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# **SDC How-to-Note**

## **Integrating SDC's Gender Policy into Cooperation Strategy Management**

## Imprint

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## 1. Who should read this “how to” guide and what is it for?

This working aid is intended for responsables of domains and projects and Gender Focal Points in the cooperation offices and head office to help them integrate the SDC's policy on gender equality (Gender Equality: A Key for Poverty Alleviation and Sustainable Development) into the strategic and operational PCM processes. The table below contains an overview of the gender equality objectives to be met for each phase, the tasks to be carried out to meet them and where to find help in the Gender Toolkit and/or elsewhere. The overview also indicates the responsables for ensuring that progress is made on gender equality through the country strategies.

This result-oriented approach requires knowledge of the methods used in gender mainstreaming and a basic understanding of PCM. The SDC Gender Focal Point and SDC Gender Equality Network regularly post up to date information on gender equality training courses ([www.sdc-gender-development.net](http://www.sdc-gender-development.net)) and where necessary organise courses themselves at head office or in the regions when requested to by SDC employees or partners. This working aid adds to the indications on gender equality provided in existing SDC instruments (cooperation strategy guidelines, annual report, etc.).

## 2. Contents

This working aid presents the "core issues" dealt with in the SDC's Gender Policy (see chapter 3) and provides an overview in table form of the process to be followed when developing and putting a country strategy into practice.

A good understanding of **context-specific gender inequalities and gender discrimination** is needed if the principles of gender equality are to be incorporated into the SDC's interventions. This knowledge makes it possible to put the core aspects of the policy into action effectively. Following the logic of the "chain of results" method, the focus should be on outcomes, since it is through outcomes that sustainable improvement of quality of life for women and men can be measured. This is most successful when the path to change is set down as a succession of outputs (immediate results) of the programmes or projects in order to ensure a causal link in the chain of results.

This method is not a one size fits all approach, however, and dependence on local contexts means that the responsables of the domains and projects are expected to use their creativity, network and knowledge of gender issues locally and participative methods. From their analysis of the context and their knowledge of areas of sensitivity, they are the best judges of how best to integrate gender equality into their domain: as gender equality oriented outcomes, indicators, observation fields or lines of action. Whichever way they choose, it is important to maintain a link with the core issues of gender equality (see: Gender Checklist, part 2).

### **3. Key factors for the promotion of gender equality**

The "core issues" of gender equality constitute a general framework. They underline the importance of ensuring that according to their individual needs both women and men:

- have equal access and control with regard to resources, assets and services;
- can participate in political and social decision processes;
- have equal access to justice and protection by the law;
- can move securely in the private and public sphere;
- have an improved quality of life e.g. through protection from multiple workloads and physical exploitation.

These core issues are based on the UN Convention on all Forms of Discrimination Against Women (CEDAW). The convention has been ratified by Switzerland and all of the SDC's partner countries.

### **4. Implementation of the SDC's Gender Policy within processes**

The first part of the table (5. Table) deals with **context analysis**. It initially focuses on the gender-equality situation country-wide. The accent is then placed on selected domains with the elaboration of the **results framework**. At the end of the planning phase, it is clear which gender equality objectives need to be achieved and why. In the **implementation** phase, the function of the responsible of domain and project changes: they must now ensure that the projects implemented by the SDC and by partner organisations take the SDC's Gender Policy into account and are carried out in a gender-competent way. The **monitoring** and the **annual reports** take note of the changes achieved with regard to gender equality.

## 5. Table

Process	Gender equality objective	Step by step: Process guidance	Methodological support	Roles and responsibilities
Analysis of the context with regard to the domains of intervention	An overview of gender inequalities and gender discrimination in the country in question (see core issues and country-specific factsheets).	<p>Summarise the country's own goals and strategies for the implementation of the gender core issues (sources: poverty reduction strategy, national action plan, institutional context, ministry for women's affairs, gender equality authorities etc.).</p> <p>The summary is based on</p> <ul style="list-style-type: none"> <li>• Official documents published by the country in question (country-level and with regard to different domains)</li> <li>• Documentation about the country (UN Human Development Reports, CEDAW, Social Watch, World Bank, etc.)</li> <li>• Scientific documents (analyses, studies, SDC fact sheets on the SDC Gender Equality Shareweb )</li> </ul> <p>The summary contains initial suggestions for the co-operation strategy. These include:</p> <ul style="list-style-type: none"> <li>• Key statements on the progress of the implementation of the gender core issues.</li> <li>• Identification of potential areas for action</li> <li>• Identification of further observation fields</li> </ul> <p>It is important to be clear about which issues are relevant for each domain and what information genuinely provides an insight into gender-relationships. Only these points should be collected to make it possible to identify potential "entry points", target groups and partners.</p>	<p>The Gender Toolkit provides documentation on</p> <p>Gender analysis (sheet 3)</p> <p>Analytical framework for gender analysis (sheet 4)</p> <p>Gender in country, policy and sectoral analysis (sheet 6)</p> <p>Also consult gender toolkits from other sources.</p>	<p>The person responsible is the Gender Focal Point. They are supported by internal and external experts on gender issues and work together with the domain and project responsables..</p>

Gender equality objective	Gender equality objective	Tasks	Methodological support	Roles and responsibilities
Results framework	Establishes the way in which the gender equality objectives for partner countries can be achieved through the cooperation strategy.	<p>On the basis of the information and initial suggestions from the (gender-sensitive) context analysis, the planning workshop defines and integrates gender equality objectives for the results framework (RF)</p> <p>Suggested procedure:</p> <ol style="list-style-type: none"> <li>1. Produce qualitative description of existing gender inequalities in the domain of intervention (current situation/baseline)</li> <li>2. Describe what gender equality could look like in the domain of intervention (target value), noting in particular whether affirmative (gender-specific ) projects need to be planned as part of the lines of action (field 4 of RF)</li> <li>3. Conduct debate within the Coof team and critical analysis, possibly together with an external expert</li> <li>4. Explain the SDC's contribution to the country's gender objectives resp. the formulation of the latter.</li> <li>5. Propose gender equality outcomes at RF level and/or outputs with corresponding indicators at project level.</li> <li>6. Consult thematic networks. This part of the process could also take place earlier, e.g. after 1</li> </ol>	<p>Consult thematic networks</p> <p>Include local know-how on gender equality</p> <p>Additional clarifications and exchanges</p>	<p>Director of Cooperation</p> <p>Responsibles of domains and projects and/or members of the relevant thematic networks, with support from the Gender Focal Point where needed.</p>

Process	Gender equality objective	Tasks	Methodological support	Roles and responsibilities
Implementation in projects/programmes	The projects and programmes are implemented in a gender-sensitive way and their monitoring generates data on gender equality for the annual report.	<p>Make sure that the cooperation strategy objectives specifically relating to gender are incorporated into the following processes and documents:</p> <ul style="list-style-type: none"> <li>• Project/programme design</li> <li>• Job adverts, selection of partners, contracts and project documentation</li> <li>• Progress reports drafted by partners</li> <li>• Budget process and/or budget structure</li> </ul>	<p>The Gender Toolkit provides documentation on Gender in programmes and projects (sheet 8a)</p> <p>Gender in PCM (sheet 8b)</p> <p>Gender and partners (sheet 10)</p> <p>Gender and monitoring (sheet 11)</p>	<p>Implementation: The responsible of domains and projects make sure partners are in a position to contribute to the achievement of the gender equality objectives in the cooperation strategy through their projects.</p> <p>They provide training, programme monitoring and or advice to partners on gender issues where necessary.</p> <p>Steering: The responsible of domain and projects receive the reports from the partners. This process is an opportunity to provide feedback and guidance about partners' contribution to the gender equality objectives.</p>

Process	Gender equality objective	Tasks	Methodological support	Roles and responsibilities
Monitoring	<p>Relevant information on the achievement/failure to achieve gender equality objectives is recorded.</p> <p>The gender equality objectives stated in the cooperation strategy can be followed on the basis of the results framework.</p>	<p>Identify <i>the key moments</i>, define the division of labour and make sure the necessary resources are in place to ensure an appropriate follow up of the process</p> <p>All information pertinent to the gender equality objectives for the domains mentioned must be collected (monitoring matrix).</p> <p>The disaggregation of all data by sex is a basic requirement.</p>	<ul style="list-style-type: none"> <li>• Annual Progress Reports by Partners</li> <li>• Field visits</li> <li>• Study of statistical materials</li> <li>• Study of reviews, case studies</li> </ul> <p>The Gender Toolkit provides documentation on monitoring (sheet 11) as does the brochure "Gender Equality and the Qualitative Interpretation Data".</p>	Responsibles of domains and projects
Reporting	The annual report provides information on the progress made towards the set gender equality objectives (on/off track) and valuable indications for steering of the gender equality policy	<p>Suggested procedure:</p> <ul style="list-style-type: none"> <li>• Draw up a synthesis what the sex-disaggregated data collected for monitoring purposes means for the gender equality objectives formulated in the respective domains. It is recommended that this be done through a debate within the Coof team and through critical analysis, possibly together with an external expert.</li> <li>• Formulate results statements that refer explicitly to gender equality objectives (quantitative and qualitative statements).</li> <li>• This information should be linked to the current gender specific developments of the core issues in context. Supplementary case studies are helpful here.</li> <li>• Formulate conclusions and suggest further steps towards the achievement of the gender equality objectives according to the domains.</li> </ul>	The Gender Toolkit provides documentation on gender and monitoring (sheet 11) as well as small case studies or reviews from sub-sections of a domain.	Responsibles of domains and projects