



GENDER PAYS OFF!

Guidelines on designing a gender-sensitive results-based monitoring (RBM) system

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Foreword

One of the key features and quality indicators of GIZ's work is the constant promotion of gender equality in all projects implemented by the company. GIZ has confirmed its commitment to the principle of gender equality in its gender strategy.

Our organisation's commitments need to be measurable. This is only possible if our projects establish and use effective results-based monitoring (RBM) systems to manage and report on progress. In order to improve gender mainstreaming and thereby ensure that we have a sustainable impact in the long run, it is vital to integrate a gender perspective into our RBM systems. This also enables us to substantiate the contributions of our work on gender equality, which is a key issue in our dialogue with commissioning parties and clients.

These guidelines were developed by the programme 'Promoting Gender Equality and Women's Rights', the Monitoring and Evaluation Department and the company's Gender Officer. The purpose of the document is to provide guidance and practical tips to all staff members involved in the planning, steering and monitoring of projects.

Providing hard evidence on the results we achieve in the field of gender equality is a challenge, but it is also an opportunity that we would like to seize together!



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Introduction

By introducing its gender strategy, GIZ committed itself to strengthening gender equality throughout the company and within the scope of its commissions. This also comprises an obligation to report to the Executive Management Committee (EMC) annually regarding the efforts that were made to achieve this goal. Specifically, GIZ strives to take the different life situations, needs and concerns of women and men into consideration in all its projects, and to actively contribute to dismantling gender-based inequalities and discrimination.¹ This is done by:

1. drawing up a solid **gender analysis**² that documents and describes the gender-specific situations, challenges and opportunities that exist in the various sectors and fields of action and translates these into specific activities and interventions;
2. systematically documenting the positive and negative effects that GIZ's activities and interventions have on gender relations and on the different life situations and concerns of women and men by setting up 'an adequate **monitoring system**'.

Only if gender-relevant aspects are explicitly mentioned in the objectives system and the indicators of the projects (i.e., if they are firmly entrenched in the monitoring system), can we ensure that gender equality is adequately taken into account when steering and implementing projects and reporting to our commissioning parties. We can also thereby ensure that our objectives in the field of gender equality can be achieved.

These practical guidelines are intended to help all those who work on results-based monitoring (RBM). Its focus is on the specific challenges of integrating the topic of gender equality. Consequently, these guidelines are complementary to GIZ's guidelines on designing and using results-based monitoring systems (RBM systems)³. It is intended for project managers (AV), gender focal persons and staff members responsible for M&E, whose task it is to strengthen a gender-sensitive approach in project management and to fulfil policy requirements regarding the integration of cross-cutting issues into RBM-systems.

Part A provides general and practical advice on gender-sensitive monitoring. It comprises a brief introduction detailing how gender-relevant results are monitored during commission management and an outline of the six process steps for designing and using an RBM systems. It also points out, which specific aspects or issues need to be considered when integrating gender into the monitoring system. **Part B** focuses on formulating gender-relevant indicators that can be used as strategic levers for strengthening gender mainstreaming in commission management. Various types of gender indicators are presented, along with numerous, generic examples.

¹ [Gender Strategy 2012](#) – page 10: Objectives and indicators.

² GIZ: [FAQs on gender analysis](#).

³ GIZ: [Guidelines on designing and using a results-based monitoring system \(RBM system\)](#), 2014.



Part A

Principles of gender-sensitive results-based monitoring

A. 1. Monitoring gender-relevant results

Considering gender-relevant results during commission management

A firm commitment to gender equality, overcoming gender discrimination and realizing equal opportunities for women and men is a key feature of GIZ's work and an indicator of its quality.

Therefore, gender equality must be taken into consideration in all phases of implementation and in the standard processes of commission management⁴:

- ▶ **Preparation:** Appraisal of the project based on the gender analysis.

In order to understand whether and how the measures promoted by GIZ affect the different life situations of women and men, a gender analysis needs to be conducted that takes a gender-differentiated approach and documents the current situation (possibly using individual baseline surveys). The aim is to analyse gender relations, identify gender-specific needs and existing discrimination, and suggest specific measures to strengthen women's rights or eliminate gender discrimination. On the basis of the findings of the gender analysis, gender-specific cause-effect relationships (results hypotheses) are then formulated in regard to a country or sector.⁵ Giving consideration to gender at an early stage (i.e., when planning the methodological approach) is an important basis for subsequently monitoring gender-relevant results.

- ▶ **Offer design:** Incorporating the relevant gender aspects into the project design, and identifying the gender marker and CRS purpose code.

The gender analysis provides information on potentials, challenges and risks specific to gender, and on how the project can contribute to promoting gender equality. This information should be considered in the design of the project and the development of the results model. From here, the major results related to gender are identified and indicators are developed and transferred to the results matrix. The corresponding gender marker and CRS purpose code are also identified.⁶ The offer is then discussed with the commissioning party.

⁴ See [O+R Clarification of the commission and preparation](#).

⁵ Gender officers at country level should be included in this process.

⁶ See [Gender policy marker](#) (2013).

- ▶ **Implementation:** Designing a gender-sensitive RBM system (see A.2.).

When designing a gender-sensitive RBM system, other more general results are examined for their gender relevance, alongside those results and indicators that are specific to gender and were already set out in the results matrix. If necessary, corresponding indicators are formulated and included in the RBM system.

- ▶ **Conclusion:** Carrying out a project evaluation.

The RBM system provides data that make it possible to measure and assess the intended objectives and results, also with regard to promoting gender equality. Any data and information that may be missing at this point can be supplemented by a new or more in-depth gender analysis. The data contribute to the project evaluation report and also provide guidance for the offer design phase of a potential follow-on measure.

Mapping gender-relevant results in the results model as a basis for the RBM system

The results that a project intends to achieve regarding gender equality are identified during the project appraisal and are then depicted in the results model. It is important to bear in mind that the RBM system is based on the results model, not just on the results matrix. The latter only contains core results that have been agreed upon with the commissioning party, not all of the relevant causal links between results. When designing the RBM system, the results model therefore needs to be further differentiated and other results and hypotheses can be added if necessary. **The fundamental purpose is to examine all results and activities for their gender relevance.** This is the basis and a key strategic step for documenting and monitoring all gender-relevant results during project implementation and steering. The more clearly the gender results and corresponding hypotheses of the planned activities and measures are formulated, the easier it becomes to identify indicators for the objective level and the level of other results depicted in the results model.

For projects with a G1 marker, the project (module) objective must be clearly related to gender issues, and a gender-sensitive indicator must be formulated to measure the project objective. Both the results model and the results matrix must clearly show how the activities and their expected results lead to the 'gender indicator' in the objectives system (i.e., the results hypotheses must be clear).

A.2. Integration of gender in the six process steps of the RBM system

Monitoring gender results is an integral part of a RBM system. Accordingly, gender aspects should be incorporated into the entire monitoring process. In the following paragraphs, ideas and tips for taking the gender perspective into account will be provided along the six process steps for designing and using a RBM system. For each step, guiding questions will be presented, which can serve as an orientation for the design and implementation of a RBM system.



Practical examples for designing and using a gender-sensitive RBM system

This section looks at two examples, one of a bilateral and one of a regional programme, to show how gender equality can be taken into account and integrated into the RBM system of projects of diverse complexity.

Example of urban development

Background

The programme supports urban development in a large city. The mayor, the city council, several city councillors and a number of groups representing various districts of the city are planning to upgrade a large open space in the city by setting up a market. This is also intended to create additional income opportunities for the local people. Besides local firms and the provincial government, various citizens' groups are involved, which all have different interests and needs. These include a large number of women who have expressed great interest in the idea because they see the new market as an opportunity to earn their own income.



Example of regional programme

Background

The regional programme supports an international organisation in setting up and strengthening sustainable peace and security structures. The aim is to professionalise the peace and security department that receives organisational development support from the programme. An accompanying aim is to develop the 'civil dimension' of regional peace missions, i.e., civilian personnel should be increased and appropriately trained with support from the programme.



Gender equality is enshrined as one of the guiding principles in the founding document of the international organisation. There is also a gender policy that spells out the gender mainstreaming approach and defines the relevant lines of action. It follows that gender is to be mainstreamed both in programmes and in all of the international organisation's frames of reference and decision-making processes. Based on the gender policy, the peace and security department has developed its own gender mainstreaming strategy.

The GIZ programme supports the implementation of the organisation's provisions on promoting gender equality through (a) a gender mainstreaming process that is linked with organisational development, which also includes drawing up the gender strategy for the peace and security department; (b) the appointment and training of gender officers in the sub-departments, and (c) active support for measures and processes that contribute to gender mainstreaming and gender equality at target group level.

1. Examine/adjust the results model

In a first step, the results model that was already devised during the project appraisal is examined to ensure that it is consistent, coherent and comprehensive, and is adjusted and further detailed where necessary. All the project's intended results are assessed to check if they are relevant to gender equality. Those identified to be relevant are visualized in the results model.

The following questions can support the analysis:

- ▶ Results and objectives
 - Are there specific findings and recommendations in the gender analysis that should be reflected in the results model? If so, what are they? Have they been incorporated into the results matrix and the objectives system? If so, how?
 - Which gender results does the project intend to achieve at the target group (micro) level? At the institutional (meso) level? At the level of political and legal frameworks (macro level)? At the level of societal norms and cultural behaviours (meta level⁷)?
 - Regarding the gender indicator at objectives level: which activities and results must be carried out and obtained step by step in order to fulfil the indicator?
 - Which results are to be achieved for men and which for women? How do these results affect the relations between the genders and ultimately lead to gender equality?
 - Does the project intend to achieve specific gender mainstreaming results at the institutional level, i.e., in partner organisations and other stakeholders, organisations or networks? If so, what are they and how are they to be achieved?
 - Do the partner organisations have relevant strategies or policies, such as a national gender strategy, gender-sensitive sectoral action plans or regional commitments? If so, what results do these strategies and policies aim to achieve? Are they being monitored?
 - How and where can the project contribute to achieving the partner's gender objectives and at which level (individual, institutional, legal, cultural, regional, sectoral, etc.)?
- ▶ System boundary/sphere of responsibility
 - Which actors and change agents within the system boundary have to be involved or strengthened in order to help the project achieve its gender related goals and promote gender equality?
 - Which areas to be monitored must be considered as especially important based on the gender analysis?
- ▶ Assumptions and risks
 - Which assumptions are made about the project environment (i.e., how do actors outside the system boundary, political developments, etc. influence the project)?
 - What specific risks to gender equality exist in this context?
 - Which negative results (side-effects) must be avoided?
- ▶ Instruments and key activities
 - Are the activities and instruments that contribute to achieving the project objectives designed in a gender-sensitive way?

⁷ See [the binding instructions of the German Government on this subject](#) with further information and links.



Example of urban development

An in-depth gender-differentiated analysis is carried out that closely examines the interests and potentials of the various stakeholders and assesses the possible risks for individual interest groups. On this basis, the stakeholders come together to consider the changes that each group expects the market to bring. The planned results are mapped in the results model. Special care is taken in this context to include the gender-relevant interests and needs of the involved citizens and the different stakeholder groups. For example, it may be decided that the market should reserve a given percentage of sales space and the related infrastructure for women. Consideration is also given to any conflicts of interest and possible risks that might jeopardise the implementation and success of the measure, and how these should be dealt with. How and to what extent can it be ensured that the interests of women or women's groups are adequately voiced and considered in a body (the city council) that is otherwise dominated by men and is responsible for implementation? Are the infrastructure measures that have been taken in line with the needs of both sexes? Can it be assumed that sales at the market will increase the income and/or improve the working and employment conditions of the women involved? To keep risks to a minimum and enhance the likelihood of success, these points are also considered in relation to the RBM system.

Further planning involves defining specific activities that need to be carried out in order to achieve the intended results. For example, the infrastructure of the site must be adjusted to its new use, in line with the different needs of men and women, e.g., with regard to sanitation, lighting and connection to the public transport system.

Example of regional programme



The results model, which was developed in the planning phase, is then defined in more detail during the designing of the monitoring system, i.e., content was specified and mapped out for each of the programme's fields of action. To ensure that the relevant gender aspects had been incorporated, the following approach was taken:

In the first step, the causal links between gender mainstreaming results in the 'organisational development' field of action were separately discussed and depicted. This is the area where gender mainstreaming plays a special role and where the gender indicator of the module objective is located. Elements at the various results levels include gender training, the elaboration and adoption of a gender strategy, the establishment of a gender task force and the harmonisation of plans of operation with the gender strategy. In the second step, the results models of all fields of action are examined to determine their gender-relevant aspects, and the corresponding results are included in the results model for the specific field of action, if this has not already been done. The focus is both on the issue of gender mainstreaming (where can the consideration of gender aspects be mainstreamed at structural level?) and on the results at target group level (how is it ensured that the needs and life situations of men and women are equally reflected in strategies and measures?). The extent to which the planned changes also have an impact on relations between men and women is also discussed, so as to anticipate and minimise any potential for conflicts.

2. Clarify the requirements to be met by the RBM system

In a second step, the requirements that the RBM system must meet are determined and agreed upon, based on how it will subsequently be used to steer the project. This encompasses who will be part of the project's steering structure and what their respective information needs are. This also includes analyzing which gender related information obtained from the RBM system is needed by whom and for what purpose. Different kinds of information may be required for the gender-sensitive steering of the project and for reporting gender results to the partners, the commissioning party or the EMC (for example, in the annual report on the implementation of the GIZ Gender Strategy).

The following questions may be important when discussing the issue with partners and other stakeholders:

- ▶ Involving stakeholders in strategic and steering decisions
 - Does the gender analysis provide information or allow inferences to be made on who should be involved in strategic decisions and steering?
- ▶ Clarifying the interests, expectations and information requirements of stakeholders
 - What information on gender-relevant results and objectives do project managers, commissioning parties, GIZ Head Office, internal and external quality control officers require?
 - Are any risks associated with the intended gender equality results or could unintended negative results occur due to project implementation that should be given special consideration?
 - What information does the project partner need to monitor their own objectives and fulfil their reporting commitments with regard to gender equality?
 - How and in what way can the information required to monitor the intended gender results be collected? Are there restrictions (bearing in mind the cultural context) and how should they be handled?
- ▶ Using synergies and adapting the RBM system to the partner system
 - Do partners or other actors have RBM systems that collect sex-disaggregated data and information on gender equality? If so, how can these be used? For example, is there a gender task force at the national or sectoral level with whom information or monitoring tasks could be shared?
 - Are there any possibilities of or interest in advising partners on gender-sensitive monitoring (e.g., on how to compile gender-differentiated statistics), or in strategically making use of joint monitoring?





Example of urban development

In designing the monitoring system to be used by the project, it is important to establish the partners' interests and requirements with regard to gender-sensitive RBM. The first step is to clarify what information is required from the RBM system with regard to gender relations and gender equality, from which stakeholder and for what purpose. For example, it may be necessary for the city government to receive sex-disaggregated data on the extent to which the market is used and the number of traders, so that it can plan and set up other markets.

It is equally important to find out how the stakeholders, i.e., the city council and the involved citizens and stakeholder groups, have so far monitored and steered their work and what lessons can be learned from that for the project's RBM system. For example, a city council meeting takes place every three months and is open to the public. Many stakeholders use this meeting to discuss ongoing projects and urgent problems. However, the female citizens and women's groups involved have not been represented at the meeting so far. The issue of involving all stakeholders should therefore be taken up with the mayor, the involved citizens of both sexes, and stakeholder groups, and discussed by them. This is the only way to ensure that women's views and needs are incorporated and that opportunities to actively involve women on an equal level in planning and decision-making processes are identified and created.

Example of regional programme



Gender is a thematic priority area for the international organisation. It therefore has great interest in monitoring gender-relevant results, both among its political leadership and at working level. Discussions are held to clarify which stakeholders require data from the monitoring system at what time, and for what purpose. In some areas, the organisation itself has comprehensive data, but in others it does not. A decision is therefore made as to who can procure and provide which data so that they can be included in the monitoring system. Meetings are held with partners from the international organisation to discuss whether/which gender-specific sociocultural factors in the individual countries need to be specially considered when defining results, and need to be specially monitored. For example, in strictly Muslim countries, it may be necessary for a male member of the family to be present when women are interviewed by male consultants, or it may be more difficult for female employees than for their male colleagues to take part in measures or prolonged missions, for family and/or security reasons.

3. Make results measurable

In a third step, all the intended project results need to be made measurable. This means that results hypotheses are determined and indicators are formulated. Gender-related indicators are developed wherever they are considered to be relevant for adequately gender-sensitive project steering and reporting. In addition, issues on gender equality are also compiled in order to systematically collect data on the perspectives of project-relevant actors and stakeholders (KOMPASS). Monitoring these perspectives can, for example, shed light on why some results on gender equality or women's empowerment do not materialize or may turn out other than planned.

► Formulate hypotheses

Hypotheses, on which results are to be achieved, are often implicit. Particularly in the context of gender equality they should be clearly articulated.

- Which results hypotheses is the project design based on, and how do the gender-relevant interventions and results contribute to the achievement of the project's objectives?
- What information and data from the gender analysis can be used to demonstrate the plausibility/validity of the results hypotheses?
- Are the involved stakeholders willing and able to actively promote change or at least to not obstruct it? Who are these stakeholders? How can the project cooperate with them or strengthen and support them?

► Examine objectives indicators and results indicators

In order to monitor the indicator at objectives level (for the G-1 marker), it may be useful to ask the following question:

- What hypotheses is the indicator based on? Which milestones for the fulfilment of the indicator can be defined?

Additional indicators for gender results also have to be defined (see Part B of the guidelines for more details):

- Based on the results model, what other indicators can be formulated to measure gender results?
- Which areas need to be observed in order to monitor assumptions and risks of the interventions so that possible negative side-effects for gender equality can be avoided?
- Which indicators that have already been established should be disaggregated by gender?
- Are there any further indications that the planned gender-relevant results have really been achieved? Should these be measured within the project by defining additional indicators?

► Open questions for understanding different perspectives on gender equality (capturing the perspectives of partners and target groups (KOMPASS procedure) is part of results-based monitoring, in addition to indicator-based monitoring):

- (How) Has the situation of women or men changed?
- (How) Has there been a change in levels of interest in gender, gender equality and the rights and roles of women and men? If so, what or who brought about this change, and how?
- Which product/activity/result is especially important for women and which for men?
- Who might possibly be upset or unsettled?
- What motivates men and what motivates women to become involved in the project?
- What consequences might the planned procedure have regarding the various aspects of gender – at the political, institutional, societal and individual level?



Example of urban development

In order for the project to be successful, key questions and relationships must be thoroughly reconsidered, especially with regard to the different interests of men and women. Specific areas to be monitored must be defined. For instance, how many visitors or customers have to visit the market to make the project worthwhile and to enable the citizens involved to earn a higher income? To what extent does the actual gross income of the men and women involved increase? What other results can be measured (e.g., improvements in the work situation, childcare, security) that help to improve the living and working conditions of women and men? Can all of them benefit to an equal extent from the market and the related infrastructure? Are the different user groups equally satisfied with how the project is functioning? These questions and considerations should be borne in mind when formulating the corresponding indicators for management of the project. They also provide a basis for regular open surveys carried out among the involved stakeholders over the course of the project in order to gauge their points of view.

Example of regional programme



In order to make results measurable, the key gender-relevant hypotheses are identified and discussed with regard to all fields of action. Milestones are defined for the gender indicator at module objective level (orientation to gender mainstreaming), such as the formation of a task force, the development and adoption of a gender strategy, or the alignment of work plans with the gender strategy.

In addition to the gender indicator at the objectives level, areas to be monitored and indicators are defined for the key gender-relevant results in all fields of action, e.g., with regard to the participation of people with proven gender expertise in specific steering groups, or the percentage of women in the civilian contingent of peace missions. Beyond this, areas to be monitored and questions that are still to be clarified are defined with regard to contextual factors, such as men and women's perceptions of peace and security or the inclusion of gender themes in political discourse in the partner countries.

4. Devise the monitoring plan and instrument

The fourth step involves transferring all results of the previous steps into a monitoring plan, along with additional details (for example monitoring activities, data collection instruments, time tables). Bear in mind that monitoring gender results is an integral part of regular monitoring. This means that all gender results and indicators should be incorporated into the project's RBM system.

The following should be examined:

- ▶ Results, objective and indicators
 - Have gender results been explicitly and systematically incorporated into the regular monitoring plans and the corresponding RBM-format?
 - Is the RBM system designed in such a way that it can provide information to be used for internal and external quality control mechanisms and the annual monitoring of the GIZ Gender Strategy (in particular in regard to the attainment of gender-relevant results specified in the offers of commissions)?
 - Are there substantive links with conflict-sensitive monitoring or other relevant key issues such as human rights, inclusion, political participation and poverty reduction? If so, is this reflected in the RBM system?
- ▶ Responsibilities for monitoring activities
 - Is the subject of gender equality or the monitoring of gender results clearly and understandably presented in written guidelines or instructions on monitoring that describe the principles, procedures, formats, instruments, responsibilities, etc. for everyone working on the project?
 - Do the people responsible for monitoring have sufficient gender knowledge and competence? Have the project partners also been trained or at least sensitized on the issue?
 - Is there a common understanding of gender-related terminology within the project?



Example of urban development

In the next step, all of the points already discussed are noted in a clear monitoring plan. In addition to the objective and the intended results of the project, the plan also lists which areas will be monitored together with the risks and other key questions. The plan must also establish how and when this information is collected and who is responsible for doing so. To avoid any conflict among the stakeholders, it is important to involve all user groups, i.e., men and women, to an equal extent in the data collection process so that the RBM system is understood and used as a shared instrument. In the discussions conducted with stakeholders, we must continually ask ourselves whether this monitoring plan gathers and monitors information that is of genuine importance for all stakeholders and user groups and whether it does so on a sex-disaggregated basis.

Care must also be taken to keep the methods used for collecting information and data as simple as possible. For example, the people involved in the RBM in the programme are those who are best informed. Women's groups, for instance, know the precise number of female traders and are best placed to provide accurate information on how much they earn and what problems they face.

Example of regional programme

The corresponding gender-relevant indicators and areas to be monitored in the project are consistently integrated into the overall monitoring of the project and into the monitoring plans and activities of the individual fields of action.



5. Collect and analyse data

In the fifth step, data collection and analysis needs to be performed on a regular basis. Special attention should be paid to gender-sensitive data collection methods. During the team's periodic monitoring meetings, the data and information on gender-relevant results should be presented, evaluated and discussed along with the other results.

The following questions may be useful in this context:

▶ Data collection

- Are the identified sources of data and information reliable, and do they provide the necessary information? If not, are there alternative sources? Or could the data sets and information be generated? How and by whom?
- Are the collected baseline data sex-disaggregated wherever possible?
- Has the specific gender dimension and perspective been included during the data collection process, for example by surveying men and women in separate groups, depending on the respective cultural context?

▶ Data analysis and assessment

- How is the male/female perspective taken into account when assessing the data? Does the gender analysis provide direction as to how this can be done? When the RBM steering group is established, is gender competence within the team ensured and are there a minimum number of men or women in the team?
- What progress can be seen regarding the achievement of gender results or of the corresponding indicators?
- Have there been any (unforeseen) developments, and does additional action need to be taken regarding the associated assumptions and risks?



Example of urban development

Many of the questions concerning the project's progress can only be answered if the situation at the start of the project (baseline) is known. What income do the women and men have? What differences are there in the lives and income situations of the men and women involved? The people who are responsible for monitoring collect this information at the start of the project and use it as a basis for comparison in subsequent discussions.

At the time of the data survey, the project is now fully underway. The site is prepared, the planned infrastructure measures have been carried out, meetings are held with the women and men involved in the project and the city council, etc. Information and data on the objectives, points to be monitored and other key questions are regularly collected, and the results are noted and analysed by the stakeholders. How is the market developing? Are the expected improvements actually taking place, both with regard to income and to improvements in the lives and working conditions of the women and men involved? Is everyone equally satisfied, or are there differences in the satisfaction levels of men and women? How well do the women and men involved and the participating stakeholder groups cooperate with the city council and GIZ? Are any developments taking place that were not planned and that affect men and women in different ways?

Example of regional programme



The achievement of indicators is measured by means of regular assessment and rating by experts at the international organisation, by academics and by other partners from the relevant setting. This is done in part through personal interviews or surveys. Questionnaires are sent to contact persons outside the organisation once a year. Care is taken to survey an equal number of men and women and to evaluate the data and information on a sex-disaggregated basis. Reports and publications are also evaluated and supplemented with findings by the project team. Other data and information are collected directly by the international organisation, partly in cooperation with other donors such as the EU. Information that is collected by means of reports and project staff assessment is regularly fed into the monitoring system (about every three months). The monitoring findings are examined at semi-annual team meetings, where gender is a separate item on the agenda.

The aggregated results of all TC and FC programmes involved in building the security architecture are separately collected by a coordination project, which writes detailed impact studies. These findings are evaluated at regular discussions with partners at the international organisation, especially with regard to gender-relevant results.

6. Make use of RBM findings

In the sixth step, the information obtained from the RBM system is used for project steering, reporting, as well as knowledge management. The data from the RBM system allows the project team to regularly examine if the objectives regarding gender equality are being attained and provides the data required to make gender-sensitive strategic and steering decisions. In addition, the data provides information on how GIZ services are contributing to gender equality and thereby can serve to increase the legitimacy of GIZ's advisory services towards partners, commissioning parties and interested members of the public. Finally, information on the achievement or non-achievement of results also contributes to institutional learning.

The following questions arise concerning the use of RBM findings on gender results:

- ▶ **Steering**
 - Does the strategy or hypothesis have to be adjusted in order to achieve the objectives related to gender equality?
 - What information can be provided to the partner that could be useful to their own strategic development and programme steering?
- ▶ **Accountability, proof of results attainment, reporting commitments, evaluations**
 - What gender-relevant data are incorporated into which sections of the reports to the commissioning party?
 - What gender-relevant data can be used for internal or external quality control, project evaluations or for planning a follow-up measure?
 - What information and data can be used for annual surveys, e.g., for the implementation report of GIZ's Gender Strategy?
- ▶ **Knowledge management and learning**
 - Are the project's experiences in promoting gender equality and strengthening women's rights being prepared for dissemination?
 - Which of the gender results are suitable for public relations and should be processed accordingly?
 - Should any experiences and/or good practices be used for the company's institutional learning (see GIZ Gender Strategy, Strategic element 4: Gender competence)?



Example of urban development

To ensure that the project stays on track over a long period and achieves and safeguards the desired changes, all decision-makers must be regularly informed of the RBM findings in a clear and understandable manner and must feed them into decision-making forums and discussions. Besides small-scale discussions at GIZ, these include the public meetings of the city council that take place every quarter and the monthly meetings of the involved citizens and representatives of interest and stakeholder groups. At these meetings, all the relevant actors must have equal access to information so that they can participate in the discussion and play their part in any decisions that are made. RBM information and analyses are also needed for the programme's reports to GIZ. In addition, the city council has to produce reports and inform other donors about the progress made.

RBM findings are used in other ways too, e.g., for knowledge management and evaluation purposes and for disseminating good practices. In time, other cities show interest and approach the mayor and the programme to find out what factors have been particularly important to their success. Thanks to the gender-differentiated findings of the RBM system, the entire process, along with its results on behalf of and from the perspective of the involved citizens, can be easily tracked and transferred to lessons learned and good practices in other settings. The findings are presented and discussed at public events and in the local media and are documented on the city website and GIZ's website.

Example of regional programme



The monitoring findings of the team meetings provide initial inputs for correcting the course of the project and its annual planning. These are discussed with the partner and form the basis for specific agreements on further procedure. The RBM findings, including those on gender, also figure in reports to the commissioning party or client and in the offers written for follow-up projects or related GIZ projects. In addition, they are regularly shared and disseminated at a sector meeting attended by all GIZ projects working to support the international peace and security architecture at the organisational level and in the relevant regional organisations.

Part B

Formulating indicators to measure gender-relevant results

B.1. Indicators as strategic levers for gender mainstreaming

Formulating and measuring good indicators is a **key starting point for strengthening gender mainstreaming** in GIZ projects.

As described in **Part A**, gender-relevant results can generally be identified at **every level of the results model**. However, defining which individual results will be measured by indicators and integrated into the RBM system is a strategic decision and depends on what information is considered relevant for steering, learning and reporting. Alongside the indicators that are established together with the commissioning party, which are set out in the results matrix in the case of BMZ commissions, other gender-relevant indicators can be formulated for the RBM system if this is necessary to monitor important gender aspects. This flexibility is a key **strategic lever** for strengthening gender mainstreaming in commission management.

Gender-relevant dimensions of results

Despite the diversity of sectors in which GIZ implements projects, there are typical methodological approaches for promoting gender equality, such as creating adequate institutional conditions for gender mainstreaming, promoting equal access to services and resources, or ensuring actual use by both sexes. These approaches correspond with different dimensions that can be equally used in all sectors to achieve similar gender-relevant results.

Below a list of nine **results dimensions that are relevant to gender** along with sample indicators from different sectors are given that can help to formulate indicators. These sample indicators provide an example of how gender mainstreaming and the specific promotion of women can be entrenched in the RBM system by means of indicators. The dimensions can provide guidance for the development and evaluation of the results model during the strategic planning process. In addition, they provide an idea of how to draw up gender-sensitive RBM systems. Gender-relevant results may be located at all levels of the results model. This is reflected in the sample indicators, since some of them relate to the module objective level and others to other results levels in the results model.

B.2. Types of gender indicators

General guidance on formulating indicators can be found in a separate, detailed working aid⁸, which also stipulates quality criteria for indicators⁹, for example the SMART quality criteria. In order to provide further and more specific guidance on monitoring gender results, the following section distinguishes between different **types of 'gender indicators'**, depending on where and by whom a change is intended and should be measured. The sample indicators are subdivided into two categories: **non-person-related** and **person-related**.

The **non-person-related indicators** usually measure how gender mainstreaming and empowerment can be achieved (e.g., by means of political concepts and policies), while the **person-related indicators** document intended changes among men and/or women (e.g., with regard to their behaviour, knowledge, perceptions, opinions and assessments and their consequences). (See table on page 21 for details.)

For **non-person-related indicators**, the quality criterion 'specific' poses a special challenge. Formulations such as 'gender-specific' or 'gender-sensitive', which are used as a qualifying additive to activities or results, are insufficient and invalid without further explanation. For example, the formulation 'gender-sensitive training' can refer to different, respectively relevant aspects: the equal participation of men and women; designing framework conditions that prevent barriers to participation (for example, by providing child care, adapting the time table, or separating male and female participants); emphasizing the importance of gender equality throughout the respective contents of the training. Without a specification, there is a risk that the term 'gender-sensitive' is misused in order to fulfil the requirements of formulating a gender indicator without actual implications for gender mainstreaming within the project ('ticking the box').

To formulate **person-related indicators**, it is essential to distinguish between **gender-differentiated indicators, gender-specific indicators and gender-neutral indicators**. The first type of indicator monitors changes among both sexes. The second only measures the intended change among one sex. For the latter type of indicator, the sex of the persons for whom changes are observed is irrelevant. Indicators are formulated and quantified/qualified differently depending on which type of indicator is used. Here are a few examples:

A **gender-differentiated indicator** is used if ...

... a change is meant to occur among men and women.

Example: The target factor is a 10% increase in income, which will be separately documented for men and women. The real target value may be different for men and women if both sexes had a different baseline income.

⁸ Further general information on formulating high-quality indicators can be found in the GIZ guidelines: [Indicators – A working aid](#).

⁹ Indicators need to fulfil the SMART-quality criteria. SMART stands for: specific, measurable, achievable, relevant and time-bound. The quality of indicators can only be assessed in a specific context. Thus, for example, measurability can only be assessed if the availability of data and possibilities for data collection are known in the context of the respective project. The example indicators listed in the annex are generic.

... an intervention is meant to lead to the same outcome for men and women.

Example: The target value is a monthly income of EUR 200 for both sexes, which is documented separately for men and women. This may mean that one sex needs to achieve a higher percentage increase in income, if men and women had a different baseline income.

... the male/female ratio is supposed to change.

Example: As a baseline value, 10% of seats in government are occupied by women and 20% is the target value. Obviously, as a result of the intervention it is intended that fewer seats will be occupied by men. This is established by means of a gender-differentiated indicator, because all seats (100%) are considered as the basic overall value that is divided between men and women.

- ▶ A **gender-specific indicator** is used if ...
... changes are only to be promoted and monitored for one sex.

Example: Training courses are offered specifically for women's groups working in agriculture. A 15% rise in production as a target value for women only is correspondingly formulated and monitored by an indicator.

- ▶ A **gender-neutral indicator** is used if ...
... people in a specific job/position (e.g., politicians, civil servants, service providers) are enabled to recognise the gender dimension and gender relevance of the tasks entrusted to them and to design and implement these in a gender-sensitive manner. It is usually irrelevant in this case whether the people concerned are men or women.

Example: As a target factor, all health advisors acquire solid knowledge about the importance of gender justice for the prevention of HIV and AIDS. Ideally, measurement should be gender-differentiated, but changes among and between the sexes are not part of the hypothesis.



Non-person-related and person-related indicators¹⁰

Type of indicator	Where/in relation to whom is a change intended and measured?	What is measured? For example ...	Sample indicators
<p>Non-person-related indicators</p> <p>Usually measure how gender equality and empowerment can be achieved.</p>	<p>Changes do not take place and are not measured in regard to persons.</p>	<p>The implementation of concepts or laws that contribute towards promoting gender equality.</p> <p>The design of a gender-equitable policy-making process.</p> <p>The implementation of training courses that are equally relevant for men and women.</p>	<p>Land reform is enacted that concedes the same rights of access and ownership to women and men.</p> <p>xx further training courses on land rights and barriers to access for women have been carried out at an institution.</p>
<p>Person-related-indicators</p> <p>Changes among individuals, among both sexes or only one sex.</p> <p>Particularly with regard to groups of persons, including organisations, e.g., women's and men's groups.</p>	<p>Gender-differentiated</p> <p>Change is explicitly intended among/between women and men and its measurement is disaggregated by sex.</p> <p>Gender-specific</p> <p>Change is only intended and measured among women or among men.</p> <p>Gender-neutral</p> <p>Changes are intended and measured among individuals. The hypothesis is not primarily related to either of the sexes. Measurement can ideally be differentiated by sex but this is not mandatory.</p>	<p>Knowledge, assessments and perceptions (satisfaction, opinion, rating).</p> <p>Behaviour, participation, etc.</p> <p>Access and/or control over, etc.</p> <p>Registrations, bringing of charges, etc.</p> <p>Production, income, etc.</p>	<p>xx secured land-use rights are registered in accordance with individual land law; 40% for women.</p> <p>xx% of the zz women who were involved in drawing up land-use plans state that they were accorded equal participation and that their interests were respected.</p> <p>xx% of the zz responsible civil servants at the institution have the necessary knowledge to implement the land reform and register women's land rights.</p>

¹⁰ In the remainder of this section, no further specific data sources or measurement methods will be proposed for the indicators due to the widely varying availability of data and applicability of methods in different project contexts.

Annex

Sample indicators in nine results dimensions

1. Legal and political framework conditions

Non-person-related sample indicators

- ▶ The national steering committee includes gender mainstreaming in its sphere of responsibility and adopts a corresponding plan of action.
(Baseline value: no plan of action; target value: a plan of action)
- ▶ One national stakeholder implements xx measures to promote gender equality in the relevant sector.
(Baseline value: 0 measures; target value: xx measures)
- ▶ Every year, the governmental promotion programmes in a specific sector publish gender-differentiated statements on the results of the programmes.
(Baseline value: 0 publications; target value: annual publication)

Person-related sample indicators

- ▶ **Differentiated:** In a survey, xx% of male workers and yy% of female workers state that the new labour law has led to recognisable improvements in their workplace.
(Baseline value: 0, because the law was only implemented with the support of the project; target value: xx% of male workers and yy% of female workers)
- ▶ **Specific:** The number of new registrations of businesses managed by women has gone up by xx% as compared with the previous year.
(Baseline value: yy new registrations per year; target value: zz new registrations per year, corresponding to a rise of xx%)
- ▶ **Neutral:** The regulations on the prevention of sexualised and gender-based violence are considered relevant and helpful for their own work by xx representatives of NGOs.
(Baseline value: yy representatives; target value: xx representatives, gender-differentiated survey)

2. Women's participation and representation

Non-person-related sample indicators

- ▶ xx proposals for peacebuilding drawn up by regional women's organisations become part of public policies.
(Baseline value: no proposals are included; target value: xx proposals are included)
- ▶ At least xx of the commissions or committees representing women's interests in the area of intervention take part in consultations with the regional government.
(Baseline value: no commissions/committees that represent women's interests take part in month/year; target value: xx commissions/committees take part by month/year)

Person-related sample indicators

- ▶ **Differentiated:** A national advisory group consisting of xx representatives (40% of whom are women) from industry, state, civil society and research meets three times a year to address technical issues.
(Baseline value: 0 – no advisory group; target value: an advisory group with xx representatives, 40% of whom are women)
- ▶ **Differentiated:** The proportion of women in managerial positions increases by zz% by year tt.
(Baseline value: yy; target value: xx, corresponding to a rise of zz%)
- ▶ **Specific:** The proportion of women who consider themselves well represented by an association/a chamber of industry and commerce increases by zz%.
(Baseline value: yy out of zz women; target value: xx out of zz women, corresponding to a rise of zz%)

3. Funding allocations and public budgets

Non-person-related sample indicators

- ▶ Gender budgeting is enshrined in the draft budget.
(Baseline value: no gender budgeting in the draft budget in month/year; target value: gender budgeting introduced in the draft budget from month/year)
- ▶ The proportion of state expenditure on programmes to promote (reproductive) health care for women goes up by zz%.
(Baseline value: yy% of the public budget; target value: xx% of the public budget, corresponding to a rise of zz% by month/year)
- ▶ Institutions that promote democracy have made full use of the national funds provided for strengthening gender equality.
(Baseline value: yy% use by month/year; target value: 100% use by month/year)

It is possible to subjectively monitor and assess funding allocation, budget transparency, etc. by means of person-related indicators. Since this is rarely done in practice, however, no sample indicators are presented here.

4. Strengthening gender mainstreaming at institutional level

Non-person-related sample indicators

- ▶ A strategy to promote gender mainstreaming has been successfully introduced in one organisation.
(Baseline value: 0 – no strategy; target value: one strategy by month/year)
- ▶ At least one proven gender expert is represented as a full member on the national steering committee.
(Baseline value: 0 – no gender experts; target value: one gender expert by month/year)
- ▶ The energy authority decides to carry out xx specific measures to implement state regulations on equal opportunities for men and women at the workplace.
(Baseline value: 0 specific measures; target value: xx specific measures by month/year)

Person-related sample indicators

- ▶ **Differentiated:** The proportion of female advisors in the health sector goes up by xx%.
(Baseline value: yy female advisors; target value: zz female advisors in month/year, corresponding to a rise of xx%)
- ▶ **Specific:** xx women in the local population hold positions of authority in the management of local disaster early warning and risk systems.
(Baseline value: yy women; target value xx women by month/year)
- ▶ **Neutral:** xx% of employees of a national authority confirm that the gender strategy has significantly improved gender equality within the authority.
(Baseline value: yy% of employees rate gender equality as good; target value: xx% of employees rate gender equality as good)

5. Technical capacities for sector-specific gender mainstreaming

Non-person-related sample indicators

- ▶ A training programme for stakeholders in water agencies in partner regions which takes into account the importance of gender justice in water catchment area management is developed.
(Baseline value: no training concept; target value: a training concept in month/year)

Person-related sample indicators

- ▶ **Differentiated:** yy% of the zz trained men and xx% of the ww trained women use their sector-specific gender knowledge in agricultural extension services.
(Baseline value: 0 use prior to training; target value: yy% of the zz trained men and xx% of the ww trained women)
- ▶ **Specific:** xx women have been trained for jobs in the energy sector.
(Baseline value: yy trained women; target value: xx trained women in month/year)

- ▶ **Neutral:** xx% of members of the budget committee have been made more aware of gender aspects in the budget procedure and have been familiarised with the 'gender budgeting' instrument.
(Baseline value: yy% of members; target value: xx% of members in month/year)

6. Access to outputs and services

Non-person-related sample indicators

- ▶ xx institutions (e.g., NGOs, networks) implement pilot projects to provide women with livelihoods based on energy use.
(Baseline value: yy institutions; target value: xx institutions in month/year)

Person-related sample indicators

- ▶ **Differentiated:** xx% of the surveyed entrepreneurs of both sexes confirm that they have access to services that are tailored to their needs.
(Baseline value: yy% of surveyed male entrepreneurs and zz% of surveyed female entrepreneurs; target value xx% of surveyed entrepreneurs of both sexes in month/year)
- ▶ **Specific:** An increasing number of women make use of financial services.
(Baseline value: yy women; target value: xx women in month/year)

7. Gender relevance of outputs and services

Non-person-related sample indicators

- ▶ An appropriate range of training courses that give consideration to the special requirements of women (duration and scheduling, child care, secure environment, relevant contents) has been developed.
(Baseline value: no appropriate range of courses; target value: an appropriate range in month/year)
- ▶ In all project districts, at least one value chain has been established based on local plant varieties that are traditionally used by women.
(Baseline value: 0 corresponding value chains; target value: 1 value chain in month/year)
- ▶ xx% of vocational training measures relate to disciplines in sectors with a high proportion of women.
(Baseline value: yy% of measures; target value: xx% of measures by month/year)

Person-related sample indicators

- ▶ **Differentiated:** xx% of entrepreneurs of both sexes confirm that the range of business development services offers differentiated support and advisory services that are adapted to gender-specific disparities.
(Baseline value: yy% of entrepreneurs; target value: xx% of entrepreneurs in month/year)
- ▶ **Specific:** xx% of women who have made use of a service state declare six months later that the support they received was useful.
(Baseline value: 0; target value: xx% of women in month/year)
- ▶ **Specific:** The number of requests for market information and modern agricultural management made to the advisory service by women goes up by xx%.
(Baseline value: yy requests; target value: zz requests in month/year, corresponding to an increase of xx%)
- ▶ **Neutral:** xx% of the surveyed businesses confirm that training in the supported service occupations, in which at least 80% of all trainees are women, matches their requirements.
(Baseline value: 0; target value: xx% of surveyed businesses in month/year)

8. Gender knowledge in the population/target group

Non-person-related sample indicators

- ▶ xx information events on gender-specific violence are implemented by year yy.
(Baseline value: 0 events; target value: xx events)

Person-related sample indicators

- ▶ **Differentiated:** xx% of citizens in the area of intervention can make three core statements on household energy efficiency.
(Baseline value: yy%, target value: xx% of citizens, gender-differentiated survey)
- ▶ **Specific:** xx% of female citizens state that their newly acquired knowledge has made a crucial contribution to their acquisition of land rights.
(Baseline value: yy% of female citizens; target value: xx% of female citizens)
- ▶ **Neutral:** xx people have received gender-differentiated information about the risks and means of preventing HIV/AIDS through public campaigns.
(Baseline value: yy people; target value: xx people, gender-differentiated survey)

9. Employment and income

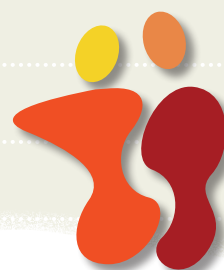
This is a dimension that is close to the target group. Results are usually monitored at the individual level in a differentiated or selective manner.

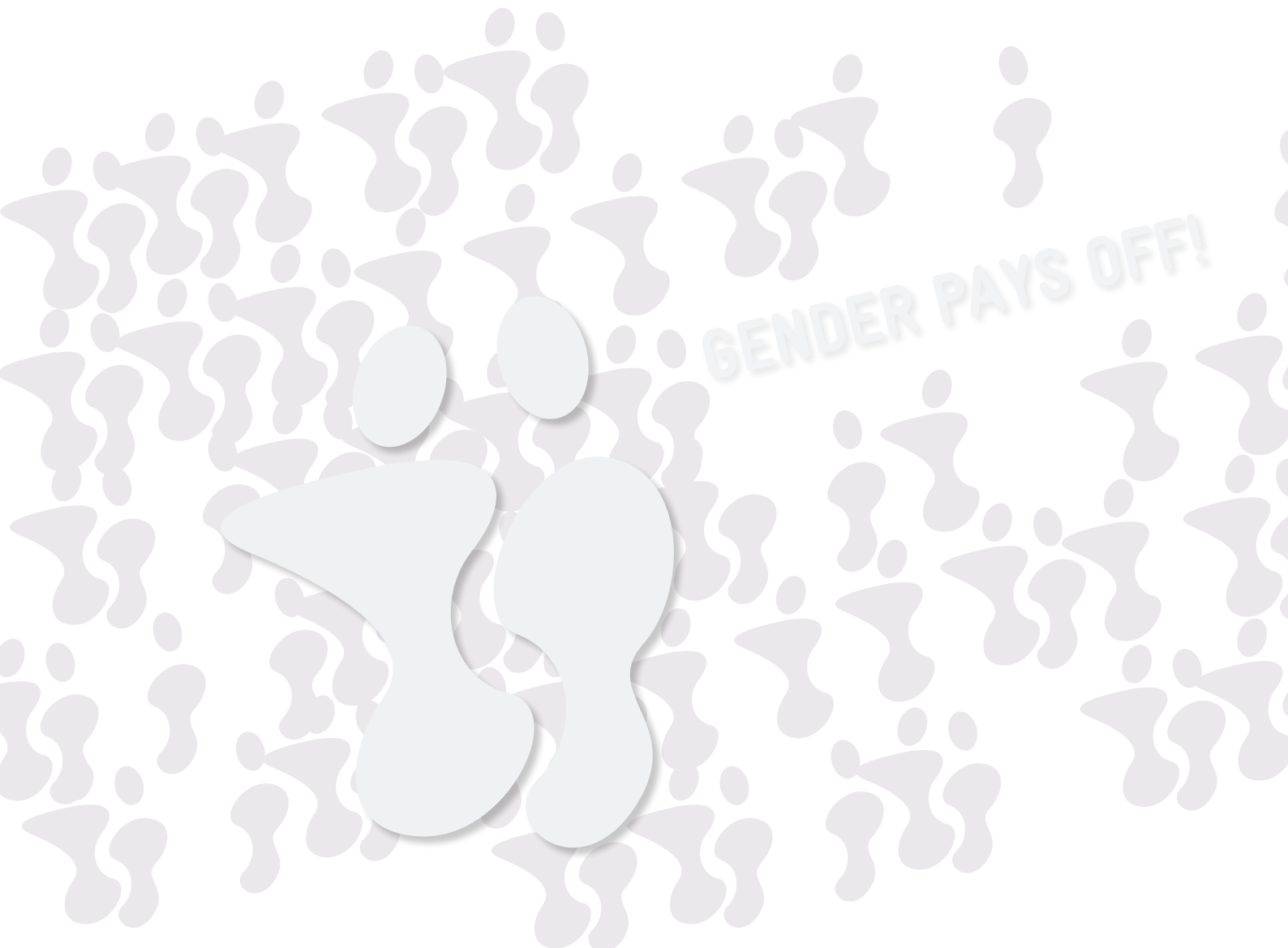
Person-related sample indicators

- ▶ **Differentiated:** xx% of male and xx% of female graduates of training courses have found employment or started up their own business.
(Baseline value: yy%, target value: xx%)
- ▶ **Differentiated:** xx people find new employment in the energy sector, 30% of whom are women.
(Baseline value: yy employees in the energy sector; target value: ww employees (increase of xx, 30% of whom are women))
- ▶ **Specific:** The promoted value chains enable xx women to increase their average monthly income by 10%.
(Baseline value: 0 women with an increase in income; target value: xx women in month/year)

Notes







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