conducted to improve access to drinking water and sanitation. The Committee is also motivated to promote the water gender road map within the Government as this fits with the upcoming International Decade for Action (2018-2028) Water for Sustainable Development.

**KQ3: How do programmes analyse and address social, political and economic inclusion, inequalities as well as direct and indirect forms of discrimination?**

Overall SDC office in Tajikistan applies a two-pronged approach towards the achievement of gender equality: gender mainstreaming and gender specific actions.

SDC has a flagship programme on domestic violence that is due to end at the end of 2019 and that has heavily focused on women's rights, but over the years has also worked on raising awareness on gender norms, inequalities, patriarchy and masculinities. Through its campaign it has sent across several constructive messages on mutual respect and women's rights protection. This programme's interventions are across social, health, economic and justice areas.

The other SDC programmes focus on the key areas mentioned above and strive to mainstream gender since the design phase. Within the Health programme, actions focus on family medicine and equal access for men and women to quality health services. Specific work is conducted with men/fathers and youth to promote shared parenting and responsibility for childcare and child wellbeing.

Within the framework of the water and sanitation programme (with also the support of the Finnish Government), a gender road map was developed. The pre-final version of the document was presented to the water working groups and the Committee on Women and Family Affairs. The road map represents an important tool for all stakeholders and can be used to tackle gender issues when implementing the gender strategy. The road map is divided into some key sectors, such as capacity building, social accountability, education, sanitation and health and access for women to information

and participation. However, some objective challenges are slowing the process, such as the high turnover of Ministries' representatives.

In Rasht Valley SDC within the framework of income generating activities, has promoted women's access to productive resources, finances and land where there is a *de facto* strong inequality. The interventions helped women to access funds available to develop activities such as food and milk processing.

The office is not heavily involved in women's political inclusion at the national level, but women's participation in decision-making is promoted at the local level via community mobilization within the framework of health and water interventions (see 2.2). For example SDC works for the inclusion of women in village's structures.

**KQ4a: What are success factors for SDC's programmes in their gender responsiveness?**

Success factors are attributable to three main points:

- Work both at the national and local level;
- Participation in policy initiatives and coordination with main donors and partner organisations;
- Adoption of inclusive multi-stakeholders participatory approach, both at the national and district level. This allows having everyone on board and agreeing on key issues to be tackled. It also provides a platform for SDC to explain its modus operandi and sensitize actors on gender issues.

**KQ4b: What are hindering factors for SDC's programmes in their gender responsiveness?**

Hindering factors for SDC programmes can be summarized as follows:

- There is a dominant conservative discourse that may have a strong impact on women's lives and overall on gender equality issues. The Committee on Women and Family Affairs, which is the main body in charge for gender equality issues, has an important coordination role within the Government for the implementation of the Gender Strategy. However, too often the Committee has a passive role and they are often not included in some important development issues such as water and sanitation laws and reforms. Members of the Committee are often women abiding by traditional gender norms and find hard themselves to break gender stereotypes due to lack of knowledge, political convictions and actual leverage within the Government;
- Furthermore, the Committee seems to be over concerned regarding women's attire and in establishing what is acceptable or not for a woman to wear. These issues were never an argument of conversation until a few years ago. Stereotypes of what it means to be a woman or a man seem to get stronger in some parts of the country, while many women - even in rural areas - see the point of being involved in decision making processes and are highly grateful. Some described a real uphill struggle while working on gender equality issues, although progress is being made and changes are happening. However, it seems that strong forces have emerged to counter gender equality efforts;
- The State seems to let IO's and Donors influence their policies and adopts gender equality plans and Laws, but there seem to be a lack of real commitments to implement them, as adequate resources are not allocated. Instead the realization of action plans and Laws relies heavily on Donors, raising serious concerns regarding the actual sustainability of the whole effort.

**KQ5a: What key challenges were encountered in mainstreaming gender?**

SDC pays attention to mainstream gender into all its projects by conducting a regular review of all projects to be implemented. However, all interviewees agreed that when it comes to the implementation traditional behaviours and existing gender norms that regulate relations between women and men represent a key challenge. Following the collapse of the Soviet Union patriarchy has been reinforced, Islamic precepts boosted and women have been forced back within households. In the regions and outside of the capital in particular, men are not yet ready to accept changes in gender norms, although as a result of interventions like the one of SDC, women are becoming more vocal within their communities. In some districts where SDC implements projects (Tajikabad, Nurabad), women cannot participate in open debates; they cannot talk to men who are village's outsiders. There

are also several cases when women are actually well educated and proactive, but in-laws do not allow them to participate in community actions.

**KQ5b: How were/are these key challenges addressed?**

At the practical/grassroots level SDC's implementing partners have devised suitable strategies and have ensured that staff of both sexes is recruited to enable a communication with both sexes in local communities. Strategically, community and religious leaders, who are traditional gatekeepers are involved in the programme and sensitized on the importance and value of including both men and women in the decision making processes, implementation of community actions and access to resources. One implementer mentioned the use of a regional programme director/trainer that is highly knowledgeable about Islam and have used the Quran to illustrate to men the role of women according to the Prophet. This approach has helped to have women involved in programme implementation also in the most traditional communities.

**KQ5c: What are remaining challenges?**

Although progress has been made within the scope of the programme implementation to address existing challenges on the practical/grassroots level, the interviews showed that structural changes have yet to happen and this may require a more comprehensive approach. For instance, SDC involves members of the Committee on Women and Family Affairs, but their capacity to convey a meaningful message and leverage community actions is still unsatisfactory. Reportedly, in several instances they have proved not to understand the cruciality of their role in the political process and in raising awareness on national laws, policies and programmes aimed to promote real gender equality. To address this lack of commitment or inertia some SDC's implementers have organised capacity building events to which government officials were invited not as trainees, but as experts, thus boosting their interest and willingness to support ongoing gender policies. Additionally, several other international organisations worked on capacity building of Committee's members.

At the national level the challenges are even bigger as enforcement of laws and gender equality programmes is a perennial problem. Some interviewees stated that the Government adopted the gender equality law and relevant action plans. While these steps represent positive actions towards the protection of women's human rights, there is neither budget, nor a consistent willingness to enforce these instruments; therefore the implementation is lagging behind and uneven. Additionally, high turnover of officials is often one of the causes for delays, as new gender sensitization work has to be done.

**KQ6a: How can mainstreaming of gender be improved in SDC's projects? (analysis, design, management, implementation, monitoring)**

Few key issues were mentioned by interviewees:

- Closer cooperation with the government at all levels and identification of key figures to help advance the implementation of existing gender equality policies and create an environment that is conducive to achieving results;
- Conduct in depth gender analysis prior to every programme implementation and have an SDC gender action plan based on these results and linked to programme's outputs;
- Ensure a coherent sequence of objectives, outputs, activities and budget;
- Continue to empower women and encourage them to participate in decision-making process. Experience has shown that having women emancipated and contributing to family income helps them to have a voice within the households and change gender dynamics;
- Continue with awareness raising and various capacity building activities.

**KQ6b: How should SDC measure/estimate equality and empowering effects of their programmes?**

The Office has a gender equality policy and the GFP conducts a consistent review of project proposals along with the onsite monitoring. SDC has also developed a gender toolkit that is regularly used when designing and developing proposals. Projects are screened and gender markers used.

To measure improvements, SDC conducts baseline studies, midterm evaluation and internal

evaluation. SDC ensures that needs of both men and women are included in the context and taken into account in setting up the project and these are followed up in the evaluation. While doing monitoring visits SDC staff ensures that both views of men and women are listened to and separate meetings take place whenever necessary to evaluate progress and challenges. Monitoring visits and midterm evaluations allowed monitoring the Rural and Health habitat improvement project – and determining that women were involved in all community level interventions. Ratio of male to female beneficiaries is about 51 to 49. Women participated in decision-making process and this is a big achievement in a district where women were not included at all in public processes; thus we could say that the intervention contributed to reduce obstacles.

**Are there any areas of innovation? If so, which?**

No innovation areas were mentioned.

**KQ7a: Are SDC interventions in regard to gender equality comparable with international experiences, standards and global knowledge?**

Yes, the described approach is comparable to the one adopted by other organisations. Knowledge on gender issues has to be strengthened, as it seems uneven across the eight interviewees (two SDC staff and six implementers from three organisations- see attached list). Although SDC staff mentioned that gender is not simply about women, there seem to be a strong emphasis on percentages (women's participation), which is a positive factor per se, but it must be accompanied by a more systematic and structured work on gender perceptions, values, norms and implications of actions undertaken. The work being conducted by OXFAM on water sanitation seems a very good example of how gender analysis and work on masculinities and femininities should be conducted within each area of work.

SDC projects have gender focal points, but there is no SDC's projects Gender Focal Points Group. SDC is part of the Gender Thematic Group (GTG) chaired by UN Women where all gender focal points of the UN agencies and other international organisations participate. Meetings take place on a monthly basis, but SDC staff does not take part in the meetings, while some of its implementers, like Oxfam and GOPA, do. This group contributes to UN Country Team work and provides a platform for sharing information, organising joint actions and supporting gender mainstreaming into national development. Presence of donor's organisations to the GTG is an important signal to the Government. While some interviewees mentioned the effectiveness of the GTG, others clearly stated that the Group is dying out and had not met for several months. In the past the Group was attended by senior staff of several international organisations and even by an EU ambassador/gender champion who helped to boost the work within the Donor's Group meeting.

**KQ7b: What are specific or general issues, themes, challenges or ideas that exist for addressing Gender Equality within SDC in the future in view of Agenda 2030?**

- Include more men and understand that gender is not only about women's rights. If men are not on board only one part of the root causes of gender inequality is being addressed;
- Crucial to work on breaking stereotypes and power discourse;
- Closer and continuous cooperation with national gender machineries at the beginning of any new projects. Solicit inputs into project. Multilateral approach to be continued;
- Work on access of girls to technical professions. There are proposals, but nothing is happening;
- Continue to work on gender mainstreaming in the four main areas identified by SDC: Health, Rule of Law, Private Sector Development and Water and Sanitation.

**KQ8: What are comparative advantages of Swiss interventions with respect to gender equality?**

- Internally, the office has men and women in senior/junior positions. Having a balanced team sends across a strong message internally and to others;
- On a technical level SDC constantly works with implementers to ensure that projects are not gender blind. SDC carries quality check and gives feedback;
- SDC is close to the grassroots, to the partners, conducts monitoring knows better than many other organisations what is happening in the ground;

<ul style="list-style-type: none"> <li>• The long term and successful work conducted to support the Government of Tajikistan to combat domestic violence has raised SDC visibility as a gender actor and a credible partner;</li> <li>• SDC has a rich experience in multilateral approaches. It covers key sectors while mainstreaming gender and complements other donors' work.</li> </ul>
<b>Additional questions</b>
<b>Is there (evidence or likeliness of) an underreporting on gender in the reporting of the country office, e.g. in End of Phase reports?</b>
Although there seem to be an important work being done to promote gender equality, this is not always reflected into the reporting. This last factor was discussed during the interview and staff were encouraged to be more thorough in their reporting.
<b>What has been achieved in mainstreaming of gender in the projects/SDC office (internally / externally)?</b>
<ul style="list-style-type: none"> <li>• The SDC Office in Tajikistan has a good gender strategy and approach to gender mainstreaming, and has an impact at the output and outcome level.</li> <li>• There seem to be a strong emphasis on women's participation, where significant results have been achieved, but the office struggles to tackle structural inequalities due to objective challenges. Having gender as a mandatory requirement and quota on women's participation have already brought positive improvements. Therefore, it is crucial that a gender strategy be developed to break strong patriarchal structures preventing women from taking part in community and public life. A strategy that, enables both men and women to break free from traditionally assigned gender roles and domination of one sex over the other.</li> <li>• SDC implementers have a strong field presence. From the interview it could be said that all partners seem to be committed to advance gender equality and understand that it is a critical step towards development. Some of them are well known gender equality advocates, with a good understanding of gender mainstreaming, while others have only recently adopted their own gender strategy and may need further support while implementing their programmes. Additionally, although there seem to be an important work being done to promote gender equality, this is not always reflected into the reporting. This last factor was discussed during the interview and staff were encouraged to be more thorough in their reporting.</li> </ul>
<b>Is there a particular budget for gender activities? (small action fund?)</b>
The office does not have a specific gender budget.
<b>General Conclusions, including any remaining interesting findings and/or comments</b>
<ul style="list-style-type: none"> <li>• The SDC Office in Tajikistan has a good gender strategy and approach to gender mainstreaming, and has an impact at the output and outcome level.</li> <li>• There seem to be a strong emphasis on women's participation, where significant results have been achieved, but the office struggles to tackle structural inequalities due to objective challenges. Having gender as a mandatory requirement and quota on women's participation have already brought positive improvements. Therefore, it is crucial that a gender strategy be developed to break strong patriarchal structures preventing women from taking part in community and public life. A strategy that, enables both men and women to break free from traditionally assigned gender roles and domination of one sex over the other.</li> <li>• SDC implementers have a strong field presence. From the interview it could be said that all partners seem to be committed to advance gender equality and understand that it is a critical step towards development. Some of them are well known gender equality advocates, with a good understanding of gender mainstreaming, while others have only recently adopted their own gender strategy and may need further support while implementing their programmes. Additionally, although there seem to be an important work being done to promote gender equality, this is not always reflected into the reporting. This last factor was discussed during the interview and staff were encouraged to be more thorough in their reporting.</li> <li>• The interviews showed a distinction of views between male and female interviewees. Both mentioned struggles and ongoing challenges especially in rural areas, but while the first group felt that overall progress was being made, the latter group was more critical towards</li> </ul>

ongoing government performances and mentioned a formal improvement that conceals a deterioration of women's rights.

- There seem to be different opinions and understanding regarding occurrence of policy dialogue and inclusion of gender issues. Some mentioned that no Policy dialogue is taking place; others stated that it is taking place, but they are not involved and others could even mention a few areas. Overall, implementers are involved in some policy dialogue happening at the district level. Others could mention topics discussed at the national level, such as access to land for women, participation in leadership positions, gender and climate changes, civil registry reform and inclusion of gender issues (reference to registration of marriage) and domestic violence.

### **Recommendations**

- SDC should ensure that critical opportunities and instruments such as the Gender Thematic Group are fully seized to promote joint gender equality work. This group in the past was well attended also by senior staff of international organisations and donor's community and had a strong leverage on the Government. This group should be revived and attendance by SDC's senior staff would signal that gender equality and gender mainstreaming is, in fact, important.
- Further support could be provided to ensure that the Committee on Women and Family Affairs is involved in all areas of work of SDC and not only in those traditionally linked to women's rights, such as VAW, reproductive rights, and child care. The work being conducted in the water sector is extremely encouraging even with all challenge encountered. It could be documented for replication in other sectors.
- SDC should ensure that all partners have a good understanding of what gender equality and gender transformative changes means. Parallel work must be conducted to change gender norms, perceptions and attitudes of men towards gender equality and women's equal rights.
- Some implementers mentioned that gender-sensitive indicators are present in each proposal and help evaluate progress. However, the project review could not substantiate this statement. It is recommended that all projects have gender sensitive indicators in the log-frame and these are followed up in the report and linked to SDC gender strategy.
- There seem to be a strong emphasis on women's participation, where significant results have been achieved, but the office struggles to tackle structural inequalities due to objective challenges. Having gender as a mandatory requirement and quota on women's participation have already brought positive improvements. Therefore, it is crucial that a gender strategy be developed to break strong patriarchal structures preventing women from taking part in community and public life. A strategy that, enables both men and women to break free from traditionally assigned gender roles and domination of one sex over the other.

## Annex 16 Comparison with other donors

This section compares SDC's support to gender with other donors by two approaches: (i) comparing the proportion of aid support that has the policy intention to contribute to gender principal and gender significant projects and (ii) comparing SDC's interventions on gender equality with other donors especially by selectively reviewing relevant sections of gender evaluation reports of other international donors.

### 1. Switzerland's aid in support of GEWE as compared to other donors

Statistic data of SDC about the proportion of ODA budget allocated to projects and programmes marked G2 (gender principal) and G1 (gender significant) show that the proportion of the bilateral allocable aid (excluding core contributions to multilateral organisations and NGOs) that has the explicit intention to contribute to GEWE has been quite steady between 2007 and 2016, with two exceptions in 2011 and 2016. In the latter year the spending on gender significant interventions considerably increased, not only proportionally but also as an absolute amount, which is particularly remarkable because the total amount of Swiss ODA spending was decreased with about 20% between 2015 and 2016. The following two tables presents Switzerland's spending on G1 and G2 interventions in absolute figures and in proportion of the total ODA spending.

*Table 16.1 Absolute amounts of Switzerland's bilateral ODA (in million CHF) spent between 2007 and 2016 on G0, G1 and G2 projects and programmes (excluding core-contributions to multilateral and NGO organisations)*

G	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
0	730.9	716.2	737.9	756.7	773.6	898.3	988.8	1'144.8	1'274.1	1'020.5
1	116.0	152.3	137.5	133.4	232.1	182.7	200.2	188.2	202.0	341.8
2	9.3	9.7	13.2	9.6	16.5	14.2	15.4	34.1	20.5	24.9
<b>Total</b>	<b>856.3</b>	<b>878.3</b>	<b>888.6</b>	<b>899.7</b>	<b>1'022.3</b>	<b>1'095.2</b>	<b>1'204.3</b>	<b>1'367.0</b>	<b>1'496.6</b>	<b>1'387.1</b>

*Table 16.2 Proportional amounts of Switzerland's bilateral ODA (in %) spent between 2007 and 2016 on G0, G1 and G2 projects and programmes (excluding core-contributions to multilateral and NGO organisations)*

G	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
0	85.36	81.55	83.04	84.10	75.68	82.03	82.10	83.74	85.13	73.57
1	13.55	17.34	15.48	14.83	22.71	16.68	16.62	13.77	13.50	24.64
2	1.09	1.11	1.48	1.07	1.62	1.29	1.28	2.49	1.37	1.79

The above table demonstrates that after many years in which the G1 and G2 projects consisted of 15 to 18% of Switzerland's ODA spending (except for 2011), the proportion of gender equality focused aid (G1 and G2) increased prominently to over 26% in 2016<sup>33</sup>.

The OECD Donor Charts of March 2017 compared the aid in support of GEWE between all DAC member countries, using data from 2014 - 2015 as sources for the comparison. This comparison shows that the percentage of Swiss aid focusing on gender equality (14% of all screened aid) is relatively low as compared with some of the more like-minded donors, such as Sweden (86%), Iceland (83%), Canada (67%), Australia (55%), UK (52%), Germany (43%) and Norway (27%). If the Swiss 2016 data would have been used (over 26%), the position of Switzerland would have been close to Norway's.

When comparing the ratio between funding for G2 and G1 projects (1 : 8.4 for Switzerland in the OECD Donor Chart document) with the average ratio for DAC members (1 : 6.1), it shows that Switzerland finances comparatively less gender principal interventions than other donors. For several like-minded donors, this ratio is even more favourable to G2 interventions, such as for UK (1 : 1.6) and Norway (also 1 : 1.6). Some other donors implement comparatively less G2 interventions, such as Germany (1 : 30) and Canada (1 : 29).

<sup>33</sup> There is a significant gap between the internal statistic data of SDC and the external reporting to the DAC. For instance, according to SDC's SAP data 2016, the value for G1 projects (gender significant) is 56% (578 Mio. CHF in absolute numbers) as against 25% reported to the DAC. A similar gap can be noted for G2 project (gender principal): the internal statistics count 9.6% as G2 projects while the DAC reported number is 1.8%. The reasons for this major gap are currently being evaluated.

However, the above information mainly reveals the policy intention, and does not assess the effectiveness, the nature or quality of gender results achieved by the interventions that are earmarked with G1 and G2. It is also commonly known that gender markers are not always adequately applied, as was also found in the portfolio a and b assessment for this effectiveness study. An internal assessment for the EU of AIDCO projects of 2008 found that more projects were wrongly marked (45%) than correctly marked (31%), with for the remaining projects inadequate information available to assess whether they were correctly marked or not<sup>34</sup>. Even after having developed a tool to facilitate the correct use of the Gender-marker and including the application of this tool in both online and face-to-face trainings, the EU Evaluation of EU support to GEWE (2015) concluded: “The Gender Marker is poorly understood and inconsistently applied by EC Services and as a result it is impossible to determine with any confidence the EU’s gender spend and the extent of gender mainstreaming in programming.”<sup>35</sup>

## 2. Comparison with other donors based on gender evaluation reports

Evaluations on gender effectiveness and impact of international cooperation pay a lot of attention to the readiness of the donor organisation to perform consistently with a gender equality perspective. This SDC effectiveness study was mainly focused on the degree to which SDC has been successful in achieving the desired goals regarding gender equality through their interventions. However, the readiness of an organisation to mainstream gender equality determines in high degree the gender effectiveness of their interventions. This conclusion appears in many evaluations, among which the following are selected:

- A synthesis study of 26 thematic gender evaluations over 20 years by the Operations Evaluation Department (OPEV) of the African Development Bank came to the conclusion that “*promoting gender equality is not yet integrated into the mainstream operations and organisational culture of development organisations.*”<sup>36</sup> The evaluation was unable to mention any development organisation, which had successfully mainstreamed a gender equality perspective in the ‘DNA’ of their in-house culture.<sup>37</sup>
- The evaluation of the ‘EU support on Gender Equality and Women’s Empowerment (GEWE)’ detected “*some important and inspirational GEWE results*”, they also concluded that these achievements “*are patchy and poorly documented*”. One of the main conclusions of this evaluation was however that there is “*a mismatch between the EU’s strong policy commitments on GEWE and the organisational capacity to deliver them*”<sup>38</sup> and that “*the EU’s weak delivery against its GEWE commitments is primarily an institutional rather than a technical problem.*”<sup>39</sup>
- An assessment of 8 development cooperation organisations<sup>40</sup> on their needs for Capacity Development in Gender Mainstreaming<sup>41</sup>, showed that overall policy frameworks were in place, procedures for gender mainstreaming in the operational cycle were established, gender tools were available, in-house gender trainings were offered, but in most organisations there was no clear human resource management system to ensure the recruitment of gender competent staff at all levels, and to establish an incentive system which includes the gender performance of management and staff.

<sup>34</sup> EU Gender Advisory Services (2008): Report on the quality review of the application of the G-marker (internal report).

<sup>35</sup> Watkins, F., et al, 2015: Evaluation of EU Support to Gender Equality and Women’s Empowerment in Partner Countries (Evaluation carried out on behalf of the European Commission by Consortium COWI A/S, ADE, Itad), Executive Summary, April 2015, conclusion 6, page 4.

<sup>36</sup> African Development Bank, OPEV: Mainstreaming Gender Equality. Evaluation Insights, Number 3, November 2011.

<sup>37</sup> The study mentioned 6 areas of action needed to get gender equality embedded in the culture of development organisations: Leadership and commitment at the top; accountability mechanisms and incentives linked to gender equality performance targets in job plans; sufficient funding; procedures and practices to ensure that gender equality is systematically as a standard rule is integrated throughout the entire cycle of operations; gender indicators to measure results and systematically reporting on lessons learned; an gender responsive in-house culture that sees gender equality as a contribution factor, rather than a competing factor, for aid effectiveness and other policy priorities.

<sup>38</sup> This conclusion is a logical result of the analytical framework used for the evaluation of the “EU’s support on GEWE” which was focused on the following donor-performance criteria for assessment: Commitment, Capacity, Cash (funds allocated to GEWE), Accountability, Context analysis and Coordination among donor partners.

<sup>39</sup> Watkins, F. et al, Executive Summary, page 1.

<sup>40</sup> These organisations were: DG DEVCO; DG ECHO; Belgian Ministry of Foreign Affairs – DGD; Belgian Technical Cooperation; GIZ; LuxDev; Ministry of Foreign Affairs of the Netherlands; ITC/ILO - Turin/Italy.

<sup>41</sup> Osch, Th. van, (2011): Dripping hollows out Rock; Report ‘Enhancing Capacity for Gender Mainstreaming’. Study commissioned to OQ Consulting BV by the “Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH”, page 27.

The table below shows the average scores for institutional readiness for gender mainstreaming for these 8 EU development cooperation organisations on a scale of 0 to 5. A column with the estimated score for SDC is added. The latter score is based on the findings from this effectiveness study. The findings show that in certain areas SDC scores above this average, although there is not sufficient evidence and information to assess all areas of institutional readiness for gender mainstreaming of SDC, as this was not the main focus of the effectiveness report.

Table 16.3 Scoring for approaches to gender mainstreaming for 8 EU development cooperation organisations (2011) as compared to SDC

Approaches to gender mainstreaming	Average institutional readiness for Gender mainstreaming <sup>42</sup>	SDC
Policy framework for gender strategy in place	3,75 reasonable/good	excellent
Benchmarks, targets and monitoring in place for gender goals	2,6 available/reasonable	reasonable
In-house equal opportunity policy in place	2,5 available/reasonable	not assessed
Sufficient gender experts assigned for effective implementation	2,75 available/reasonable	reasonable
Effective formalised network of GFPs	2,0 available but insufficient to be effective	reasonable
Gender competence as a selection criteria in recruitment	1,0 incipient	not assessed
Information and gender training for new-comers	1,9 available but insufficient to be effective	not assessed
Gender in job-description of crucial positions for gender mainstreaming	0,9 incipient	not assessed
Gender in personal assessments and career development	0,9 incipient	not assessed
Incentive/rewarding system for achievements in gender work	0,8 incipient	not assessed
Institutionalised procedures for gender in operational cycle	3,5 reasonable/good	Good/excellent
Availability of practical tools (per sector) applicable in the field	3,1 reasonable	good
Visibility and dissemination of good practices/examples	3,0 reasonable	good
Annual in-house face-to-face gender trainings for staff	3,0 reasonable	good
Online gender courses available for staff and partners	1,3 incipient	not assessed
Funds available to promote in-house gender capacity building	2,8 available/reasonable	not assessed

\* using as scoring system: 0= not available; 1 = incipient; 2 = available, but insufficient to be effective; 3 = reasonable; 4 = good; 5 = excellent

Although institution-wide readiness for long-term sustained commitment to gender commitments is a pre-condition for achieving effective transformation toward gender equality, the use of a proper mix of effective methods and strategies is equally important. Below the use of these by other donors and SDC are compared.

### Gender analysis

The process of gender mainstreaming should start with a gender analysis revealing the opportunities and constraints to increase gender equality in a particular social context. The Evaluation of EU Support to GEWE found that even when a gender analysis is not compulsory “*staff ... recognises the importance of building an understanding of the national context...*” but “*make little attempt to develop robust understanding of the gender context*”.<sup>43</sup>

<sup>42</sup> Osch, Th. van, *ibid*, Average of 8 development cooperation agencies, calculated on the basis of the data provided in the study

<sup>43</sup> Watkins, F. et al, *ibid*.

Since 2003 the SDC gender policy requires a gender (aware) analysis previous to the project design. This effectiveness study found that also in SDC interventions such gender (aware) analyses were not always put in practice. Similar experiences can be found among other donors, although a compulsory gender analysis has only in the past few years become a requisite to inform projects/programmes of the EC and the EU Member States with the adoption of the GAP-II (2016-2020).

### **Baselines and indicators in the design of the project/programme**

Without gender analysis previous to the project/programme design, it is difficult to establish baselines and gender indicators at the level of projects and programmes. Measuring the gender effectiveness of projects which do not use sex-disaggregated data, and which do not include gender sensitive, gender positive or gender transformative indicators, is hardly possible. This is a common problem among many donor-organisations, and recently thoroughly studied as a particular problem which makes it difficult to evaluate support to women and girls and gender equality<sup>44</sup>. Although gender is mentioned in the project description and in the gender paragraph, it is often totally out of sight in the logframes, the result chains or performance assessment frameworks<sup>45</sup>, as also found for SDC.

### **Gender capacity building and policy dialogue**

The embedding of projects and programmes in a broader approach, which includes gender capacity building and dialogue among stakeholders, enhances ownership and effectiveness in terms of promoting gender equality. The EU support to Morocco is a good example of a mix of methods and strategies that contribute to gender effectiveness, as mentioned in the "Evaluation of EU Support to GEWE". This support includes policy dialogue and capacity building as part of a broader intervention. Examples are found of similar approaches in the SDC portfolios a and b, where specific projects were embedded in a broader approach of institutional capacity building, supportive research and dialogue with local and national authorities.

Dialogue is the strategy 'par excellence' to create an enabling environment, to enhance ownership and inclusiveness, and to complement the project interventions. An evaluation of the policy dialogue of SIDA<sup>46</sup> shows that it is an effective strategy to promote gender equality particularly in a) negotiations on multi-year development co-operation strategies and annual high-level dialogues with government; and b) in the dialogue with stakeholders in specific sectors and programme interventions.

The SIDA evaluation also detected the following most effective dialogue support processes: 1) Providing support for policy-related research to provide evidence for dialogue discussions; and 2) Building the capacity of state and non-state actors to be able to advocate gender equality issues effectively.

The analysis of portfolio c of SDC confirms the effectiveness of this approach, as documented in chapter 4 and its annex. Nevertheless, it is difficult to measure the degree of effectiveness of dialogue in terms of cost-benefit, as is also observed in the evaluation of the dialogue policy of SIDA. "*Dialogue often falls under the category of a non-spending activity. As such, it is mainly supported through allocation of staff time. Its effectiveness, therefore, also needs to be considered from the perspective that it is not funded to the same degree as related programmes. Policy dialogue is often a slow change process, the results of which can be difficult for embassy staff to see and measure. Despite this, given the wide range of results to which policy dialogue contributed that the evaluation was able to document, the evaluation concluded that engaging in policy dialogue related to development co-operation merits the investment of staff time.*"<sup>47</sup>

Conclusions and findings on the policy dialogue of SIDA are well in line with similar experiences of SDC. The thoroughly prepared and with scientific arguments underpinned dialogue on unpaid care work, confirms that "*policy dialogue works best as an instrument of development co-operation where there are*

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<sup>44</sup> Fotheringham, J et al.2017: Impact evaluability assessment and meta-analysis of Finland's support to women and girls and gender equality. Evaluation commissioned to Danish Management by the Ministry for Foreign Affairs of Finland. February 2017.

<sup>45</sup> Stegmaier, B./ EC Gender Advisory Services, 2009: Where is the gender perspective in the new aid modalities? In: EC Initiatives on Gender Equality in Development Cooperation. Quarterly Newsletter, December 2009. This assessment of the performance indicators of 25 budget support programmes of the EC in 2008 revealed that there was only 1 gender equality indicator, and 17 sex-disaggregated indicators among 300 performance indicators.

<sup>46</sup> Peebles, D. et al, 2015: Evaluation of Policy Dialogue as an Instrument - the case of Gender Equality. Evaluation commissioned to Particip GmbH by Swedish International Development Cooperation Agency, Sida. June, 2015.

<sup>47</sup> Peebles, D. et al, 2015, Ibid.

*clearly-defined policy dialogue objectives and values, consistent key messages complemented by relevant and co-ordinated programme support, and strong alliances and partners.*"<sup>48</sup>

This study found that combining (national level) policy dialogue as a complementary strategy to projects and programmes is quite common in SDC's work. SIDA has similar experiences, which have been assessed as effective twin-track approach as stated in conclusion 7 of the quoted evaluation report: "*Policy dialogue in a development co-operation context has worked most effectively when it was explicitly and strategically paired with programme support in the same sector.*"<sup>49</sup>

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<sup>48</sup> Peebles, D. et al, 2015, *ibid*, Concluding Statement 6 of SIDA evaluation policy dialogue.

<sup>49</sup> *Ibid*

## Annex 17 Findings in relation to the 8 key questions

This annex presents the findings in relation to the 8 key questions formulated in the Approach Paper. The main elements of these findings have also been integrated in the findings discussed in the main report, in particular, in chapter 7. In this annex the gender principal portfolio is sometimes also referred to as “portfolio a” and the gender significant portfolio as “portfolio b”.

### Key question 1: Who are the main beneficiaries of SDC’s projects/programmes in the field of gender equality? Are the interventions suited to the needs and priorities of beneficiaries?

#### Main beneficiaries

The various data collection methods were quite unanimous in indicating that SDC’s projects and programmes focus on vulnerable or marginalized groups as main beneficiaries “*with women as part of this group*” (Bangladesh country studies). Double marginalization (poor and discriminated) was also mentioned as a main criterion for beneficiary selection.

Where more quantitative information was collected about categories of beneficiaries, women were most often mentioned (for two-thirds of the interventions), followed by men (in about half of the interventions), youth, adolescent girls and/or children. The portfolio a and b assessment, however, found that sex-disaggregated outcomes and outputs were not very common, with 29% of the phases with a valid GES score having sex-disaggregated outcomes and 40% sex-disaggregated outputs in the logframe or credit proposal.

The partner survey found that an intervention on average targeted four categories of beneficiaries. About half of the interventions have also institutions (government and/or non-government) as beneficiary. The Chad country study explicitly mentioned also women’s organisations as beneficiaries.

These findings are in line with SDC’s gender policy (of 2003) where SDC’s priority is described as reducing the gap between the poor and the rich, including improving the life of poor women and men, as well as the still current focus on the poor and the vulnerable.

Some sources commented on SDC’s strong focus on vulnerable women. Without disagreeing with the importance to target them -also as actors and agents of change- suggestions were made that more often also women in higher positions (also) should be targeted, especially when these women are in positions to “wield leverage” favouring the improvement of the situation of a broader group of women, including the more vulnerable ones. An example was the SDC support in Benin to women with an academic background, who subsequently occupied more positions in local government and public administration, from where they were in a position to better design or support measures benefiting the poor, including women, as well as functioning as a role model<sup>50</sup>.

It can be concluded that the main beneficiaries of most SDC interventions are largely well in line with SDC’s priorities and the specific focus of gender principal and gender significant projects, with vulnerable groups, including women, as the most common categories of beneficiaries. Apart from men and youth, also institutions -government, civil society and community- are common beneficiaries of SDC interventions, which seem well appropriate when striving for more structural and sustainable changes.

#### Extent to which interventions suited the needs and priorities of beneficiaries

The answer to the sub-question about interventions meeting the needs of the beneficiaries was found to depend on the extent that (good) context and/or gender analyses were done which informed the design of the interventions, in particular, to the extent that (gender based) needs and constraints of women -but also (poor) men- were analysed. In a country study it was observed that generally the context knowledge of the SDC country office is good. However, interventions in which gender was supposedly mainstreamed but without explicitly recognizing and addressing gender needs (but rather with gender as an “add-on” topic) were obviously less likely to suit the (gender) needs of beneficiaries. The Tajikistan study mentioned the importance of ensuring specific emphasis on women’s involvement by including corrective actions to avoid their discrimination because most existing structures tend to be male dominated.

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<sup>50</sup> This example was mentioned during one of the interviews

A gender (sensitive) needs analyses before the design or implementation of an intervention was (and is) not commonly done. Less than half of the assessed portfolio a and b interventions (40%, but 70% for portfolio a and 23% for portfolio b) included evidence in the Credit Proposals that relevant gender information had been collected and/or analysed; for a same proportion of the assessed phases there was evidence that such information subsequently informed the project design. 15% of the Credit Proposals contained specific information on different roles and needs of men and women. Though these findings apply to the review period 2006 – 2016, the online surveys showed that currently a gender analysis is still not standard usage. Two-thirds of the respondents of the SDC staff survey considered a gender analysis or gender-sensitive beneficiary or context analysis as desirable rather than required; 20% considered this as a strict requirement, whereas 13% held the opinion that such analyses are not at all required. Findings from the partner survey were quite similar, with many respondents indicating that gender issues had been analysed by including gender as part of another analysis, such as context analysis or a baseline study; in-depth gender analyses are relatively rare (12%). 13% of respondents indicated that gender was not analysed for their SDC projects, whereas 12% answered that no extra gender analysis was necessary because already sufficient gender knowledge was in place.

Comparing the findings from the portfolio a and b assessment with the survey findings suggest that performing some form of a gender analysis to inform the design of interventions is increasing, but still is not standard practice. This is confirmed by information from the country studies (especially from Bolivia). The new gender equality checklist of SDC, which identifies some form of gender analysis as a strict requirements for both gender principal and gender significant interventions, is also likely to have contributed to this (recent) trend.

Earlier findings about the correlation between a good gender sensitive context analysis and the gender effectiveness score for the specific interventions (in section 6.3.1) showed a medium to high correlation between the GES sub-score for context and the other GES sub-scores for the portfolio b phases, confirming the positive relation between a gender (sensitive) analysis and the achievements of gender results.

The findings suggest that the extent to which the (gender related) needs and priorities of beneficiaries are met depends on the degree that adequate analyses of such needs and constraints were conducted (and subsequently informed the project design). This correlation is stronger for gender significant interventions than for gender principal ones, but the incidence that gender needs were analysed for gender significant interventions was considerably lower than for gender principal ones. Gender principal projects better and more often meet the gender related needs of the beneficiaries than gender significant projects. The proportion of the latter interventions based on some form of gender analyses seems increasing, but still with space for improvements.

## **Key question 2: Are SDC interventions aligned with national contexts and development goals?**

There is great consensus that SDC interventions in SDC's partner countries -including gender related actions- are well aligned with national context and development goals, including with national gender policies whenever in place. This is confirmed by all four in-depth country studies. Such alignment is particularly achieved through country strategies being based on national context and policy analyses; to a varying extent the national policies and laws on gender were used as a reference in the country strategies. Almost all respondents of the SDC staff survey indicated that the interventions of their country office are fully or at least partially aligned to the national gender policy of the country; those that did not confirm were either not able to answer this question (as they did not know) or -one respondent- indicated that the country did not have a gender policy. Similar answers were found among the respondents of the partner survey -full or partial alignment to the national gender policy-, but with a relatively large proportion of respondents (25%) not knowing this.

When comparing the above findings on the alignment of programming with national contexts with the findings from the portfolio a and b assessment, an apparent inconsistency is observed as for relative few of the reviewed projects -in particular the gender significant (portfolio b) interventions- there was evidence that they were based on gender related (context) information being collected or analysed (for 23% of the phases) which subsequently informed the project design (21% of the phases). One

explanation is that the findings from the portfolio a and b assessment rather refer to the more local context and not to national (gender) policies. Another explanation seems the fact that the country studies and on-line surveys concern the (more) recent situation, whereas the assessed phases were completed mostly between 2007 and 2016. This also seem to point to improvements over time, with new projects and programmes better aligned to national (gender) contexts than the past ones, in line with the development of gender effectiveness scores over time, which also include a sub-score for context.

An additional observation emerged from the country studies. This concerns a reservation on the alignment of SDC interventions with national contexts and policies mentioned or hinted at in some of the country studies in case national development goals would (potentially) not be in line with SDC's own values regarding human rights or when national stakeholders overlooked critical gender issues. To address or avoid this, SDC country offices may enter into (policy) dialogues with relevant government institutions. In Tajikistan SDC spent time and energy to sensitize the relevant (government) stakeholders to critical gender issues that are overlooked and advocate for including them in government plans. The same accounts for SDC Bolivia where SDC is heading the inter agency donor committee on gender. In Bangladesh the SDC country office supported the national gender plan both by (co-) financing and commenting on the draft version. The latter was also a finding in some of the portfolio c interviews.

### Key question 3: How do programmes analyse and address social, political and economic inclusion, inequalities as well as direct and indirect forms of discrimination?

#### Inclusion and inequalities in context analyses

As already discussed in the previous section, the assessment of portfolio a and b engagements demonstrated that gender analyses prior to the implementation of the interventions were often lacking or insufficient (at least as reported upon in Credit Proposals), which applied to a larger extent for interventions in which gender was to be mainstreamed (portfolio b engagements). The below table presents the extent that information about specific categories of inclusion and inequalities was found to be collected.

Table 16.1 Extent that inclusion and inequalities have been analysed as reported in the reviewed Credit Proposals

Nature of gender related information considered in the Credit Proposal	All 124 assessed phases (n=124)			Phases with a valid GES score n=77
	portfolio a		portfolio b n=80	
	genuine n=22	incoherent n=22		
Different norms, roles & needs of women and men	36.4	22.7	6.3	18.2
Gender disparities, e.g. in access	40.9	27.3	15.0	29.9
Social inclusion (role in society)	50.0	18.2	5.0	23.4
Political inclusion (political participation)	13.6	0.0	3.8	7.8
Economic inclusion (role in economic production)	36.4	9.1	12.5	24.7
Forms of discrimination (direct and indirect)	13.6	13.6	2.5	10.4
Security and/or protection issues, incl. GBV	45.5	40.9	5.0	22.1
Where any risks related to gender identified (including re do no harm)?	22.7	13.6	5.0	14.3

The above table confirms that analyses on inclusion and inequalities were more common for the (genuine) gender principal phases than for the portfolio b phases. Social and political inclusion were more often analysed than political inclusion, apparently being explained by the nature of the interventions. Gender needs and gender disparities were also analysed; forms of discrimination to a lesser extent. Portfolio a projects also analysed security and protection issues, including GBV. For relatively few projects, however, risks were analysed that the intervention might (unintendedly) contribute to strengthening or increasing gender inequality (i.e. the do no harm principle).

#### Inclusion and inequalities in SDC interventions

The findings demonstrate that an effective way to address inequalities in a structural way is through the implementation of gender principal projects, which are designed to specifically address the identified inequality problem as the main objective. This is also demonstrated by the better GES for (genuine) gender principal projects (portfolio a), which contribute better to gender transformative change than gender significant interventions (portfolio b). The Tajikistan country study refers to a domestic violence

programme as an example, which has a heavy focus on women's rights, also working on gender norms, inequalities, patriarchy and masculinities.

When well designed -and informed by a proper gender analysis-, also gender significant projects can well contribute to increasing (women's) inclusion, even if many of the assessed portfolio b interventions of the past were not (very) effective in this respect, often because gender was only considered as an add-on topic. Most common for portfolio b projects to achieve inclusion is to set targets or quota for women's participation (nearly two-thirds of the sub-sample of portfolio b projects with a valid GES score) and about 40% of this sub-sample addressed specific gender-based needs and constraints.

The country studies demonstrate that the four reviewed country offices are currently making stronger efforts for better gender mainstreaming. The provided examples show that in all sectors covered by the country offices gender is being addressed, but to a varying degree when it comes to empowering women and structural changes going beyond the mere participation of women in activities. Some examples:

- Social inclusion of women, e.g. in activities and within organisations, is now very common, however, this is sometimes still limited to physical inclusion only without actual empowerment;
- Economic inclusion, e.g. by promoting that service providers also see the business potential of women and including women in (vocational) training, also addressing the practical needs of women, such as organizing the training at times and locations that suit the women. More strategic needs, such as intra-household decision-making related to household finances, are not always yet included, see also the discussion on Women's Economic Empowerment in M4P projects in the next box;
- Women's political inclusion, often focused on women's participation in local government, seems to better include actual empowerment and behavioural change.

#### *Box 16.1 Women's Economic Empowerment in M4P Projects*

In 2012 an e-discussion within SDC's e+i Network on Women's Economic Empowerment in Making Markets Work for the Poor (M4P) projects was held. Common elements defining Women's Economic Empowerment were defined as:

- I. Economic advancement through increased income and return on labour
- II. Access to opportunities and life chances such as skills development or job openings; and
- III. Access to assets, services and needed supports to advance economically.

The above three points were seen as an integral part of any M4P project, agreeing that for effective WEE the different constraints for men and women need to be looked at.

However, there was no agreement on the fourth element, which is important if women also want to enjoy the fruits of increased income:

- IV. Decision-making authority in different spheres including household finances.

It can be concluded that context analyses of the reviewed portfolio a and b engagements addressed social, economic and political inclusion and inequalities to a varying degree, with particularly the portfolio b projects having weaker analyses in this respect. The country studies tend to show that currently gender analyses are of a better standard, also more often leading to such issues being addressed in the implementation of projects. Gender principal projects are more successful and effective in addressing inclusion and inequalities; in projects in which gender is mainstreamed inclusion is sometimes quite simply addressed by ensuring women's participation in activities, with a varying degree of also addressing women's empowerment and addressing structural inequalities.

#### **Key question 4: What are success and hindering factors for SDC's programmes in their gender responsiveness?**

Information about success factors was collected through the portfolio a and b assessment, the online surveys and the country studies, sometimes complemented by information collected through interviews. The information from the portfolio a and b assessment was distilled by the assessors from the available documentation, whereas the other two data collection methods respondents gave their opinion. This led to some differences in focus of the findings from the different data collection methods, but rather complementary than contradictory. For example, the presence of an active GFP is nowhere mentioned as a success factor within the portfolio a and b findings, obviously because this was not reported upon in end-of-phase (or similar) documents. At the same time the portfolio a and b findings identified some

different success or hindering factors than those of the surveys (with pre-coded answers) and the country studies.

Last but not least: there is often a linkage between success and hindering factors, with the absence of a success factor turning into a hindering factor. For example, the motivation of partner staff for gender mainstreaming is an important success factor, whereas the absence of such motivation hinders the successful implementation of gender mainstreamed interventions.

### **Success factors**

**Commitment and support:** The best scoring success factor in the two surveys is the commitment of project management to gender. Support from the projects' (or SDC's) gender focal points is also quite crucial for success, as shown by the findings of the survey and the country studies. The latter indicate that in particular an active (SDC) GFP engaging with the implementing partners is important; having a gender platform or a gender focal point group at country level adds to this success factor.

**Motivation and capacity of staff:** The surveys show that the gender related capacity of staff, both of SDC's country office and of the partners, as well as their motivation, are also relevant success factors contributing to the achievement of gender results. The interest and knowledge of any local implementing partners is equally important. The country studies confirm that the selection of gender sensitive implementing partners is indeed essential for having gender-responsive programmes.

**Strict requirements:** For SDC staff the strict guidance and instructions related to integrating gender in project design and implementation also contributes to the success; for the implementing partners this is somewhat less strong and moreover a neutral rather than success factor. The country studies, however, confirmed the importance of such requirements, such as the mandatory use of the gender checklist, the obligation to at least provide sex-disaggregated data, and setting quota for women's participation.

**The right project design enables and enhances gender results:** Especially the portfolio a and b findings about success factors stressed that project design is crucial, with success factors such as:

- Targeting the right institutions and beneficiaries groups; not only applying a socially inclusive approach but also including beneficiaries who potentially can leverage (structural) changes at a more structural level; hereby men -e.g. eldest or religious leaders- can play an important supportive role as well as women in management or decision-making functions;
- Good coordination and partnership with relevant stakeholders, including women's organisations where appropriate;
- Designing the right activities and creating enabling conditions for (especially) women's participation, taking into account the practical needs of women (and men), which is crucial to achieve the participation of women (or men) in project activities. Addressing more strategic needs, including gender inequalities, is needed to achieve more gender transformative change;
- Sensitization on gender equality issues of male and female beneficiaries as well as other stakeholders, including project staff, is often crucial for achieving more gender transformative changes.

**Working at national and local level:** Combination of work at national and local level, including the participation (of SDC and/or project staff) in policy dialogues and donor coordination about gender issues, also promoting that relevant field level results feed into national policy dialogues and knowledge sharing platforms. SDC's pro-active approach towards policy dialogues, including the commissioning of relevant research, combined with also taking responsibilities for the implementation of agreements and resolutions, enhances this success factor.

**Duration and budget:** The long-term planning and longer duration of interventions (e.g. by having subsequent phases) is also contributing to successful achievement of gender results, both because lessons learnt in earlier years of an interventions can be applied in later years (or phases), but also because achieving more structural gender transformative changes are more likely in interventions with a larger time frame. Earmarking (part of) budgets for gender related activities better ensures that the actual implementation of such activities. The use of the small action fund by SDC country offices for

financing well-targeted and strategic gender activities (including ad hoc), such as gender training or case studies, was also seen as highly successful.

**Gender principal projects:** The formulation and implementation of gender principal projects with gender equality as the main objective is also highly conducive to achieving more structural gender results.

### ***Hindering factors***

**Constraining context:** The strongest hindering factor is the constraining country context, also referred to as the local traditional or patriarchal socio-cultural conditions and/or otherwise a difficult environment -including security issues and instable governments- not being conducive to (successfully) implementing gender related activities and achieving gender sensitive results. The country studies also draw the attention to the fact that these socio-cultural conditions are sometimes used as a “knockdown” argument for not addressing (structural) gender inequalities. Resistance of certain actors or partners to address gender issues is linked to this.

**Insufficient understanding of gender / gender no priority among staff:** The limited understanding of project staff (including of sub-contracted local NGOs) of what gender equality actually means -especially going beyond women’s participation- can also be a main factor hindering the tackling of more structural gender inequalities. This usually goes hand in hand with having a low priority for gender mainstreaming. High staff turnover, requiring the recruitment of new -still not sensitized- staff, is a related hindering factor.

**Gender not structurally integrated in programming from the beginning:** If gender is not integrated from the start in the concept for new programming, there is a risk that gender remains an “add-on” topic. Especially the absence (or insufficient integration) of gender in tender documents and project proposals is seen as an important factor for subsequent weak gender mainstreaming. The absence of gender analyses, before or at the start of new interventions, reinforces this.

**Weak integration of gender in project design and lack of gender indicators:** Related to the above is the absence of activities in the project design that address structural inequalities and women’s empowerment, whereas only including women in activities traditionally seen as fitting for women, hardly leads to structural gender results, but rather can reinforce gender inequalities. The absence of gender indicators in the logframe of a project can form a disincentive to work on gender, as project staff tends to focus their efforts on achieving those results that are reflected in the logframe.

**Lack of time for women beneficiaries to participate:** Though this was not often mentioned as a hindering factor, the too heavy work load for women (e.g. farming and care work) prohibiting their participation in project activities was identified in the portfolio a and b analyses as a reason for not (sufficiently) achieving the expected gender results. This confirms the importance of paying attention to reducing the load of unpaid care work for women.

**Enabling environment for gender:** Although most national governments have good gender policies, laws or action plans, there is often a lack of real commitment, political will and/or budget to implement these. This leads to a weaker actual enabling environment than suggested on paper.

**Short duration and budget of interventions:** The short duration of especially the humanitarian assistance interventions was mentioned as a constraining factor to address gender issues. The absence of budgets or budget lines earmarked for gender specific activities decreases the likeliness that specific gender activities are implemented, especially if these are not directly related to logframe indicators, but would contribute to the quality of the gender mainstreaming.

### **Key question 5: What key challenges were encountered in mainstreaming gender? How were/are these key challenges addressed? What are remaining challenges?**

The **main key challenges** in mainstreaming gender were identified as the following:

- Patriarchal structures and traditional gender norms with deeply rooted patterns of unequal power between men and women at country level, sometimes also affecting the mind-set of national staff, and reducing the space for women empowerment;
- Lack of awareness and knowledge about gender, including skills for practically addressing gender mainstreaming. This includes the notion that “gender” would be equal to “women”, thus side-lining men as beneficiaries of gender related interventions as well as actors for transformative change;
- Equating inclusion of women as beneficiaries with gender and hence not addressing structural changes;
- Weak enabling environment for mainstreaming gender; although national gender policies are often well in place, they are not actively implemented; weak actual commitment to gender by government partners;
- A more holistic gender approach is often lacking, both because interventions tend to focus on the specific technical themes and because proper gender analyses are not conducted;
- Gender is one of the several transversal themes, all requiring attention.

SDC is **addressing these challenges** through a combination of measures, focusing on strengthening the climate within SDC for gender mainstreaming, including capacity building of own and partner staff. Past and more recent measures included the development of tools and guidance sheets, support by GFPs, gender training, capitalization reports and sharing knowledge through the Gender Equality Network and sometimes also national level platforms or gender focal point groups as in Bolivia. The recently revised gender checklist with the mandatory minimum requirements for gender mainstreamed (and gender principal) projects is also expected to enhance better gender mainstreamed projects, e.g. because gender analysis and gender indicators are now mandatory. This also applies to the elaboration of gender reference indicators -ARIs and TRIs: Aggregated and Technical Reference Indicators- with ARIs being mandatory. The inclusion of gender as a strategic goal in the current Dispatch is an important signal, especially to SDC staff and Swiss partners about the importance attached to gender mainstreaming and achieving actual gender results.

A second set of measures to address key challenges includes policy dialogue related activities, such as advocacy at national level for gender related policies or their implementation and supporting well-targeted gender activities that can leverage subsequent gender related improvements (e.g. supporting a women’s NGO to provide key input for new legislation).

### **Main remaining challenges**

- The challenge of a limited holistic gender approach;
- Gender being weakly integrated in the project design or as an “add-on” topic;
- The need for gender capacity and skill development for partners -and also for (new) SDC staff- will remain a continuous challenge, and includes the need for changes of mind-set. An example is the reluctance found among staff to address issues such as intra-household decision-making, which are perceived as culturally more sensitive;
- Gender equality is not -sufficiently- seen as a question of human rights and social justice;
- Considering SDC’s gender ambitions, there is a mismatch between gender expertise and its ambitions. At country level office GFPs have often only a small proportion of their time available to spend on gender related work (often 10 to 20%). Considering that active GFP support can be critical for successful gender mainstreaming -both in new projects and monitoring on-going projects- a larger proportion of time needs to be considered.

**Key question 6: How can mainstreaming of gender be improved in SDC’s projects? (analysis, design, management, implementation, monitoring)? How should SDC measure/estimate equality and empowering effects of their programmes? Are there any areas of innovation? If so, which?**

Suggestions for **improving gender mainstreaming in SDC projects** are derived from the previous sections and summarized here:

- Ensure that a gender analysis is done prior to (finalizing) the project design. Though gender analysis is part of the 2003 gender toolkit, the need for updated sector- or country-specific guidelines for a gender analysis should be considered. It is suggested to consider sectoral gender analyses commissioned by SDC country offices for their thematic sectors in the specific

country. This would also help to define a more structural gender approach for each thematic area with all projects of a respective thematic area contributing to a structural change;

- The Terms of Reference or tender documents of projects should already integrate gender issues and require that proposals actually integrate gender. Evaluation criteria of proposals should include a gender criterion; proposals that do not meet minimum gender requirements should be rejected or returned for improvement;
- Targeting the right beneficiary groups and stakeholders, including beneficiaries or stakeholders that can be strategic for achieving more structural and sustainable change. The latter can include other beneficiaries than only disadvantaged groups (DAGs). Targeting men should be encouraged as it has proved to contribute well to gender transformative change;
- Require a good design of the project with gender well mainstreamed through a coherent sequence of objectives, outcomes, outputs, activities and budget (a so-called Theory of Change approach) and identifying pathways of change also for gender outcomes. Outcomes beyond women's participation should be encouraged or even required - depending on the local context;
- Ensure inclusion of gender sensitive outcomes and indicators in the logframe, which is now also compulsory for gender significant projects as per revised gender checklist. The gender reference indicators (ARIs and TRIs) are expected to enhance this. It is important that the choice of gender indicators and their targets is based on a gender analysis, finding a balance between ambition and feasibility;
- The project budget should include budget lines for gender activities, including for gender expertise and gender (awareness) training (both of project staff and beneficiaries);
- At project management level: the gender awareness and capacity of NPOs should be raised, including their insight in the correct application of the gender equality policy marker. The work of GFPs at the country office should be better facilitated, e.g. by allocating more time and access to budget for small gender activities. Commitment of management towards gender mainstreaming, both HoCs and project management, should be explicit;
- SDC Management should seriously consider to reject project proposals without (sufficient) gender mainstreaming;
- Monitoring of gender mainstreaming means that SDC require the implementing partners to explicitly report on gender activities and results, including on the gender indicators;
- SDC should continue with awareness raising, capacity building and experience sharing activities, including by a national level gender platform as already exists and functions in several countries where SDC is working;
- SDC should continue complementing gender mainstreaming with policy dialogues at all levels, including to create broader support for gender equality. Using lessons learnt from interventions in policy dialogues will contribute to the effectiveness of these dialogues.

### **Measuring gender equality and empowerment**

A key factor for measuring gender equality and (women's) empowerment is having good and workable gender performance indicators, and ensuring that they are included in the baseline study, measured during monitoring and impact studies and documented and reported upon. During monitoring visits to projects SDC staff should also discuss the progress on gender issues and meet men and women beneficiaries. External evaluations should also address gender, which needs to be mentioned in the ToR for all evaluation missions; gender expertise within the evaluation team should be required.

Additional methods are useful to get better insight in the degree of gender transformative change and empowerment as well as the underlying factors that contributed. Such methods can include (externally commissioned) impact studies, case studies and storytelling.

### **Areas of innovations**

Relative few projects of the portfolio a and b assessment were earmarked by the assessors as having innovative elements; these were all gender principal interventions except for one. As the most common innovative element the involvement of men to contribute towards transformative gender change was mentioned, for example, by engaging husbands in a maternity project, religious leaders in a HIV/Aids project, and targeting men and boys, addressing masculinities, in a GBV project. Topics on which SDC is perceived by partners as being innovative include among others women's economic empowerment; promotion of decent work agenda in the informal economy; masculinities and including work with men; and gender responsive local governance.

SDC staff and partners gave examples of gender related innovative elements in SDC's **approach**, which also overlap with the success factors and are largely in line with findings from other sources. As summarized:

- SDC's emphasize on knowledge building (e.g. through commissioning research) and capitalization;
- The emphasize on capacity building and knowledge sharing, including through SDC's global gender network and national level gender platforms;
- SDC's commitment to work at micro, meso and macro level, including policy dialogues.

A general conclusion is that many of the (other) examples of innovative gender topics or approaches collected through this study were labelled as "innovative" by the specific respondents for their context, whereas such topics or approaches might be common practice in other contexts or countries. An example is the involvement of women in road maintenance groups, presented as innovative for Laos (in one of the online surveys), whereas in Bangladesh women's involvement in rural road maintenance is a poverty reduction strategy since the eighties.

**Key question 7: Are SDC interventions in regard to gender equality comparable with international experiences, standards and global knowledge? What are specific or general issues, themes, challenges or ideas that exist for addressing Gender Equality within SDC in the future in view of Agenda 2030.**

There are several ways to compare SDC's gender interventions with international standards. When comparing the proportion of SDC's spending on gender equality focused aid (which increased from about 15% - 18% between 2007-2015 to 26% in 2016) the conclusion is that SDC's proportion is low as compared to other -likeminded- donors. These figures, however, rather reflect the intention to address gender equality and not the effectiveness. The incorrect use of the Gender Marker is commonly found among other donors - as it was found in this effectiveness study for SDC.

The review of selected gender evaluation reports of other donor's development cooperation demonstrated that SDC scores above average when it comes to "institutional readiness for gender mainstreaming", i.e. the internal "climate" within SDC as an enabling factor for gender mainstreaming. SDC particularly scores better in terms of gender policy framework, procedures for gender mainstreaming, availability of gender tools, dissemination of gender lessons learnt and in-house gender capacity building. For several factors, mainly related to the inclusion of gender perspectives in SDC's human resources, comparison was not possible, because the assessment of these factors fell beyond the mandate of this study.

When it comes to the actual use of gender tools and methods, such as gender analysis and gender indicators, other evaluation studies found similar weaknesses related to their actual use as have been found by this study for SDC: they are not (or not enough) applied in practice, even though guidelines recommend or require them.

An evaluation of SIDA's (gender) policy dialogues found that such policy dialogues were most effective when it was "explicitly and strategically paired with programme support in the same sector", which confirms the rightness of SDC's approach of linking programming and policy dialogue, especially at national levels.

For the second sub-question of this key question –on specific future gender themes- no consistent suggestions could be collected or distilled, with respondents either providing answers related to their own specific responsibilities (such as ensuring that gender is addressed in all food security / agricultural projects) or not providing any suggestions. A few of the latter interviewees even stressed that SDC should rather focus on improving the quality of their current work on gender. One concrete suggestion for a new topic, however, was to focus more on gender and social protection, with women's access to housing as a specific idea, e.g. as a research topic.

## Key question 8: What are comparative advantages of Swiss interventions with respect to gender equality?

Comparative advantages of SDC, both as emerging from the surveys and deduced from other findings of this study, also overlap with identified success factors and innovative approaches, with the main findings summarized as:

- Switzerland is seen as a credible and neutral partner in development cooperation, committed to gender equality and aiming for consensus in gender related policy dialogues;
- There is a favourable climate and institutional commitment, including a strong gender policy / strategy (and the gender goal within the Dispatch), with gender tools, capacity building and learning mechanisms in place;
- The strong commitment to include women in interventions, with a focus on disadvantaged and/or discriminated women (as part of DAG);
- The active pursue of SDC -especially through its country offices- to link policy dialogues with programming, acting at micro-, meso-, and macro level;
- SDC's long-term approach (projects with several phases), which better allows achieving results related to changes in mind-set and attitudes;
- SDC's emphasis on knowledge generation and sharing, especially through gender networks / platforms;
- SDC's support and responsiveness to its implementing partners;
- The availability of small grants for small but strategic gender interventions.

The below box presents some answers from the partner survey.

*Box 16.2 Sample answers from the online partner survey related to the question about SDC's comparative advantage*

*"the fact that SDC is active on micro, meso and macro level, being able to bring up concrete, context-specific experiences into policy debates. This makes the organisation much more credible compared to other donors ...creating local learning networks and platforms (local gender network, such as for instance in Bangladesh)"*

*"Yes, SDC is very influential agency in Tajikistan and at Global level. The agency is well recognised by the Government and President of RT. The agency has comprehensive strategy on development sectors and the stakeholders are made aware of its priorities. The staff is highly professional and is helpful in settling the obstacles met by the program partners. Besides, SDC has a sit in DCC and it is influential at policy making level."*

The partner survey also gave an example of SDC being less strict than some other donors, such as GIZ and DFID. This concerned requirements related to including gender in project documents, specifically in the budget and logframe.

## Annex 18 Detailed suggestions for the way forward

### More interventions achieving SDC's goal of gender equality

- 1. Gender principal and gender significant projects:** SDC should set clear targets for interventions that should contribute to SDC's strategic goal of gender equality. SDC should apply a balance of increasing the proportion of gender principal projects -while ensuring that they become more effective in achieving gender transformative change- and improve the gender mainstreaming in gender significant projects, starting with the better application of the gender policy marker as a first step. Gender principal projects should focus on addressing strategic gender issues and lead to lessons learnt that are useful for replication, including in subsequent gender significant projects and as input for policy dialogues. Gender significant projects can potentially contribute just as well to gender equality as gender principal projects. This suggestion also confirms the importance of SDC continuing with the twin track approach of the current Dispatch, i.e. with gender equality as a strategic goal and as a transversal theme.
- 2. Gender neutral projects (G0):** Considering the importance of gender equality as a strategic goal of SDC, the proportion of gender neutral (G0) projects in SDC's portfolio should be considerably reduced, which is in line with recent trends. However, accepting that not all projects can be gender significant or gender principal projects, SDC should set some basic criteria for assessing in which projects gender should at least be mainstreamed, also to avoid that the argument of a "technical" project is used for not mainstreaming gender. Such criteria could include specific thematic areas, such as deciding that all SDC's food security projects targeting farmers should be at least gender significant.

### Gender in country strategy and project design

- 3. Gender in country strategy and thematic sectors:** To ensure a more strategic approach on gender in SDC's country strategies (with a better integration of gender in the thematic sectors), it is recommended to consider sectoral gender analyses commissioned by SDC country offices for their thematic sectors in the specific country and subsequently the identification of at least one gender objective per thematic area. This would also help to define a more structural gender approach for each thematic area with all projects of a respective thematic area contributing to a structural change. It is also strongly recommended that MERVs address gender issues, either as a separate topic or (preferably) per thematic area (based on the conducted gender analysis for the country strategy). In countries where other donors already conduct sectoral gender analyses in thematic sectors covered by SDC, SDC should consider joining such initiatives.
- 4. Gender analysis and needs identification:** Gender analysis is key for the identification of projects with a gender perspective and for ensuring the integration of gender in the design of projects and programmes. Gender analysis should be a strict requirement, whether sectoral and/or project specific. SDC should ensure that the quality of the gender analysis improves and addresses both practical and strategic gender needs, also for gender significant projects, which often have also potential to contribute to transformative change. A proper project design is an important success factor for achieving structural gender results and should be based on insight in the local (gender) context and gender needs. In fragile countries, a good gender analysis is even more imperative, due to additional external factors -such as security issues- even more restricting the opportunities to address gender equality. Integrating the findings from the gender analysis into the project design avoids that gender becomes an "add on" topic, especially in gender significant projects.
- 5. Maintaining current thematic orientation with flexibility:** This study's findings demonstrate that the current three gender thematic areas -freedom of violence, economic empowerment and political participation- are clearly addressing global as well as country specific challenges and contribute to the achievement of the Sustainable Development Goal on Gender Equality (SDG5), confirming that SDC should continue with its focus on these three themes. A broad interpretation of these themes, however, remains important, e.g. ensuring that strategic topics as Unpaid Care Work are included to free women's time for economic and political activities.

SDC should also allow flexibility, leaving room for addressing other specific gender issues that emerge as barriers for gender equality in specific contexts or countries. It should be self-evident that SDC's work on implementing Agenda 2030 on Sustainable Development -apart from SDG5- ensures the integration of gender in its interventions to contribute to more gender equality and to better achieve these SDGs.

- 6. Target groups / beneficiaries:** Targeting the right beneficiary groups and stakeholders is vital for achieving more structural and sustainable change, and their selection needs also to be informed by gender analysis. Beneficiaries to be supported are likely to include women (and men) in unequal positions, who lack empowerment and are discriminated. Targeting specifically men for achieving structural gender results needs to be promoted, as well as the inclusion of women (and men) in decision-making positions, relevant government institutions, and possibly others who can play a leveraging role.
- 7. Gender in tender documents and proposal evaluation:** Specific gender considerations should already be included in tender documents. Gender should be used as a threshold criterion in all relevant tender documents, including for external assignments as those for monitoring and evaluation, as well as for core-funding of institutional partners.
- 8. Theory of change approach with gender results at outcome level:** A coherent sequence of objectives, outcomes, outputs, activities and budget (a so-called Theory of Change approach), identifying also pathways of change for gender outcomes, should be part of each project design. Gender outcomes should reflect actual change, going beyond the participation (inclusion) of women (or men) in project activities, except in situations where due to the local context, women's participation is already a major achievement (e.g. in fragile countries as Afghanistan). Additional efforts, such as institutional capacity building of stakeholders, supportive research and policy dialogue should be included in these pathways of change.
- 9. Gender indicators:** The inclusion of gender indicators is crucial and should be mandatory in each logframe. The recently developed gender reference indicators (ARIs and TRIs) are expected to enhance this. Selecting gender indicators and setting targets or quotas should also be based on gender analysis, finding a balance between ambition and feasibility.
- 10. Revised gender checklist:** The wide use of the new gender equality checklist is wholeheartedly supported, as this will ensure that many of the above recommendations will be applied. A strict use should mean that all of the requirements should be met, albeit in a pragmatic way when circumstances require.

### **Gender in policy dialogues and multilateral core funding**

- 11. Gender in policy dialogues:** SDC should continue championing gender within policy dialogues, including in more technical related policy dialogues, such as climate change and water, keeping a focus on engagements with potential high spin-off effects. The cooperation with and core funding of multinational organisations and (inter-) national institutions that are strong allies, contribute to the implementation of results of the gender policies/resolutions and/or commission research for collecting evidence as input to policy dialogues, should remain essential and complementary to the actual lobbying.

### **Resources for gender**

- 12. Adequate budget earmarked for gender:** Considering that gender equality is one of the seven goals in the current Dispatch, SDC should ensure the allocation of adequate budget to enable the realization of this goal. Because gender principal and gender significant interventions always fall under other thematic areas, it is crucial that within the concerned projects budget lines are earmarked enabling the implementation of any specific gender activities, such as gender training and gender studies, as well as for gender expertise.

- 13. Small action funds:** Several interviewees had indicated that in recent years the use of the small action funds -available at all country offices- had been very effective for financing small but strategic gender initiatives, such as a study to support national policy dialogues, gender training, etc. As the guidelines for the use of these small funds have changed, gender related activities outside projects now need to be financed from the so-called Global credit line. It is important that all country offices (and GFPs) understand the opportunities of this credit line for financing small gender related initiatives.

## Human resources and management

- 14. Gender capacity building:** It is recommended to enhance the currently already ongoing efforts of gender awareness and capacity building of SDC staff, possibly also including staff of implementing partners and/or government stakeholders collaborating with SDC. In the online surveys among staff and partners this was also the most often mentioned measure to enhance gender mainstreaming. Gender capacity building should have a strong focus on translating gender concepts into more practical gender activities, i.e. the “how to” of gender mainstreaming.
- 15. Gender fatigue versus evidence of success:** It is important that staff perceive gender mainstreaming as creating new opportunities for achieving SDC’s goal of fighting structural inequalities rather than as an extra burden provoking gender fatigue. The challenge is to motivate staff by enhancing understanding, tools and skills to mainstream gender in SDC’s interventions. Collecting more (local) evidence on the effectiveness of the gender mainstreaming, including on gender-sensitive projects better achieving the overall development goals of interventions, should therefore also be pursued, complementing stricter requirements and capacity building.
- 16. Adequate gender expertise:** Considering SDC’s ambitions regarding gender equality and the apparent mismatch between gender expertise among staff and these ambitions -as raised in many interviews-, solutions should be sought. This can include more human resource allocation at HQ and by allocating more time for the GFPs at the country offices, also because an active GFP is a success factor for gender mainstreaming. Including gender within the job description of all technical staff (and in recruiting) is also recommended.
- 17. Commitment of management:** The most important success factor for gender mainstreaming emerging from the two surveys was commitment of management. This confirms that management, from top level at HQ to project level, should indeed be explicit in demonstrating its commitment, also translated in management decisions. When selecting partners for implementing SDC financed interventions and/or core funding, the commitment of the organization to gender should be one of the selection criteria.

## Monitoring, reporting and sharing lessons learnt

- 18. Monitoring -including collection sex-disaggregated data- and impact measurement:** Considering that there is a certain degree of under-reporting on gender related activities and/or results as found by this study, a first step to improve this is ensuring that the gender related information is collected as part of regular monitoring. This should include the improved collection of sex-disaggregated data as well as collecting data on the (other) gender indicators, also representing more qualitative improvements. To catch more insight in the extent to which more structural gender results (reflecting reduced inequalities) are achieved, gender issues should be included in impact studies and/or separate gender impact (case) studies be conducted. It is strongly recommended that such studies also aim to assess the extent to which including gender in the intervention contributed to the achievement of the overall project goals and/or the sustainability of the results.
- 19. Reporting:** In order to assess the effects and results of gender mainstreaming, gender information must be reflected in reporting and should be improved. With more or better gender indicators, including the ARIs and TRIs, improved reporting is already more likely. Still it should be mandatory to include a gender dimension for all documents, from entry proposals, credit

proposals, annual reports and end-of-phase (or project) reports. This reporting on gender should go beyond the presentation of sex-disaggregated data, and also address opportunities, constraints and effects of promoting gender equality and women's empowerment.

- 20. Collecting and sharing lessons learnt:** SDC should continue synthesizing lessons learned such as through capitalization reports, as well as sharing of these lessons. The current platforms for this are well appreciated by both partners and staff and should be enhanced, e.g. by ensuring gender learning platforms in all countries where SDC is working. SDC should pay special attention that gender results also reach partners and other stakeholders -including other donors-involved in the implementation of more technical projects, who are still little aware of the importance and opportunities of gender mainstreaming.