

STRENGTHENING GENDER  
MONITORING AT SDC  
MOZAMBIQUE – DRAFT

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## Introduction

The SDC Strategy for Mozambique 2017-2020 focuses on three main areas of interventions or domains, namely governance, health and economic development (SDC.2017). These contribute to SDC's overall goal to "Contribute to poverty reduction by building a more equitable society and facilitating inclusive growth" in Mozambique (SDC.2017:4). Gender is a crosscutting theme in the strategy.

SDC also supports specific interventions aimed at closing the gender gap in Mozambique by "ensuring that quality water and sanitation and health-related services and care are offered to men and women without discrimination; increasing support for women to overcome difficulties they have in accessing land, finance services and markets; strengthening women's access to information and the voice of women and girls in formal and informal decision-making processes; and ensuring that social accountability processes and the media better reflect women's needs and concerns." (SDC.2017:14).

This report presents a monitoring and reporting tool or approach to strengthen mainstreaming of gender within SDC's Mozambique Strategy 2017-2020. This approach suggests a way that SDC Mozambique can use to follow gender equality progress within the three domains as part of SDC's Gender Equality Mainstreaming Plan (GEMP). The report first presents a framework of gender equality mainstreaming based on gender equality and mainstreaming definitions, SDC's gender analytical framework, gender and intersectionality and the project gender change spectrum. This is followed by a discussion of SDC Mozambique Office strengths and weaknesses based on interviews with SDC Mozambique Office staff, SDC Bern Gender Staff, and a limited gender audit of a two to three projects from each domain. The report closes with a presentation of recommendations for each of the GEMP's four areas.

The projects that were reviewed were selected in collaboration with SDC Mozambique Gender Focal Point, Fauna Ibrahimy, and include the following: Futuro Microbank and Hortisempre projects in the Economic Domain, Land Use Rights and Local Governance Programme in the Governance Domain, and Institutional support to Wiwanana within the Health Domain.

## The Conceptual Framework

### Definitions

The definitions presented below are from the 2003 SDC Gender in Practice toolkit:

### Gender

"Gender is a socially constructed definition of women and men. It is not the same as sex (biological characteristics of women and men) and it is not the same as women. Gender is determined by the conception of tasks, functions and roles attributed to women and men in society and in public and private life."

## Gender Equality

“The aim is not that women and men become the same, but that their opportunities and life chances become and remain equal. Gender equality includes the right for women and men to be different. It signifies an aspiration to work towards a society in which women and men (girls and boys) are able to live equally fulfilling lives and to equally contribute to designing the society they want. “

## Gender Mainstreaming

“Gender mainstreaming is a strategy to achieve gender equality. Working with gender as a transversal theme is one of the strategies for mainstreaming gender. It is a planning methodology. At a programme/project and sector level, it implies that before decisions are taken, an analysis is made of the effects on women and men respectively. It requires the participation of women as well as men throughout the planning cycle and the systematic integration of their respective priorities and needs.”

## SDC Gender Analytical Framework

A first step to gender mainstream projects and programmes is to carry out a gender analysis. SDC recommends the use of a gender analytical framework composed of four main areas for the analysis of gender relations, inequalities, obstacles and opportunities (see figure below). The four areas are: gender roles and division of labour; women’s and men’s needs and interests; access to and control over services and resources, and participation, voice and decision-making. These four areas not only provide a framework for analysing gender relations, but also present key intervention areas for gender relations transformation. A detailed description of the framework and how to use it is found in the document SDC Gender Analysis Framework (SDC. 2017a).

Figure 1: The four gender lenses

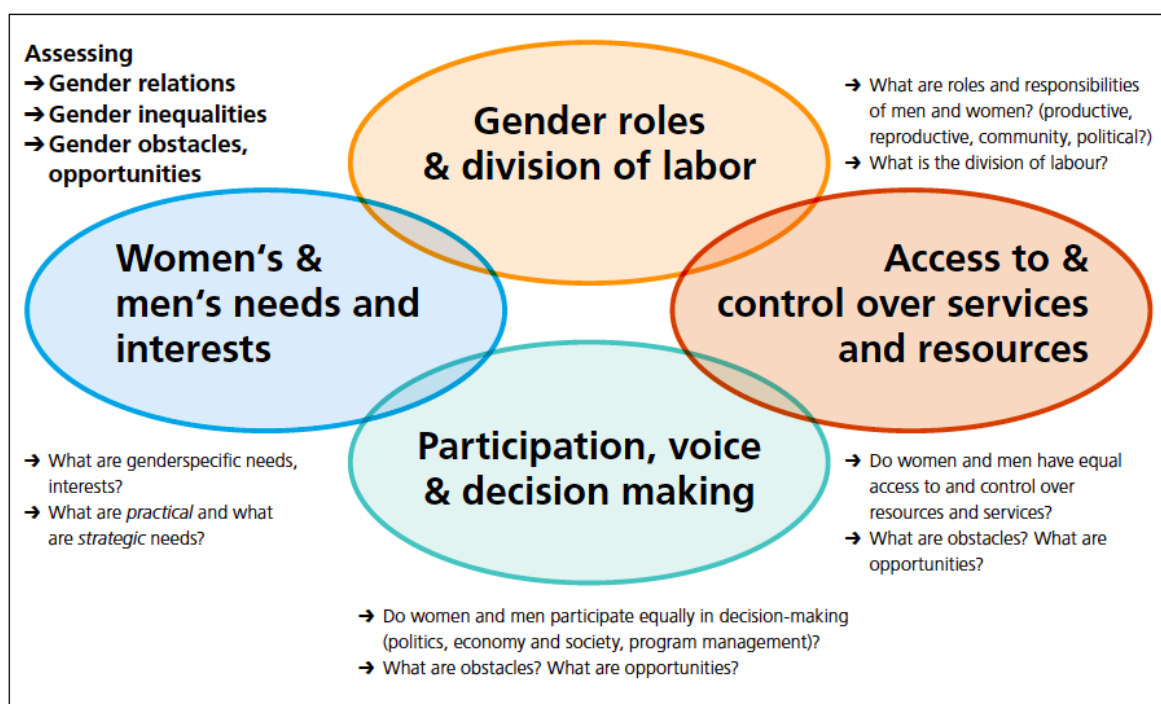


Figure 1 SDC Gender Analysis Framework (SDC. 2017a: 3)

### Intersection of gender and other social categories

When carrying out a gender analysis or planning a project it is important to be specific as to the “who” of gender. As the SDC guideline explains “[not all women and men are the same. Gender is a social variable which crosscuts with other social categories (...), such as age, ethnicity, class, religion, disability, sexual orientation and others.” (SDC. 2017a: 5). For example, a woman with disability face discrimination not only because of her gender but also because of disability. The analysis of gender and other social categories is called intersectional analysis.

It is well known (see for example UNDP. 2014) that women and men face different risks and vulnerabilities, obstacles and challenges at different ages. In the life cycle of a person, the first five years of child are especially important for increasing its resiliency throughout his or her life. But each phase of a woman’s or a man’s life brings its own risks. For example, young women in northern Mozambique are at risk for premature marriage and pregnancy, while elderly women may be shunned from their families and forced to live in squalor after being accused of witch craft. Unemployed young men are at risk for recruitment into criminal gangs or into drugs.

### Gender Change spectrum

The Gender Change Spectrum is a model to show the degree to which projects and programmes consider gender. It shows different phases or stages of a project with regards to gender awareness and changes of gender relations (see Table 1 below). The different levels of the change spectrum can be seen as the different levels of a results framework from output to impact levels, for a project aiming to promote gender equal relations for women and men.

At one end of the spectrum, the project does not include any reference to gender, unequal gender relations are reinforced by a disregard of existence of possible gender differences. The project is gender unaware. For example, project beneficiaries are presented as “farmers”, or “citizens”. *Gender is invisible*.<sup>1</sup> An example of a gender invisible SDC project is the programme to enhance transparency implemented by CIP. The larger sector wide programmes, such as support to provincial health care services, are also tend to be gender unaware, or limit gender to a component focusing on women without mainstreaming gender into the overall programme.

In the next stage, the project can be considered neither gender unaware nor gender aware. The existence of different people of different sex is recognized through, for example, indicators presenting project beneficiaries as sex-disaggregated data or numbers. *Gender as number* presents gender changes at output level. In a results framework, indicators may present sex-disaggregated data but the objectives are not gender sensitive. The reviewed projects did not show this characteristic but from previous work we are familiar with project reports presenting sex-disaggregated data as stand-alone information with no explanations.

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<sup>1</sup> In some documents this stage is referred to as gender blindness, but as “blind” can be interchanged with the group of “people with sight disability”, we prefer to use the term “gender as invisible”.

The mere act of presenting numbers of women or men does not change gender relations - the numbers need to be used as basis for greater understanding or interventions that promote gender equality.

The next phase of the gender change spectrum are changes that do not aim to change existing gender relations – gender norm neutral changes. These changes aim to solve practical gender needs of women (and rarely men) by changing gendered access or opportunities, for example improving women’s access to education. While gender norm neutral changes may improve opportunities for either women or men, the changes do not directly challenge the social gender norms. The gender changes can be said to occur at outcome level.

In the results framework of actual projects, both objective and indicator are sex-disaggregated. A large number of SDC Mozambique projects fall into this category, such as GOTAS and Land Use Planning. While these project interventions may potentially result in gender norm changes, these are not explicitly stated in the objectives.

The final stage of gender change spectrum focuses on gender norm transformation, in other words, changes with respect to gender roles, intrahousehold division of labour and gendered decision making. While most of the reviewed SDC projects or programmes do not explicitly address gender norm transformation, some have components that can lead to changing gender roles, for example the Futuro Microbank support project that aims to increase economic opportunities for poor men and women in agricultural and small business sectors.

Table 1 Gender Change Spectrum

<b>Gender is invisible</b>	<b>Gender as Numbers</b>	<b>Gender Norm Neutral Changes: Changes to Gendered Access/Opportunities</b>	<b>Gender Norm Transformation: Changes to Gender Roles/Division of Labour/ Decision-making</b>
Gender is not considered/ mentioned	“Gender changes at output level”	“Gender changes at outcome level”	“Gender changes at impact level”
Eg CIP		Eg GOTAS, LUP	Eg. Futuro Mcb

## SDC Mozambique Office Gender Strengths and Weaknesses

### Gender Discourse - “The invisible”

The texts of the analysed project documents used generic terms to describe beneficiaries such as *farmers* or *citizens* instead of mentioning explicitly women and men, girls and boys. The use of such terms makes it difficult to know whether women or men are the target group for the project. As a study of agricultural and food security programmes implemented by SDC in 21 countries states:

“...if the real people hidden behind our beneficiary numbers or households remain invisible, developmental change will remain slow, and women and men, boys and girls will be left behind.” (Fellmann et al. 2018:18)

It is important to explicitly mention women and men, girls and boys in order to ensure that everyone is included in the project/programme and that everyone that reads the document is aware that, for example a “citizen” can be a man or a woman, a boy or a girl. Including boys and girls in the discourse also reminds the reader that women and men of different ages may have different needs and face different challenges.

Using visibility language with context qualifiers such as age, disability, geography or economic status further unpacks the reality that is hidden behind words such as households, farmers or entrepreneurs. The words remind the reader that a young woman with disability living in a rural area faces a differently reality than a young woman, with no disability, living in an urban area.

### Gender Marker and Gender Mainstreaming

Although the SDC Mozambique programme officers apply the Gender Marker (previously Gender Checklist) to programme/project assessments, several mentioned that the checklist is mostly used as a “tick the box” rather than as an instrument to enhance gender equality in the programme/project. There was also the feeling amongst some of the staff members that SDC, as an institution also did not prioritize promotion of gender equality in the projects and programmes, which also contributed using a “tick the box” approach.

To a large extent, the fulfilment of the Gender Marker/Checklist criteria has been interpreted to mean that the project or programme should include one component to specifically addresses gender inequality or women’s empowerment. Gender equality is seldom mentioned in the results framework as an objective, and rarely mainstreamed into the other components of the project/programme. For example, the governance programme, which is composed of three components or projects, two projects (MASC and CIP support) do not mention gender, while the third project, focuses on women’s empowerment (Forum Mulher support). By focusing on separate women’s components in projects, rather than consider the consequences of unequal gender relations throughout a programme, the SDC projects and programmes have limited impact on reducing gender inequality in Mozambique.

Few gender analyses have been carried out, although the Gender Marker recommends so. The results frameworks of the reviewed projects and programmes don’t present theories of change with regards to gender. Without having the understanding that gender analysis brings to a specific area/situation, the programme officers are unsure of how to integrate gender in the programmes. They also find it difficult to present the case for gender mainstreaming with some of the partners.

### SDC gender guidelines

SDC headquarters has produced basic gender manuals and specific sector gender guidelines – in addition to the gender aggregate reference Indicators. These provide a good basis for carrying out gender analyses and mainstreaming gender. But the guidelines and manuals are

not used by the programme staff. Apart from the gender marker checklist, the guidelines are not mandatory but only recommended, and their implementation depends on initiative of individual staff members.

**SDC strategy and gender**

The Mozambique gender objectives are not well defined. There is also no theory of change or results framework to support the objectives. Therefore, it is difficult to monitor the gender objectives. A gender baseline that was carried out in 2016 but it is not related to the gender objectives but rather presents strengths and weaknesses of each domain area, hence it is difficult to use it as a base for comparing changes over the years.

Some of the gender objectives of the SDC Mozambique strategy relate directly to SDC Bern Gender Reference Indicators, some do not as is shown in Figures 2 and 3 below. The lack of consistency between the Mozambique strategy and Gender Reference Indicators makes it difficult to follow up the SDC strategy at a global level. To overcome this difficulty, SDC Gender Office use stories/descriptions based on project annual reports, rather than specific indicators.

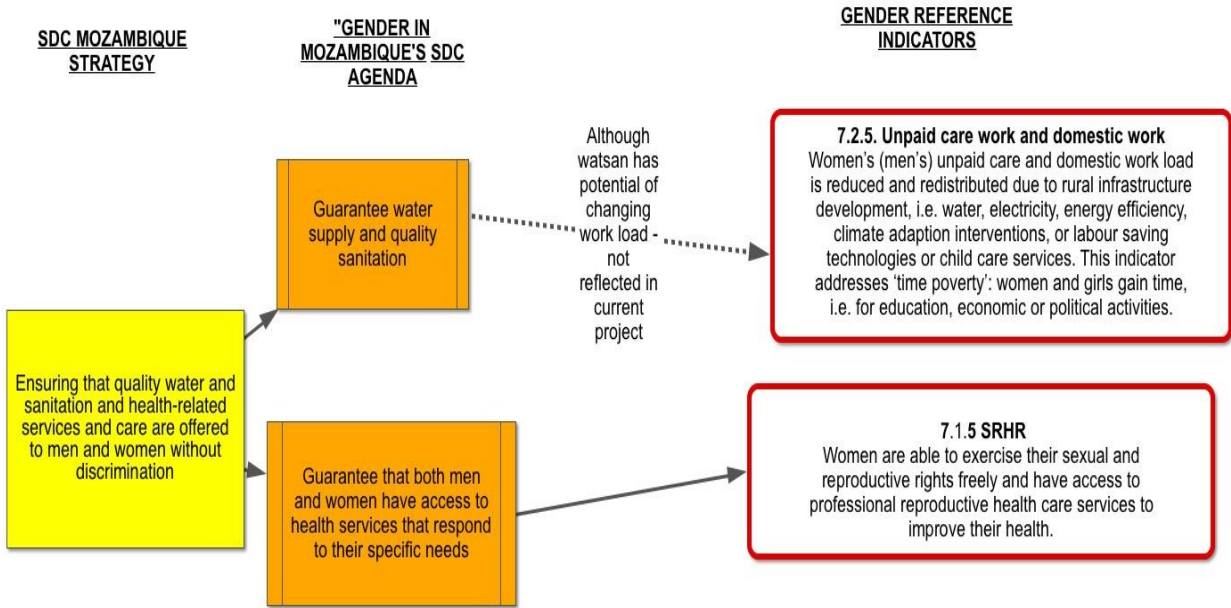


Figure 2 HEALTH: SDC Mozambique Gender Objectives and SDC Gender Reference Indicators



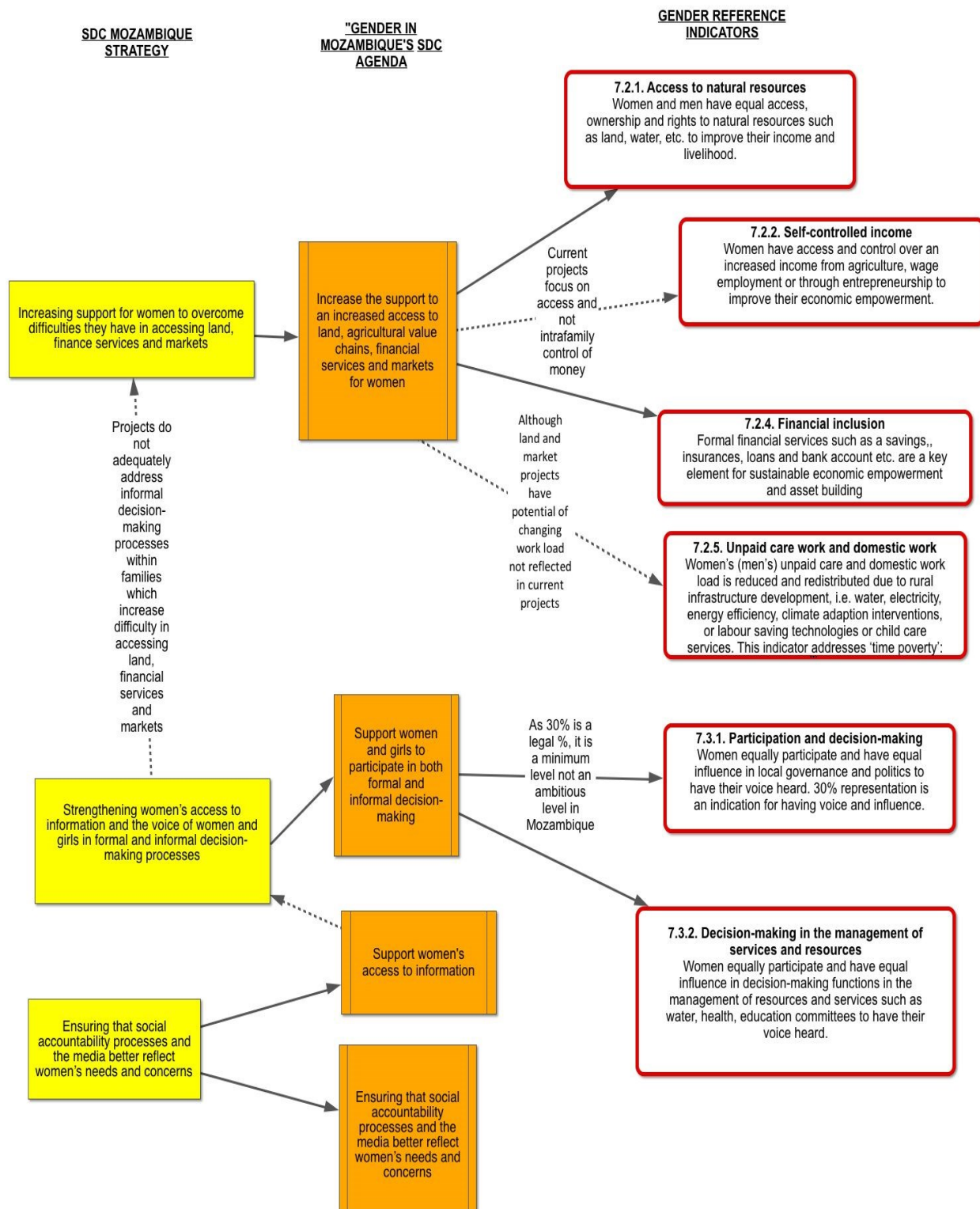


Figure 3 GOVERNANCE and ECONOMIC DEVELOPMENT: SDC Mozambique Gender Objectives and SDC Gender Reference Indicators

## Gender Equality Mainstreaming Plan (GEMP)

SDC Mozambique has a Gender Equality Mainstreaming Plan (GEMP) to strengthen gender equality throughout the Country Strategy and the Country Office. The GEMP has four working areas and objectives, namely:

### 1. Operationalization of gender equality

Monitoring of domains gives evidence of changes related to gender equality through each domain based on contextualized information and gender sensitive outcome indicators

### 2. Management:

SDC country office employees and supported partners understand and implement gender equality in the office and in the programmes

### 3. Quality Assurance

Gender equality is included in the cooperation strategy and Project Cycle Management procedures / instruments of SDC and partners

### 4. Capacity Building and Knowledge Management

SDC country office and SDC partners have improved their competencies and capacities to mainstream gender equality

## Recommendations

A summary of recommendations is presented in Table 2. The table is followed a presentation of each recommendation. Recommendations are presented for each of the working areas/objectives of the GEMP. The table also presents a proposal of priority, timeline and estimated extra resources needed to carry out the recommendation.

Table 2 Summary of Recommendations

<b>Recommendations per level</b>	<b>Priority</b> 2=Must do 1=Nice to do	<b>Timeline</b>	<b>Extra resources</b> - none * some ** considerable
<b>GEMP # 1 OPERATIONALIZATION OF GE</b>			
<b>1.1 Communication</b>			
1.1.1 Use of gender-sensitive language in all documents, and information material and dialogue with partners	Must do	2018	none
1.1.2 Gender champion stories (1 per domain)	Nice to do	2019 annual report	some
<b>1.2 Country strategy</b>			
1.2.1 Gender analysis	Must do		
Six new programmes/projects		2019	considerable
New programme/project phases		2020-2021	considerable
Include gender sensitive indicators in all new programmes/projects		2019 - 2021	some
1.2.2 Gender sensitize SDC Mozambique Strategy Results framework	Must do	2021	considerable
1.2.3 Gender sensitize the SDC programme portfolio	Must do	Up to 2021	considerable
<b>1.3 Domain</b>			
1.3.1 Each domain selects key indicators from existing projects that best reflect progress towards gender equality to include (and report to) in GEMP	Nice to do	2019	none
1.3.2 Develop a Domain specific Theory of Change for gender	Must do	2020	some
<b>GEMP #2 MANAGEMENT</b>			
<b>SDC Mozambique institutional gender capacity</b>			
2.1 Gender focal point's time increased from 15 to 20%	Must do	2018	some
2.2 Gender focal point's secondment increased from 2 to 3 years	Must do	2018	none

<b>Recommendations per level</b>	<b>Priority</b> 2=Must do 1=Nice to do	<b>Timeline</b>	<b>Extra resources</b> - none * some ** considerable
<b>GEMP #3 QUALITY ASSURANCE</b>			
3.1 Include gender in Local Context Analysis	Nice to do	2018	none
3.2 Gender marker workshop for staff	Nice to do	2019	some
3.3 Programme Officer adapts project checklist (see Annex), as part of gender training, and uses it for project monitoring	Nice to do	2019	
<b>GEMP #4 CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT</b>			
4.1 Capacity training of staff based on domain	Must do	2019-2010	some
4.2 New staff – include gender in induction programme	Must do	2018	none

## **GEMP # 1 OPERATIONALIZATION OF GE**

### 1.1 Communication

#### *1.1.1 Gender sensitive language - “Women and men, girls and boys” (GEMP # 1-4)*

We recommend that the explicit use of the words “women and men” with qualifiers such as “boys and girls” or “older women and men”, instead of gender-neutral words such as citizens. We also recommend using phrasing such as “reducing inequalities between men and women” instead of “reducing gender inequalities”. Being specific not only will increase visibility to strategy beneficiaries but will serve as a constant reminder that working with gender equality means taking women and men into consideration. Although the term “gender” is an important concept, in daily life it is not as direct as talking, for example, about unequal relations between men and women. Most people directly understand what women and men are, while gender requires an internal or explicit definition.

We recognize that there are other genders in addition to women and men, but in daily work, we recommend starting out by using “women and men”. Below we discuss context monitoring, which can also encompass an analysis of the situation for people of other

#### *1.1.2 Gender champion stories*

Both SDC Mozambique and SDC headquarter staff told us stories and gave examples of how the lives of men and women had been transformed as a result of SDC interventions, but all acknowledge that these stories often get lost in reporting system. Or rather, the stories and examples seldom enter the monitoring system. To capture – and share – these examples we recommend that each year three (3) gender champion stories, one per domain, are included as part of GEMP. These can be stories of women and men who challenge gender norms, within SDC supported programmes and projects. In the spirit of the Most Significant Change methodology, the SDC office could select the best story each year, and possibly provide a symbolic award for the gender champion.

## 1.2 Country Strategy

### 1.2.1 Gender Analysis







We recommend that SDC Mozambique follows SDC Headquarters recommendation to carry out gender analysis of all new projects and programmes (six in 2019). By the end of the strategy a gender analysis should have been carried out for all new phases of projects or programmes.





Based on their knowledge and gender analyses that have been carried out within their domain each domain develops a theory of change or results chain. By elaborating the theory of change the staff members will increase their understanding of how to increase gender equality in their domain.

### 1.2.2 Gender sensitive SDC Mozambique Strategy Results framework

We recommend that SDC develop a gender sensitive results framework and theory of change for the new strategy that will begin 2021. While developing a new theory of change and results frame work requires considerable investment both in terms of time and money, we provide an example in Table 3 of how the current Strategy results framework could be made gender sensitive.

**Table 3. A Gender Sensitive Results Framework example based on SDC Mozambique Strategy 2017-2020**

<b>IMPACT</b>	to contribute to poverty reduction by building a <b>gender</b> equitable society <b>ensuring that women and girls realise their full potential and facilitating inclusive growth.</b>					
<b>OUTCOMES</b>	<b>Governance</b> <b>Gender</b> equitable, efficient, transparent and accountable access to and use of resources that contribute to national cohesion and stability.		<b>Income and economic development</b> improved market opportunities and economic management for inclusive growth, <b>that strengthens women’s economic empowerment and ensures that women and men, girls and boys</b> benefit equitably from sustainable economic transformation (SDG 8).		<b>Health</b> improved health of <b>women and men, girls and boys</b> living in rural areas of Mozambique.	
						

<b>OBJECTIVES</b>	Decentralized, equitable, <b>more gender power balanced</b> and transparent management of resources by local government/s tate institutions and civil society organisations as well as enhanced business integrity	Socially accountable, inclusive and transparent access to and use of resources thanks to constructive <b>and gender equitable,</b> multi-stakeholder dialogue between government/s tate institutions, citizens/CSOs and private sector stakeholders	Increase income for male and female farmers, and other SMEs through <b>strengthening of women's economic empowerment,</b> improved market opportunities, skills development, and access to services	Public resources are mobilized and managed for more inclusive, <b>gender equitable</b> and sustained public service delivery and economic policies	Sub-national systems deliver <b>gender equitable,</b> efficient and integrated health, including WASH, basic services of high quality that respond to the needs of the vulnerable and disadvantaged <b>women and men, girls and boys</b>	Rural <b>women and men, girls and boys</b> in the northern provinces are able to voice their needs and rights, and demand accountability from local governments and basic service providers
						
<b>GENDER OBJECTIVES</b>		Ensuring that social accountability processes and the media better reflect women's needs and concerns	Increasing support for women to overcome difficulties they have in accessing land, finance services and markets		Ensuring that quality water and sanitation and health-related services and care are offered to men and women without discrimination	Strengthening women's access to information and the voice of women and girls in formal and informal decision-making processes

Adapted from SDC. 2017b

### 1.2.3 Gender Sensitize Programme Strategy portfolio

The Country strategy can be viewed as a programme portfolio composed of projects and programmes. Progress towards gender equality is assessed using the gender spectrum presented above. The four levels of progress, assessed annually, and at the end of the Strategy phase are as follows:

GENDER INVISIBLE projects and programmes. We propose that these projects are transformed into gender sensitive projects or programmes (preferably) or phased out by the end of the strategy phase. We recognize that it is difficult to gender sensitize some programmes such as those concerning macrolevel interventions. If it is not possible to transform the programme, we propose that at a minimum a gender analysis is carried out by the end of the strategy period (2021).

EXPECTED RESULTS are projects and programmes that fulfil the minimum requirements for inclusion in the strategy. These are projects and programmes that present sex-disaggregated data – or gender as numbers.

GOOD RESULTS – “would like to see” results - or are projects and programmes that promote changes to gendered access and opportunities – gender norm neutral changes. For example, increased access to water posts. While the projects and programmes may result in gender norm transformation, this is not the focus of the projects and programmes.

GREAT RESULTS, or “would love to see” results - are projects and programmes that aim to promote transformation of gender norms, that is changes to gender roles, division of labour and decision making.

Table 4 below presents our suggestions with respect to progress of the composition of the programme portfolio along a gender change spectrum. But we strongly recommend that these are adjusted by SDC staff, so that the progress reflects what the staff members considers to be challenging but also feasible.

Table 4 Composition of the programme portfolio within the Gender Change Spectrum

<b>INVISIBLE GENDER</b>	<b>EXPECTED RESULTS</b>	<b>GOOD RESULTS “would like to see”</b>	<b>GREAT RESULTS “would love to see”</b>
<b>Invisible gender</b>	<b>Gender as Numbers</b>	<b>Gender Norm Neutral Changes: Changes to Gendered Access/Opportunities</b>	<b>Gender Norm Transformation: Changes to Gender Roles/Division of Labour/ Decision- making</b>
	“Gender changes at output level”	“Gender changes at outcome level”	“Gender changes at impact level”
Transform programme or into a “gender as number” programme or (at a minimum) carry out gender analysis of programme	At end of SDC Mozambique strategy, ALL projects/programmes should have gender sensitive indicators (sex-disaggregated)	At end of SDC Mozambique Strategy, at least half of projects/programmes aim to promote changes to gendered access/opportunities Gender reflected in Project/programme objectives	At end of SDC Mozambique Strategy, at least one programme/project in EACH domain include component that aim to promote gender norm transformation At least one project aimed at promoting MALE norm transformation

## 1.3 Domain

### 1.3.1 GEMP indicator

To facilitate gender monitoring of the SDC programme we recommend that the domain staff, with support of Gender Focal Point, selects at least one key indicator from each project and programme that they believe best reflects progress towards gender equality, considering SDC's gender objectives. Preferably it should be possible to link this indicator directly or indirectly to SDC gender reference indicators. For complex projects or programmes with distinctive different components, one indicator per component may be selected. The indicators are reported annually and presented in the GEMP.

For example, GOTAS could select the indicator *"% of women and men that participate in the dialogue spaces promoted by local councils saying that Local Government responds to their concerns "*. This indicator could be linked to the Gender Aggregate Reference Indicator 7.3.2. *"Decision-making in the management of services and resources. Women equally participate and have equal influence in decision-making functions in the management of resources and services such as water, health, education committees to have their voice heard."*

If the project results framework does not include any indicator, we suggest that the staff member responsible for the programme writes a short description of how he or she has brought up gender with the partner.

An example of how the GEMP indicators could be developed is presented in Annex I.

### 1.3.2 Domain Specific Gender Theory of Change

We recommend that before the end of the strategy phase, each domain develop a theory of change or results chain based on their gender knowledge and the gender analyses that have been carried out within their domain.

## GEMP# 2 MANAGEMENT

From around 2005 to 2015 SDC Mozambique had a staff member who permanently assumed the post as gender focal point. Currently the post is rotated every two years and covers 15% of work time, as a way to engage more staff members in gender work. In addition, each programme officer is responsible for gender in his or her area of work.

### 2.1 Gender Focal Point – 20% of work time

We also recommend that the post is a 20% of time to allow the person more time to learn new skills, coordinate gender throughout the strategy and to support his or her colleagues. This will be especially important for the current and next Gender Focal Point as SDC Mozambique strengthens its capacity to promote gender equality in its strategy.

### 2.2 Gender Focal Point Secondment

We recommend an increase from two to three years for the GFP position. It takes time for a staff member to adapt to the tasks and with three years the person will have more time to apply his or her newfound capacity.



## GEMP #3 QUALITY ASSURANCE

### 3.1 Local Context monitoring

As mentioned earlier, gender relations don't appear in vacuum but in specific contexts. There is a need to monitor the context of the programme so as to identify challenges, opportunities and risks with respect to gender and gender relations in Mozambique. SDC Mozambique is initiating an exercise to annually monitor the local context in northern Mozambique. We recommend that the Terms of Reference for the monitoring exercise are gender sensitive.

### 3.2 Gender marker workshop

A pre-step for a new project or programme is the completion of the Gender Marker checklist. We have found that the checklist is filled in with different degree of rigour by the programme officers. As we mentioned above, it is possible to fill in the Gender Marker checklist so that gender as a separate component and is not mainstreamed. To increase the quality of the same we recommend a practical session, facilitated by the GFP, whereby the NPOs and domain heads jointly fill in the Gender Marker checklist, based on different example ProDocs. In a joint session, the staff members can reach a common standard for filling in the Gender Marker.

### 3.3 Project monitoring checklist

We recommend that each domain develop its own checklist for monitoring semi-annual and annual plans and reports as part of gender capacity development of staff. In assessing the implementing partners' reports, the different programme officers use different approaches. The Economic Development domain uses a four-level assessment of target achievement by implementing partners ranging from unsatisfactory to very satisfactory. A similar approach could be used with regards to monitoring gender mainstreaming. A generic checklist is annexed to this report (Annex II).

## GEMP #4 CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT

### 4.1 Gender capacity strengthening of staff based on domain

feel confident in mainstreaming gender in their area. Most (all?) staff member has had some gender training but this training does not translate into gender expertise in their area of responsibility.

We recommend that each staff member should acquire gender expertise in their area of responsibility. This can be through a combination of short course on gender interspersed with desktop gender analysis of their area. In the end of the training, each member should have produced a gender monitoring tool/checklist for their programmes and projects.

SDC has a guideline "How to mainstream gender in project cycle management" that take up key questions to consider at each stage of the project. We recommend that the guideline form part of the staff gender training and that the staff member adapts the generic questions to his or her area of responsibility. By using his or her own words, the staff member will be better able to adopt the recommendations.

#### 4.2 Induction of new staff

We recommend that each new staff member receives an induction session that includes an overview of the gender situation in Northern Mozambique and WHY gender is important for the SDC strategy. This could be carried out by GFP. Additional gender capacity building for the new staff members will also need to be identified.

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UNDP. 2014. World Development Report 2014.

## ANNEX I GEMP Indicator framework

LINKING SDC MOZAMBIQUE DOMAIN INDICATORS, GENDER OBJECTIVES, AND SAMPLE PROJECT INDICATORS AND SDC BERN GENDER REFERENCE INDICATORS		
DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>I. GOVERNANCE DOMAIN</b>		
<b>SDC MOZAMBIQUE STRATEGY GENDER OBJECTIVE</b> <i>Ensuring that social accountability processes and the media better reflect women's needs and concerns</i>		
<b>SDC MOZAMBIQUE STRATEGY GENDER OBJECTIVE</b> <i>Strengthening women's access to information and the voice of women and girls in formal and informal decision-making processes</i>		
<b>Domain objective:</b> More equitable, efficient, transparent and accountable access to and use of resources that contribute to national cohesion and stability.		
<b>Outcome statement 1:</b> Decentralization - Decentralized, equitable and transparent management of resources by local government/state institutions and civil society organizations as well as enhanced business integrity	<u>Gender equitable resource management</u> 1.4 % of land-use titles attributed to the SDC land-use rights program to women in Cabo Delgado, Nampula and Niassa (Gender equitable resource management)	
<b>Outcome statement 2:</b> Social Accountability - Socially accountable, inclusive and transparent access to and use of resources thanks to constructive multi-stakeholder dialogue between government/state institutions, citizens/CSOs and private sector stakeholders	<u>Specific Gender Objective 2.4 Qualitative:</u> Observation of effectiveness of women's participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life in Cabo Delgado, Nampula and Niassa. <u>Quantitative:</u> No. of supported Mozambican CSOs with gender policy/action plan in implementation	

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>Lines of intervention regarding Gender</b>		
Ref. outcome 1: <ul style="list-style-type: none"> <li>• Promote equal access to and use of land for women</li> <li>• Advocacy meetings with women's leagues, women leaders, women parliamentarians and office network of women mayors.</li> <li>• Roundtables on leadership, political participation and power.</li> </ul>		
Ref. outcome 2 <ul style="list-style-type: none"> <li>• Specific training for women in leadership, political participation and monitoring of public policies at local level in order to increase effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</li> <li>• Document and replicate best practice to promote dialogue between local government institutions (district services for economic activities) and women associations in decision-making processes.</li> <li>• Document and visualise women's success stories in leading the fight for improvement of women's lives at local level.</li> <li>• Roundtables with women on leadership, political participation and power.</li> </ul>		
<b>Mozambique Projects and Programs - gender objectives and indicators</b>		
<b>Local Governance Program</b>	Outcome 3: Civil society at local level enabled and encouraged to create alliances to act in a coordinated and coherent manner to solve concrete problems and to promote women's rights	
	Output 7: Forum Mulher members/partners promote successfully women's issues at local level	

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>Land Use Planning</b>		
<b>Outcome 1: Land-Tenure Security:</b> Socially prepared community land-use delimitations in alignment with district planning processes enable more profitable and inclusive investments which benefit rural communities and reduce drivers of conflicts	% of land-use titles attributed by the SDC land-use rights program to women/women's associations in Cabo Delgado, Nampula and Niassa. (Base line: 40% Target 53%)	<u>Observation field 7.2.1. Access to natural resources</u> Women and men have equal access, ownership and rights to natural resources such as land, water, etc. to improve their income and livelihood. <u>Indicator</u> No. of persons (m/f) that have established secure access to land (individual, collective, customary) (due to SDC interventions) (TRI FS)
<b>Wiwanana project</b>	No gender indicator in logframe	
<b>II. INCOME AND ECONOMIC DEVELOPMENT DOMAIN</b>		
<b>SDC MOZAMBIQUE STRATEGY GENDER OBJECTIVE</b> <i>Increasing support for women to overcome difficulties they have in accessing land, finance services and markets</i>		
<b>Overall domain objective:</b> Improved market opportunities and economic management for inclusive growth, for people to benefit equitably from sustainable economic transformation (SDG 8).		

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<p><b>Outcome 1: employment and income</b> Small farmers, with a particular focus on women, and other SMEs increase their income through improved market opportunities, skills development, and access to services</p>	<p>1.1 Net income increase (million MZN) for 25000 smallholder households (disaggregated by sex) and SME in the north of Mozambique and supported by the SDC.</p> <p>1.2 Number of men, women and SMEs gained access to formal or informal financial services provided or facilitated by SDC supported institutions/projects in the north of Mozambique.</p>	
<p><b>Outcome 2:</b> Public resources are mobilized and managed for more inclusive and sustained public service delivery and economic policies</p>	<p>No gender indicator in Mozambique strategy</p>	
<p><b>Lines of intervention regarding Gender</b></p>		
<p>Contribute to narrowing the gender gap by supporting the creation of employment and income generation opportunities specifically to (young) women and particularly supporting women to overcome additional difficulties they traditionally have in accessing and controlling land, financial services and markets.</p>	<p>% of women accessing inputs and technology (seeds, irrigation, land, finance) and controlling/making decisions on the use of their income.</p>	
<p>Support analysis and capacity strengthening on the gender dimensions of expenditure and economic policy and systems and contributing to strengthened capacity and awareness on gender budgeting.</p>	<p>Number, quality and debates of economic policy research on gender determinants of poverty and inclusive growth;</p> <p>Annual analysis of public expenditure trends affecting women and children to be included in inputs for debate on budget allocations, execution and efficiency analysis.</p>	

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>Mozambique Projects and Programs - gender objectives and indicators</b>		
<b>HORTISEMPRE</b>		
Increase in annual net income for horticultural smallholders in the Nacala Corridor in Northern Mozambique	<p>25,000 benefitting smallholders (<i>10,000 semi-commercial/15,000 subsistence – 30% women</i>)</p> <p>30% increase in annual net income per smallholder in USD/year (<i>target group and gender disaggregated – Baseline: 120 - 300 USD/year</i>)</p>	<p><u>Observation field 7.2.1. Access to natural resources</u> Women and men have equal access, ownership and rights to natural resources such as land, water, etc. to improve their income and livelihood. <u>Indicator</u> No. of women (men) with increased income in agriculture, wage employment or entrepreneurship (due to SDC interventions)</p>



DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>III. HEALTH</b>		
<b>SDC MOZAMBIQUE STRATEGY GENDER OBJECTIVE</b> <i>Ensuring that quality water and sanitation and health-related services and care are offered to men and women without discrimination</i>		
<b>Domain objective:</b> Improved health of vulnerable people living in rural areas of Mozambique.		
<b>Outcome statement 1: strengthened system</b> Sub-national systems deliver more equitable, efficient and integrated health, including WASH, basic services of high quality that respond to the needs of the vulnerable and disadvantaged population	1.1 Number of births attended by skilled health personnel (in Cabo Delgado)	<b>Observation field 7.1.5 SRHR</b> Women are able to exercise their sexual and reproductive rights freely and have access to professional reproductive health care services to improve their health. <u>Indicator:</u> No. of births attended by skilled health personnel (due to SDC interventions) (ARI H2 Health)
	1.3 % of districts submitting complete sex-disaggregated information within the DIS deadline	
<b>DOMAIN AND PROJECT OBJECTIVE/OUTCOME</b>	<b>INDICATOR</b>	<b>SDC BERN GENDER REFERENCE INDICATORS</b>
<b>Outcome statement 2 - community empowerment</b> Rural communities in the northern provinces are able to voice their needs and rights, and demand accountability from local governments and basic service providers	Proportion of women in Conselho Consultivo at district level (Swiss intervention region)	
	yy people (M/F) gained new access to safe and affordable drinking water (Swiss intervention region: 3 Provinces; Niassa, Nampula, Cabo Delgado)	
	yy people (M/F) gained new access to adequate and equitable sanitation and hygiene (Swiss intervention region: 3 provinces; Niassa, Nampula, Cabo Delgado)	

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>Lines of intervention regarding Gender</b>		
<ul style="list-style-type: none"> <li>• The health domain contributes to narrowing the gender gap in Mozambique by ensuring that quality healthcare and WASH services are offered to men and women without discrimination. Access to healthcare depends on a number of supply and demand side factors.</li> <li>• From the supply side perspective, the SDC will use policy dialogue to ensure that health programmes are gender sensitive, addressing root causes of gender inequalities in the design and implementation of the policies.</li> <li>• From the demand side perspective, the SDC interventions will promote/influence equal access to health and WASH services by providing opportunities for women and men to constructively engage in changing existing gender roles and exercise their rights equally. Special attention will be paid to women's and men's participation in decision making on local health and WASH related policies and projects and for reducing the barriers to access to healthcare for women.</li> </ul>		

DOMAIN AND PROJECT OBJECTIVE/OUTCOME	INDICATOR	SDC BERN GENDER REFERENCE INDICATORS
<b>Mozambique Projects and Programs - gender objectives and indicators</b>		
<b>GOTAS</b>		
<p><b>Outcome 1 Demand side:</b> In the 5 targeted districts, women and men living in rural areas are enabled to voice their needs and rights, and demand accountability from local governments and private sector to provide WSH basic services.</p>	1.5 % of WSH Committees leaded by women	<p><b>Observation field 7.3.2. Decision-making in the management of services and resources</b> Women equally participate and have equal influence in decision-making functions in the management of resources and services such as water, health, education committees to have their voice heard. <u>Indicator</u> % of women in decision-making functions in the management of resources and services (water, health, education/parents' committees) (due to SDC interventions)</p>

## Annex II Example of a project gender checklist

ASSESSMENT/QUESTIONS TO ASK ABOUT DOCUMENTS	YES	NO	N/A	COMMENT
<b>I. TEXT</b>				
Does the document use gender sensitive terms such as 'male and female farmers' or 'citizens, male as well as female'?				
Does the document include references to both men and women?				
If referring to youth/children, does the document include references to boys and girls?				
<b>II. IMAGES</b>				
If images are included, do they show both men and women?				
Are an equal number of men and women depicted in images?				
Are men or women depicted in non-traditional gender roles?				
<b>III. STRUCTURE</b>				
Are gender results systematically integrated in all parts and levels of reporting?				
Is gender included in the context analysis?				
Are gender analysis or gender inequalities discussed apart from a specific designated gender or women's section?				
In discussions on gender, are men's specific needs, experiences and challenges mentioned?				
<b>IV. STUDIES, INFORMATIVE MATERIAL (INCLUDING VIDEOS)</b>				
Do Terms of Reference of study/informative material include both men and women as stakeholders?				
Are interviews carried out with an equal number of men and women?				
Does the document refer to/quote interviews with both men and women?				
<b>V. PRIORITY TOPICS/ISSUES FOR GENDER SENSITIVE DOCUMENTS/REPORTS</b>				
Are gender results systematically integrated in all parts and levels of reporting?				
Do women and men have equitable access and control over programme resources - e.g. are there criteria that discriminate against women or men? Are there gender-specific obstacles?				
Have gender outputs, results and outcomes been analysed and reported on (achievements, challenges, good practices, lessons learnt)?				
Have gender outputs, results and outcomes been contextualized using context qualifiers (age, disability, income, geographic area)?				

Have adequate resources been expended for gender focused activities or for gender mainstreaming? (vis-à-vis % of total budget)				
Is gender integrated in the monitoring system, and how? Are changes in gender relations reported as part of monitoring?				
Is gender in the organization assessed and reported on promoting both accountability and learning?				
Are there any internal and/or external factors contributing to the success/failure of gender mainstreaming within the project?				