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Introduction [1]

MEL's Approach to Gender Sensitive M&E:

NDI's Gender, Women and Democracy team defines "Gender" as the socially constructed characteristics typically associated with aspects of men or women. These characteristics, and attributes are context and/or time-specific and changeable. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include religion, class, race, poverty level, ethnic group, gender identity, sexual orientation and age.

Based on this definition, and the fact that gender characteristics, attributes, and opportunities can change over time and are different across contexts, the Monitoring, Evaluation and Learning team conceptualizes "gender" in M&E that is inclusive of the spectrum of gender. Given that gender is a complex subject with multifaceted dimensions, the MEL team focuses on women with different characteristics and attributes.

Drawing on Naila Kabeer's empowerment framework, the MEL team amends its existing tools to help programs to identify and address barriers that hinder women's and other marginalized groups' access to political resources, and opportunities to exercise political agency and achieve desired outcomes.

The MEL team uses the SIDA-funded "Women Promoting Pro Poor and Democratic Governance in Burkina Faso" program to develop illustrative examples for the tools. The program is a good example of women's empowerment intervention in democracy and governance sector. It targets women leaders at local and national levels. Another significance of this program is its introduction and utilization of Kabeer's Empowerment Framework for data collection and analysis. In Burkina Faso program, Kabeer's framework was used for designing the baseline, and completing midterm, and final evaluations.

Naila Kabeer's Empowerment Framework:

Naila Kabeer defines women's empowerment as a process of change by which women who have been denied the ability to make strategic life choices (i.e. Livelihood and marriage) acquire this ability and exercise choice. The process of exercising choice involves three interrelated dimensions; Access, Agency, and Achievement.

To make Kabeer's empowerment framework relevant to NDI's work, the MEL team has modified the framework:

Access to Resources:

"Access to resources" is amended to "access to political & representative resources" such as party lists, elected office, leadership positions on parliamentary committees and/or in community forums. These political and representatives resources provide women (and other marginalized groups) with stepping-stone for reaching decision-making power and influence.

Resources are also informational. For example, women leaders need sex-disaggregated data and statistics on the state of women to advocate for women's concerns at the national and local level. At the local level, in addition to elected office, access to resources includes the democratic space where local women can discuss their needs, build solidarity and mutual support, and strategize on how to create positive change in their communities.

Agency:

"Political Agency" is defined as the "actions" taken by women leaders (or other marginalized groups) in promoting policies, programs and/or budgets that are sensitive to women's (other marginalized groups) needs and interests.

Political agency also includes women CSOs participation in networks and initiatives that promote government transparency and social accountability for the use of public resources. At the local level agency is seen as the actions taken by council women in advancing the concerns of women in the local development planning process, as well as increasing local female citizens' participation and influence in community decision-making processes. Lastly, agency could also include local women and CSOs' monitoring the quality and delivery of public services to women.

Achievement:

Lastly, "achievement" is defined as political achievement—the change women leaders (other marginalized groups) achieve in legislation, policies, programs, and/or budgets, as a consequence of accessing political resources and exercising political agency.

In addition, political achievement includes the generation and institutionalization of gender-sensitive data and information for ensuring that the differential impacts of policies, program and budgets on women can be monitored, and that women's needs continue to be visible at the national level. At the local level achievement is seen as council women's success in identifying women's priorities and taking action that ultimately improves the quality of women's lives.

The NDI/Kabeer framework is based on the assumption that IF women achieve Access

to Political & Representative Resources AND IF they can exercise Political Agency, THEN they can accomplish an Achievement. IF women accomplish Achievements THEN they will become politically more empowered.

Gender-Sensitive Concepts and Frameworks [2]

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1) Theory of Change for Women's Political Empowerment [3]



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2) Gender-sensitive Democracy & Governance Program Models [4]

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3) Gender-sensitive Evaluative Frameworks [5]

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4) Gender-sensitive Monitoring and Evaluation Glossary of Terms [6]

Gender Sensitive M&E: To understand progress towards gender sensitive outcomes, it is necessary to integrate a gender lens into monitoring and evaluation of programs. A gender sensitive M&E system allows staff to understand the different effects of an intervention on men and women, and puts in place measures that identify progress towards achieving desired results. An effective gender-sensitive M&E system requires that key activities be undertaken at different points of the project cycle based on gender awareness, and the use of gender analysis frameworks. To collect relevant gender-sensitive data and information, programs will need to identify gender indicators around parity, equity and empowerment. Collecting and analyzing gender-sensitive indicator data will reveal how interventions, policies, budgets and/or cultural norms impact women and men differently.

Related Terms: Gender Sensitive, Women's Empowerment Indicators, Gender Parity Indicators, Gender Equity Indicators

Gender Parity Indicators: Gender parity indicators measure changes in the equal participation of men and women. Gender Parity Indicators are used to assess the representation of women and men in any body, group, or organization. Gender parity indicators, for example, are used to measure progress towards increasing the representation of women in political processes. These indicators are used to monitor

the progress in representation. However, they are limited in understanding issues of equity and empowerment of women..

Related Terms: Gender Equity Indicators, Women’s Empowerment Indicators, Gender and Development, Women in Development, Gender-Sensitive, Gender Mainstreaming

Gender Equity Indicators: the United Nations defines gender equity as: focusing on equality between women and men and the fair distribution of development benefits. Achieving equitable benefits for both men and women may require different kinds of interventions and/or levels of investment. Therefore, gender equity indicators attempt to move beyond measuring “parity” and attempt to measure the degree to which men and women are benefiting equally in a program, policy and/or budget initiative.

Related Terms: Gender Parity Indicators, Women’s Empowerment Indicators, Gender and Development, Women in Development, Gender-Sensitive, Gender Mainstreaming

Women’s Empowerment Indicators: Naila Kabeer defines women’s empowerment as a process of change by which women who have been denied the ability to make strategic life choices (i.e. Livelihood and marriage) acquire this ability and exercise choice. The process of exercising choice involves three interrelated dimensions; resources, agency, and achievement. Women’s empowerment indicators attempt to measure three domains of change defined by Naila Kabeer: the degree to which women (1) have access to resources; (2) practice agency and decision-making; and (3) are able to achieve their objectives. These indicators are useful measures for monitoring and evaluating change over time and progress towards women’s empowerment goals.

Related Terms: Gender Parity Indicators, Gender Equity Indicators, Gender and Development, Women in Development, Gender-Sensitive, Gender Mainstreaming

Gender-Sensitive: the United Nations defines gender sensitive as: taking into account the impact of policies, budgets and/or programmes on men, women, boys and girls and trying to mitigate the negative consequences thereof.

Related Terms: Gender Equity Indicators, Gender Parity Indicators, Women’s Empowerment Indicators, Gender and Development, Women in Development, Gender Mainstreaming

Gender Mainstreaming: the United Nations defines gender mainstreaming as: reorganizing, improving, developing and evaluating policy-making processes so as to incorporate a gender perspective in all policies at all levels and at all stages.

Related Terms: Gender Equity, Gender Parity, Women’s Empowerment, Gender and Development, Women in Development, Gender-Sensitive

Women in Development (WID): Based on the World Bank's glossary of terms, the WID approach was developed in the 1970s with the objective of designing actions and policies to integrate women fully into development. This approach largely drew upon "parity" indicators to measure success.

Related Terms: Gender Equity, Gender Parity, Women's Empowerment, Gender and Development, Gender-Sensitive, Gender Mainstreaming

Gender and Development (GAD): Based on the World Bank's glossary of terms, the GAD approach was developed in the 1980s with the objective of removing disparities in social, economic and political equality between women and men as a pre-condition for achieving people-centered development. This approach largely drew upon "equity" indicators to measure success.

Related Terms: Gender Equity, Gender Parity, Women's Empowerment, Women in Development, Gender-Sensitive, Gender Mainstreaming

Gender-Sensitive Tools for Project Design [7]

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Gender-Sensitive Front-End Analysis [8]



What is gender-sensitive front-end analysis?

The first three steps of the Logical Framework Approach-- known as the Front End Analysis -- provide a foundation for the design of your program. The three steps in the front-end analysis are:

- The Context Analysis
- The Stakeholder Analysis, and
- The Problem Analysis.

The front-end analysis helps program teams to:

- understand the role and status of women within the socio-cultural context of the program
- identify key actors and factors that facilitate or hinder the process of political empowerment
- analyze the core problems and their root causes as they pertain to women's political empowerment

What tools are available for conducting a gender-sensitive front-end analysis?

Drawing from Naila Kabeer's women's empowerment framework, the MEL team has developed two tools for gender-sensitive front-end analysis:

RESOURCE

Women's Empowerment Analysis Matrix [9]

[DOWNLOAD PDF](#) [10]

1. The Women's Empowerment Analysis Matrix; and
2. The gender sensitive Problem Tree

Gender-Sensitive Problem Analysis [11]

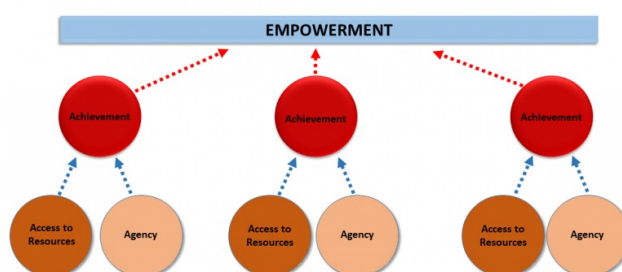


What is gender-sensitive problem analysis and how do you conduct one?

Women face barriers that limit their access to political and representative resources, their potential to exercise political agency, and their ability to achieve political goals. Socio-cultural norms and lack of economic opportunities inhibit women’s ability to build skillsets and become political leaders. To address these challenges, interventions must lead with thorough analyses of the core problems and their root causes that hinder women’s political *empowerment*. While there are many gender frameworks that you could use, the MEL team uses Naila Kabeer’s Women’s Empowerment Framework to analyze the core problems and their root causes and design an intervention that addresses them.

The Gender Framework

The MEL team has modified Naila Kabeer’s Empowerment Framework to help teams identify the core problems and their root causes as they pertain to women’s political empowerment. The NDI/Kabeer framework is based on the assumption that *IF* women achieve Access to Resources *AND IF* they can exercise Agency, *THEN* they can accomplish an Achievement. *IF* women accomplish Achievements *THEN* they will become more *Empowered*.



RESOURCE

Gender Problem Analysis Tool

[12]

[DOWNLOAD PDF](#) [13]

Designing a Gender-Sensitive Intervention [14]



What is Gender-Sensitive Intervention?

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What tools are available for designing a gender-sensitive intervention?

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Gender-Sensitive Objective Tree

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RESOURCE

Budget Worksheet Template

[15]

[DOWNLOAD PDF](#) [16]

Conclusion

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Gender-Sensitive M&E Strategy [17]



How do you develop gender-sensitive indicators?

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What tools are available and how do you use them?

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Brainstorming tool for drafting indicators

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Performance Management Plan (PMP)

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Conclusion

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Gender-sensitive Tools for Project Start-Up [18]

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Gender-Sensitive Labor Analysis [19]



What is gender-sensitive labor analysis and how do you conduct one?

Women and men carry out different roles and responsibilities in a society. To design and implement a program that addresses the needs and interests of both women and men, it is important to make sure these differences are taken into consideration and

that both women and men are engaged in the program equitably. An analysis of the division of labor, which helps teams diagnose the differential use of time by gender, is a necessary step towards achieving gender-sensitive outcomes. The Gender Labor Analysis tool^[1] helps staff analyze the division of labor between women and men based on their productive, reproductive and community roles in a given context. Gender labor analysis is key for ensuring the equitable participation of women during both the design and implementation phases of the program. The analysis is particularly important when you are working directly with local women i.e. councilwoman, CSO members, members of political parties, etc.

^[1] This tool is part of the [Harvard Analytical Framework](#) [20], which is also known as the Gender Roles Framework, and is modified to serve our purposes.

RESOURCE

Gender Labor Analysis Tool

[21]

[DOWNLOAD PDF](#) [22]

Gender-Sensitive M&E Budget [23]

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What tools are available for developing a gender-sensitive budget and how can you use them?

Gender-Sensitive Budget Worksheet

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Resources by Case Study

PDF: [Pulling it All Together](#)

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Links

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- [16] https://gender-sensitive-mande.demcloud.org/sites/gender-sensitive-mande.demcloud.org/files/me_budget_worksheet_tool_basic_1_0.pdf
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