



SDC “GENGOV TOOLKIT” FOR MAINSTREAMING GENDER AND GOVERNANCE

Introduction

Gender Equality (GE) is embedded in human rights. At the same time, gender equality through the empowerment of women and men is critical for good governance. Empowerment of poor and disadvantaged groups is for the Swiss Agency for Development and Cooperation (SDC) the key strategy for poverty alleviation, social change and sustainable development. The combined integration of gender equality and good governance is part of an empowerment strategy and positively affects operational performance and the impact of development interventions.

SDC Gender Equality Mainstreaming (GEM) is to ensure that all SDC interventions increase women's and men's opportunities to exercise their rights equally and gain equal access to, and control over, the benefits of development.

Mainstreaming good governance into the operations of SDC Bangladesh is based on the following five principles: accountability, transparency, ownership, non-discrimination, and efficiency. SDC is convinced that by systematically observing these governance principles in a given development context, better and more sustainable outcomes are achieved.

Good governance is impossible without equality of opportunity between men and women. Therefore, promoting good governance as a transversal theme also implies pursuing gender equality. The five principles of governance include de facto equal opportunities for men and women. The main entry point for gender is the relation between men and women, while the main entry point for governance is found in the institutions, both of the private and public sectors.

This toolkit will facilitate putting into practice two transversal themes of the Swiss Cooperation Strategy for Bangladesh (2013-2017), and provides hands-on tools for SDC and project / partner organization staff in designing a new development intervention or implementing and reviewing an ongoing intervention.

SDC staff and consultants shall support the implementing organization, and the implementing organizations shall support their partners in applying the tools provided in this document when planning, implementing or reviewing SDC supported projects / interventions. The toolkit shall be used during the entire project cycle management (PCM) process.

Toolkit 1: GENGOV Compliance Questions

This toolkit is mainly meant for design consultants and project staff who will analyze, identify and implement gender and governance principles throughout the PCM processes. It will help to describe the key gender aspects and challenges, as well as main governance issues in the project / program with regard to the following two aspects: (i) the content of the project and its environment (GEM strategy and the 5 governance principles) and (ii) the project's institutional set-up and compliances (gender sensitive organizational set-up and culture, as well as compliance with the five governance principles).

Toolkit 2: GENGOV Mainstreaming Checklist

This toolkit is mainly designed for SDC program staff for their review of project documents through gender and governance lenses and when writing Entry Proposals (EP) and Credit Proposals (CP) for SDC Head office. It will help to highlight to what extent the project is mainstreaming gender and governance and is translating solutions / entry points into concrete measures to promote the principles and make them explicit in the log-frame (outcomes, outputs, indicators, risks/constraints/challenges).

Toolkit 1: GENGOV Compliance Questions (by types of intervention)

There are two aspects to be looked at: (i) the content of the project and its context and (ii) the institutional/ project set-up of the project.

1. Content of the project and its Context Environment: This list of questions shall help you to identify:

- (1) Which gender and governance problem(s) the project is facing and is able to address?
- (2) Which intervention(s) are needed to solve the identified problem(s)?
- (3) What are the changes that the intervention(s) is expected to induce?

1. The Content of the Project and its Context:

Accountability (and supervision)	Transparency (and access to information)	Ownership / Participation	Non Discrimination (Equity)	Efficiency
Does the project identify mechanisms of check and balances in the system?	Do local stakeholders involved in the project (e. g local government) report sufficiently on their actions and decisions to their communities?	What are the constraints and structural barriers facing project beneficiaries in accessing services and resources? Do women and men have equitable access and control over project resources?	Does the project collect gender disaggregated data and information (re beneficiaries)? Does the project analyze the gender roles and gender division of labors?	Are the planned outcomes of the project realistic with regard to the various constraints (e. g programmatic, contextual and institutional)?
Does the project promote mechanisms of check and balances in the system?	What are the means for the population to access relevant information?	How to ensure ownership of the project by local stakeholders?	Are disadvantaged groups and their needs explicitly taken into account (as stakeholders, as beneficiaries) in the design, planning, monitoring and implementation of the project?	At which level (national, sub-national) does the project intervene? For what purpose? Are the various roles of the government and private sectors taken into account?
Does the demand (if any) for checks and balances come from the society at large, from government or development partners or the private sector?		Is participation organized in accordance with the legal framework and taking into account the legitimate role division between various actors?		Does the project create parallel structures at the expense of existing government or private sector ones? If yes, why?
Is corruption a risk for the project? If yes, what type of corruption (bribe, fake/wrong tender procedures, nepotism, influence peddling, etc.)? How does the project address this risk?		Are women as well as men (target groups, staff, partners) involved in the initial situation analysis at all levels (e. g community consultation, policy dialogue)?	What are the criteria for choosing a specific geographic coverage? Does project consider the hard to reach areas?	
Has the potential negative impact of the intervention been considered (e.g. potential increased burden on women or social isolation of men)?		Are women / men's needs and views reflected in the objectives, risks analysis and impact hypothesis of the intervention?	Are there discrimination mechanisms against certain decision makers (e. g women, disadvantaged) in the project?	
Is the project accountable towards its beneficiaries regarding outcomes and expenditures? How?		When participatory, are the processes and approaches participatory for everybody? Are any specific efforts made to ensure participation of disadvantaged groups?	Are there specific disadvantaged groups excluded from the project? If yes, why?	

2. The institutional / project set-up:

Accountability (and supervision)	Transparency (and access to information)	Ownership	Non Discrimination (Equity)	Efficiency (value for money)
Is the project/ organization accountable to its beneficiaries regarding outcomes and expenditures? How?	What information is given about the projects / organizations by the involved stakeholders? How can citizens/users of services access this information?	Which kind of participation is the project / organization promoting, (in case of informing, consulting, participatory decision making)?	Is the project staff composition inclusive in terms of disadvantaged groups and women?	Are financial means of the project / organization adequate for reaching the intended outcomes (reality check)?
What are the accountability channels of the projects / organizations towards the development partners at large regarding outcomes and accounts?	How is internal decision making documented in the project / organization?	Which stakeholders are involved in the project (authority, beneficiary, others)? For which kind of activities (planning, steering, etc.) and for what purpose?	Are there bottlenecks that impede certain decision makers to take decisions within the project /organization? Why?	Is there a balance between long term process related activities and quick win tangible activities?
What role do local stakeholders including beneficiaries (women and men) play in monitoring and evaluating project results? Are the changes in gender relation reported as part of monitoring?	Which stakeholders are involved in the monitoring of project / institution fund management?	Are the key processes (e. g dialogue between key stakeholders), procedures (e. g ToRs) and planning tools (e. g log frame) explicit on gender and governance?	Have underlying power relationships been considered and duly taken into account? To what extent does the context give leeway to influence them?	Does the staff of the project / organization have required skills to achieve the set objectives? How do they assess the level of skills of the staff?
How is internal decision making organized in the project/organization? Is the project steered with a view to increasing women and men's equal benefits?	Are incentives (per diems, topping ups) for local stakeholders (if any) in line with local and national legislation and made transparent?	Do the project / organization have strategies to involve poor and disadvantaged men - women?	Are project /institution staff gender sensitive and gender balanced? What is the possibility for improvement?	Is the allocation of financial and human resources appropriate to address equality issues?
Does the project analyze the gender roles and gender division of labors?		Is qualitative and quantitative data disaggregated between women/men?	Are the project / organizations working specifically on gender or only with women?	Are the project / organization gender competent? Do they have tools and methodologies to implement in a gender-aware way?
			Are gender perspectives relevant to the project / organization clearly highlighted?	

Toolkit 2: GENGOV Checklist

Name of Project (credit proposal):

7F- Number:

Key Questions Gender and Governance as transversal themes

	yes	no
<p>A: Rationale of Project: Gender equality and good governance are recognized as key factors for success</p> <ul style="list-style-type: none"> • Has the consideration of the 5 governance principles been identified as key for the project? • Are governance issues, in relation to those principles, explicitly addressed in the objectives of the project, in its justification or rationale? • Does the project include a specific governance goal? If not, how the project address the governance issues? • Is the promotion of GE reflected in the objectives of the project, in justification or rationale? • Is combating discrimination against/exclusion of women reflected in the project objectives, the project justification or rationale? <p>In case of no. please explain why:</p> <p>Comments:</p>		
<p>B. Design and Planning: The project refers to governance and gender challenges and their solutions</p> <ul style="list-style-type: none"> • Were governance and gender issues made explicit during the planning phase and design of the activity? • Are solutions to identified problems provided in the log-frame (in the form of outcomes, output and activities)? • Have risks been identified in the log-frame? • Does the project baseline give monitor able information about gender inequality in access to resources, roles, needs and control over assets? Are data used for the project design disaggregated by sex? In case of no, please explain why? <p>Comments:</p>		
<p>C. Monitoring/Evaluation: The monitoring system includes governance and gender issues</p> <ul style="list-style-type: none"> • Have output indicators been developed that refer to the identified governance issues and gender equality? • Have outcome indicators been established that refer to the identified governance issues and gender 		

<p>equality?</p> <ul style="list-style-type: none"> • Is there a reference to the gender specific information in the baseline that enables the measurement of the project outputs/outcomes for women and men separately? • Is gender equality integrated into evaluation according to the baseline and indicators? • Does the reporting system explicitly include the SDC GENGOV Toolkit 01”? <p>In case of no, please explain why:</p>		
<p>Comments:</p>		
<p>D: Institutional compliance with Gender and Governance transversal themes is assured</p> <ul style="list-style-type: none"> • Have institutional mechanisms been established to facilitate and monitor the quality and the execution of governance and gender mainstreaming? • Does the project include a specific budget allocation for institutionalizing good governance and gender equality (for training of staff, capacity building, studies)? • Are gender and governance experts involved in the planning and implementation of the project? Is gender and governance training part of it? • Does the project include a specific budget allocation for governance and GEM related activities? • Does the project reporting system incorporate information on the monitoring of gender equality and good governance? • Are there terms of reference and budget for governance and gender mainstreaming responsibilities? <p>In case of no, please explain why:</p>		
<p>Comments:</p>		

2. Rough summary of governance and gender issues addressed in the project

(A - Commitment/targeted outcome, B-expected side-effect, C- not at all)

The Project explicitly promotes the following governance principles and gender dimensions:				
	Issue	A	B	C
	Transparency <ul style="list-style-type: none"> ● Access to Information for all 			
	Accountability <ul style="list-style-type: none"> ● Rule of Law- living lives free from violence (domestic violence, trafficking, forced labor, state violence through penal system, security systems etc.) ● Local governance and decentralization ● Power analysis 			
	Efficiency <ul style="list-style-type: none"> ● Anti- corruption ● Optimal Use of Resources 			
	Non-discrimination <ul style="list-style-type: none"> ● Social inclusion / Equity ● Access to Quality Services (e. g education, training, health, legal services) addressing women and men's different needs and priorities) ● Access to, control over income and assets (land, water, housing, credit) 			
	Participation <ul style="list-style-type: none"> ● Decision making process ● Physical mobility 			