

Integrating Gender Perspectives



NCDC Gender Mainstreaming Strategy



Namsaling Community Development Center

2013

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NCDC GENDER MAINSTREAMING STRATEGY

'Integrating Gender Perspectives'

1. INTRODUCTION

1.1 The Organization

Namsaling Community Development Centre (NCDC) is a non-profit making, social, apolitical non-governmental organization based in Ilam District in eastern region of Nepal. NCDC was established on 1 January 1985, with the aim of developing local capabilities and ensuring sustainable development.

NCDC's services are in line with the local need and national priorities. Some of the major thematic areas that NCDC has been working on are; Sustainable Agriculture Promotion, Environment and Biodiversity Conservation, Promotion of Renewable Energy Technologies, Sustainable Development Planning, Health and Hygiene, Women Education, many other activities under these components.

1.2 Assessing the current situation

NCDC's existing strategy for including gender and social equity as a priority has been implicit in nature. This organization is one with many facets, and in each project NCDC takes on, it often is aware of the importance of gender and social equity. But this is not an explicit strategy.

Gender Sensitive Organizations can generally be categorized into two types: (1) *organizations whose main and explicit goal is to empower women, provide them with rights, and make it clear to the community at large that women's rights should be a priority.* (2) *organizations who have separate goals of larger social mobilization and who include gender and social equity as a main priority within the category of social mobilization.*

NCDC's current structure is neither. The attitude NCDC takes towards gender and social equality can be described, as in the introduction, as "implicit," meaning that though it is understood to be important, it has yet to be visible as an institutional priority within the organization. With the changing global and national context, NCDC remained much positive towards promoting equality and justice. NCDC itself never made any kind of discrimination based on gender and anticipated that gender equality shall prevail on its own. But, even after many years the situation remains somewhat similar. At the organizational level, women are still under represented in the executive board; very few female staffs and none at the management level, there still is lack of skill and competency relating to gender. Similar was the situation at the project level, as the community level users committees represent only men,

women hardly participate in any kind of decision making regarding the project, and the staffs hardly take initiation to involve women. Undoubtedly, NCDC has successfully completed many projects and benefitted the rural communities immensely but significantly failed to incorporate gender mainstreaming which led to marginalization of women, as they have limited access and control over those opportunities/ resources.

Hence the goal is to turn NCDC into the second kind of organization, with gender equality as an explicitly prioritized strategy to complement the technical expertise NCDC provides.

Gender inequality will not vanish on its own accord but needs conscious efforts and strategies to eliminate gender inequality within the organization and the broader society. NCDC explicitly reprioritize its institutional goals to make gender equality a deliberate component of even its technical projects. We believe that NCDC cannot fully achieve its goals of providing social mobilization and creating equitable and self-sustaining society without an explicitly included element of gender equality across its programs.

1.3 Rationale of the Strategy

All too often, policies “evaporate” before implementation, and remain paper commitments only. Hence a strategy/action plan is must that provides clear procedures and well designated roles and responsibilities for promotion, implementation and monitoring of activities.

This strategy draws together NCDC's existing resolutions into this document, while further enriching these resolutions. The issue of gender equality has been on our agenda for quite some time now. However, we require a strategy to guide our struggles to transform gender relations in the current period and for the future.

MISSION STATEMENT

We believe that women are the marginalized gender as a result of unequal distribution of power and resources between men and women. NCDC shall be responsive to gender equity to promote gender equality in the organization and ensure that all its structures, research, project interventions, and services takes into account the needs and interest of both women and men, thus contributing to the elimination of all forms of discrimination against women.

1.4 Objectives of the Strategy

The main objective of this strategy is to provide guidance on integrating gender equality in all aspects of NCDC policies, structures, and project/program implementation.

The specific objectives are to:

- ♀ To serve as a tool and framework for enhancing gender equality in the organization and its programs and projects.
- ♀ To stimulate reflection, provide some direction and to drive action for gender mainstreaming.
- ♀ To promote diversified workforce and ensure women staffs at the decision making level.
- ♀ To develop awareness and common understanding of gender issues within NCDC, its partner organizations and communities.

The implementation of this strategy will enable gender mainstreaming in NCDC and its projects. It will be constantly reviewed and improved based on learning from practice.

1.5 Guiding Principles of the Strategy

NCDC takes a **rights perspective** and adheres to the underlying principle that all human beings are **equal** and '**Women Right is Human Right**'. It visions to create a society in which all its members have **equitable opportunities** to pursue their livelihood. This Strategy shall include **gender-specific activities** and affirmative action, also recognizing that gender-specific interventions will sometimes need to target **women exclusively, men and women together** or **only men** to enable them to participate in and benefit equally from the projects and services. Realizing that **women** are the **marginalized gender**, this strategy shall also promote **positive discrimination** to women wherever necessary based on the principle of **equity- justice and fairness**.

1.6 Methodology

This strategy has been developed through a review of secondary documents like existing policies and guidelines, job descriptions of staffs, work-plans, annual reports, project and other program documents. A participatory process of consultations with executive board members, management committee, and focused groups discussions with male and female staffs has also been conducted. All this was done during the Gender Audit that was conducted in December, 2012.

A workshop was conducted for NCDC board members, management committee and the staffs for sharing the findings of the Gender Audit. Besides that, two workshops were conducted with participants from NCDC general members, and Staffs respectively to sensitize on gender issues and to generate opinions and ideas for the strategy.

Besides this, several strategies and policies of other organizations have also been referred to. Hence, this strategy is the product of several rounds of participatory planning with the NCDC staffs and board, review of the policies and other project documents as well as the feedbacks gained through several workshops.

2. ORGANIZATIONAL ARRANGEMENTS FOR IMPLEMENTATION

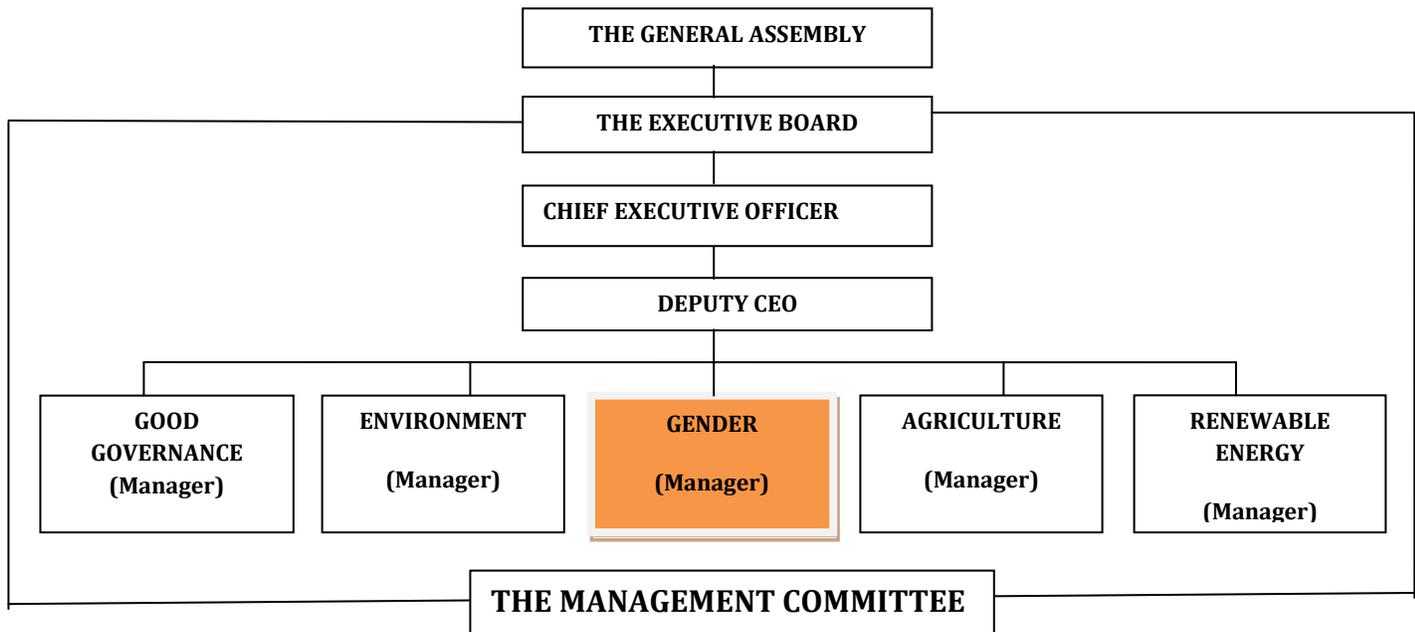
Successful application of the strategy requires participation and acceptance from all the staffs and members of NCDC. Responsibilities and actions will require collaboration and effective linkages across all sectoral components. However, an institutional structure is must when it comes to effective implementation of the strategy and monitoring.

2.1 Gender Component

The Gender Component shall have the mandate of facilitating the development and application of skills in gender analysis and gender mainstreaming in policy and program/project development, implementation, review, planning and budgeting throughout NCDC and its stakeholders. This component stipulates the following priority areas;

- ♀ Policy Development
- ♀ Institutional Strengthening and Capacity Building
- ♀ Women's Empowerment Programs
- ♀ Communication, Information Sharing and Networking
- ♀ Research, Monitoring & Evaluation

2.1.1 Gender Component in the Organization Structure



The Gender Component shall remain in the center of all components and this component along with other components, CEO and Deputy CEO shall form the management committee. The Gender component manager shall be directly reporting to the CEO. Under this component, a special committee called Gender Equality Committee (GEC) shall be formed within the organization consisting of representatives from staffs, management committee and the board members.

2.1.2 Gender Equality Committee (GEC)

A Gender Equality Committee shall be formed within the organization that is directly responsible for the development and implementation of plan of action that would lead to the promotion and attainment of gender equality.

♀ **Composition**

A five member committee shall be formed comprising of; an executive board member, Chief Executive Officer, Gender Officer and 2 other staffs. The committee shall be headed by the Chief Executive Officer, the Gender Officer shall be the Member-Secretary and the rest shall be the members. At least 3 out of 5 members shall be women.

Objectives/Duties

- To raise awareness, ensure commitment and develop competence regarding the integration of gender perspective throughout the organization.
- To monitor effective implementation of the gender mainstreaming strategy.
- To discuss and recommend measures to be taken and mechanism to be established.

♀ Meetings

The committee shall meet at least every three months or more frequently if required.

2.1.3 Gender Officer

A Gender Officer is a female full time staff bearing responsibility for being the contact person for gender-related issues.

♀ Responsibilities

- Development and Dissemination of tools for gender analysis in collaboration with relevant staff and components within the organization.
- Constant progress reporting and feedback to GEC, staff and management.
- Production and dissemination of information and educational materials.
- Run capacity building and sensitization trainings/workshop.
- Network with other partner organizations.
- Ensure the establishment of a consistent system to include gender issues in all planning, implementation, monitoring and evaluation.

2. PUTTING THE STRATEGY INTO ACTION

Strategy Components	Interventions
1. THE ORGANIZATIONAL LEVEL	
RECRUITMENT	<p data-bbox="659 537 1247 583">♂ Person specification and Advertisement</p> <ul style="list-style-type: none"> <li data-bbox="659 632 1312 699">○ Gender awareness should be included in all job specification/description. <li data-bbox="659 705 1451 772">○ Women should be highly encouraged to apply for the job opportunity by mentioning explicitly in the advertisement. <li data-bbox="659 779 1511 846">○ Gender competence as a requirement should be included in job specifications. <li data-bbox="659 852 1474 919">○ Job titles and specifications that enhance gender stereotypes should not be practiced, e.g. Chairman, Sales girl. <p data-bbox="659 957 829 1003">♀ Selection</p> <ul style="list-style-type: none"> <li data-bbox="659 1052 1552 1119">○ The selection committee should consist of either a Gender Officer or at least a member of the Gender Equality Committee. <li data-bbox="659 1125 1544 1192">○ Some female candidates must be shortlisted for interview, even if they may not meet all requirements on paper. <li data-bbox="659 1199 1511 1266">○ Gender Awareness should also be used as criteria for selection, particularly for senior management and field staffs. <li data-bbox="659 1272 1563 1465">○ Extra markings should be given to women candidates applying for the job. This equity approach shall come to practice at least up to the time when the percentage of women staff in the organization reaches 50%. <ul style="list-style-type: none"> <li data-bbox="756 1503 1555 1570">▪ A women who is also a member of NCDC should be given 5 extra points, <li data-bbox="756 1577 1533 1644">▪ Candidates(both women and men) who have previously worked with NCDC should be given 4 extra points <li data-bbox="756 1650 1516 1717">▪ Any other woman who applies for the job automatically should be given 3 extra points.

**REMUNERATION
AND
GRADING**

♀ Remuneration: Equal Pay for Equal Work

- No discrimination should be made on remuneration. There should be equal pay for work of equal value for male and female staffs.
- Job evaluations processes and methodologies should be fair and equitable.
- Performance evaluation should not penalize women for trying balance their social and professional responsibilities. For example judging a woman who cannot work over-time as less "committed" than her male colleague.

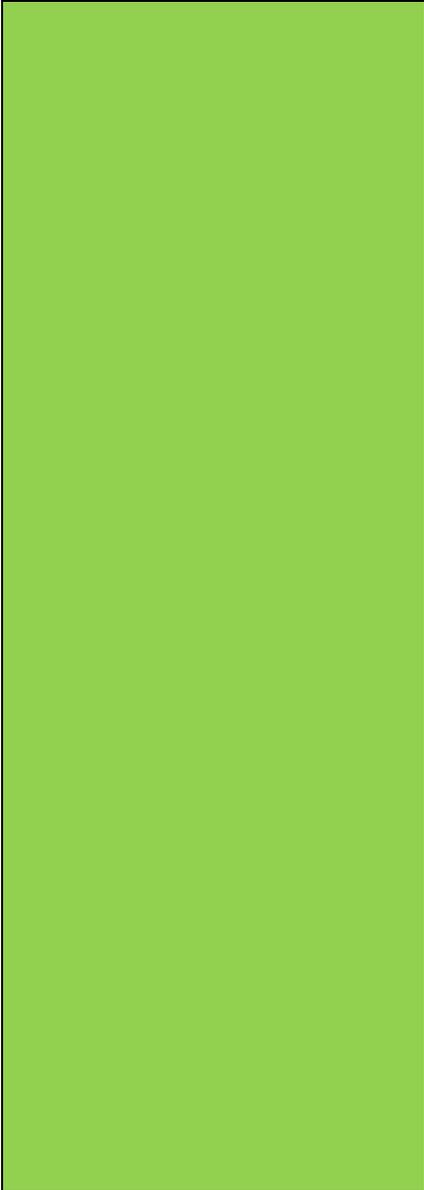
♀ Promotion

- After every four years of service in the organization women staffs should be promoted to the next upper grade and should be given equal rights, responsibilities and benefits as the male staff of the same grade.
- If male and female staffs are applying for the same higher post within the organization, women must be promoted to the post.
- Appropriate trainings and skill development should be done for grooming the potential female candidate if needed, to enable her to carry out the job efficiently.

**TRAININGS
AND OTHER
OPPORTUNITIES**

♀ Gender Sensitization Trainings

- The Executive Board members as well as the general members should receive gender awareness training.
- The executive Board members and the staffs should take part in activities related to gender equality at least once every year.
- Within the first 6 months of the implementation of the Gender Mainstreaming strategy, the Executive Board and the Staffs should receive orientation and information regarding the Strategy, Gender Equality committee; its responsibilities and activities.
- Any new employee should receive orientation regarding the Gender Mainstreaming strategy within the first month of the service.



♀ Other Trainings

- Deliberate efforts should be made to provide trainings for female staffs for job that has traditionally been men's preserve. Like, drivers, security person, engineers and other technical posts.
- Women staffs should be encouraged and prioritized for training opportunities.

♀ Other Opportunities (Exchange programs, Exposure Visits)

- At least one third of the participants of any kind of exposure visits for the staffs and board members should be women.
- Exchange programs opportunities should be equally provided to male and female staff. If there is room for two staffs for the program, one should be reserved for a female staff.
- Exchange Programs and Exposure Visit should also analyze gender relations in the particular place of visit and include in the reports.

♀ Internship Opportunities

- NCDC should operate internship programme for young female graduates. Doing this will have two way benefits, both for the intern and for the organization as some capable interns may be potential staffs for the organization.
- The Internship for girls should prioritize on areas that challenge the non traditional roles for women.

FAMILY FRIENDLY PRACTICES

♀ Parental Leave

- 60 days of paid maternity leave shall be granted for female staffs during pregnancy which can be used flexibly between 12 months.
- 20 days of paid paternity leave shall be granted for male staffs during their wife's pregnancy which can be flexibly used between 12 months.

	<p>♀ Flexible Working Hours</p> <ul style="list-style-type: none"> ○ A woman should be provided with the right to one or more daily breaks or a daily reduction of hours of work to breast feed her child up to 6 months after the delivery.
<p>WORKING ENVIRONMENT, CULTURE AND PRACTICES</p>	<p>♀ No Stereotyping</p> <ul style="list-style-type: none"> ○ No assumptions should be made about what 'a female staff should do'. Example; serve tea at meetings, clean tables, receive telephones etc. ○ No assumptions should be made about what 'a female staff cannot do'. Example; travelling abroad, walking long distance etc. ○ Use of gender sensitive language <p>♀ Provision of gender friendly structures</p> <ul style="list-style-type: none"> ○ Separate bathroom with dustbin ○ Rest room
<p>REPRESENTATION</p>	<p>♀ The Executive Board</p> <ul style="list-style-type: none"> ○ The 11 member executive board should at least have 4 women members, where at least 2 women shall remain in the major decision making post (President, Vice President, Secretary, Vice Secretary or Treasurer). ○ The board meeting should only be valid when there are atleast 50 % of women members present. <p>♀ The Management Committee</p> <ul style="list-style-type: none"> ○ At least one third of the management committee members should be women.

	<p>♀ Other Sub Committees</p> <ul style="list-style-type: none"> ○ One third of all sub committees members should be women.
<p>BUDGETING , MONITORING, EVALUATION AND REPORTING</p>	<p>♀ Appropriate Budgeting</p> <ul style="list-style-type: none"> ○ A Gender Equality Fund shall be established within NCDC which shall be used for different gender related activities. The fund shall be used upon the approval of the Gender Equality Committee. ○ At least 2 % of the annual program budget should be allocated for the Gender Equality Fund. <p>♀ Gender Sensitive Reporting</p> <ul style="list-style-type: none"> ○ The annual report of the organization should incorporate gender analysis and explicitly mention about the impact made for women. ○ The monitoring and evaluation report should have indicators related to gender and should provide feedback based on findings. <p>♀ Monitoring and Evaluation</p> <ul style="list-style-type: none"> ○ The organization monitoring and evaluation team should have at least one third women member. ○ The monitoring and evaluation indicators must have gender indicators.
<p>SEXUAL HARASSMENT</p>	<p>♀ Zero Tolerance on Sexual Harassment</p> <ul style="list-style-type: none"> ○ The Gender Equality Committee should be responsible for making investigations and shall recommend the management committee to take necessary actions for punishment if any staff is found guilty of any kind of sexual harassment behavior practiced within or outside the organization.

2. THE PROJECT LEVEL

APPROPRIATE TARGETING

♀ Identify and work with women

- In all baseline studies, prefeasibility studies and assessments, data should be disaggregated by sex, and identification of female headed households.

REPRESENTATION AND INFLUENCE

♀ Proportionate Representation

- At least one third of the members of all kinds of users committees, sub committees, users group, associations formed within the project should be women.
 - This must be informed to the project beneficiaries beforehand, by stating it in an official letter.
- The meetings of the committees and sub committees should have a quorum of 50 % of the committee members and one third of the total women members.
- At least one third of the participants in different kinds of project related trainings, workshops, meetings organized by the organization, should be women.
 - The invitation letter should explicitly mention about women participation.

♀ Voice and Influence

- At least one third of the decision making post in all kinds of users committees, sub committees, users group, associations formed within the project should be held by women members.
 - This can be done through reservation of seats for women in the major five posts.

	<p>- If applicable, users committee/ users group/or association's constitution should explicitly mention about the provision.</p>
<p>GENDER ADVOCACY AND CAPACITY BUILDING</p>	<p>♀ Advocate gender issues in all project trainings and workshops.</p> <ul style="list-style-type: none"> ○ Link gender to all kinds of trainings and workshops. Plan small sessions to link and initiate discussions on gender issues. Example; Gender in Communication, Gender and Climate Change, Gender and Migration etc. ○ Gender Advocacy should also be made a part of field visits. Advocate gender issues wherever possible. ○ Identify and promote linkages between user groups and other local CBOs, NGOs, district level networks and federations that works with gender related issues. ○ Organize capacity building workshops/trainings for community level users committees and other project beneficiaries. <p>♀ Advocate gender equality in partner organization</p> <ul style="list-style-type: none"> ○ Orient local partner organization about the gender strategy and commitments of the organization. ○ Provide capacity building trainings for partner organization.
<p>ACCESS TO PROJECT INFORMATION AND</p>	<p>♀ All project beneficiaries must have access to project information.</p> <ul style="list-style-type: none"> ○ All project beneficiaries, including women must have access to mass meetings, public hearings and other gatherings that inform project activities. This can be ensured by; <ul style="list-style-type: none"> - Inviting at least one man and one woman from every household. Mention this in whatever communication channel that is adopted for information dissemination. -Proper analysis should be made before deciding on time and

PARTICIPATION	<p>venue of the meeting, it should be particularly suitable for women as they have more time constraints.</p> <p>-The meetings should have a quorum of 2/3 of the households and at least one third of women. If not, then the meeting should be cancelled and arranged for another time.</p>
REPORTING	<p>♀ All project reports and Documents must have gender analysis</p> <ul style="list-style-type: none"> ○ All baseline reports and other project documents must have sex disaggregated data and gender analysis ○ Projects that are technical in nature should also maintain sex disaggregated data and gender analysis in its feasibility and other technical reports. ○ Project applications, proposals, work plans must have gender activities and indicators incorporated. ○ Reports must include good practices, lessons learned and suggestions from a gender perspective; case studies to include voices of women about their level of benefit from the project
MONITORING AND EVALUATION	<p>♀ Gender sensitive monitoring and evaluation</p> <ul style="list-style-type: none"> ○ The project monitoring and evaluation teams should include at least one female member. ○ The monitoring and evaluation process should be done in a participatory approach by involving both men and women beneficiaries in the discussions. ○ If applicable, separate Focused Group Discussions should be conducted with women to assess issues of continued access and benefits to women ○ Monitoring and evaluation formats must be reviewed and made gender friendly, major gender related indicators (e.g. representation in UCs, disaggregated employment details, training opportunities) should to be specified and space must provided for gender related information like disaggregated information about project activities, challenges and benefits faced by women.

4. CHALLENGES AND OPPORTUNITIES

Some projects of NCDC will be operating in an environment where understanding of and support for gender equality issues is weak and resistance is common. Traditional, conservative views of gender roles and relations prevail. Women function largely in the private, household sphere. They lag far behind men in terms of opportunity, capacity, mobility and confidence to be active in community development initiatives. However, there is a gradually growing experience and acceptance of women's participation. Women in rural communities now are mostly involved with mother's groups and women's groups which offer women an important opportunity to come out of their household and be engaged.

High commitments of NCDC and support from the partners/donors are definitely great opportunity in the implementation of this strategy. However, adequate budget and resources still remain a challenge. The activities/ actions set forth in the strategy seem ambitious but small and gradual steps are to be taken.

It is hoped that this gender policy will assist NCDC and affiliates to achieve gender equality in the workplace, project areas, home and the rest of society. NCDC and its affiliates shall adhere to this policy and ensure effective implementation.

ANNEX 1: GLOSSARY OF TERMS

1.1 Gender

Gender is often used as shorthand for 'women'. Gender is often misinterpreted as meanings which concerns women, but actually gender concerns both men and women. Gender refers to socially constructed roles of women *and men* as well as the relationships between them in a given society at a specific time and place, usually positioning women as subordinate to men.

1.2 Gender Equity

The equality of being fair and right is a stage in the process of achieving gender equality. In order to ensure fairness measures must often be taken to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a level-playing field.

1.3 Gender Equality

Gender equality means that women and men enjoy the same status.

Gender equality refers to the equal rights, responsibilities, opportunities, benefits, treatment and evaluation of women and men.

1.4 Gender Mainstreaming

Gender mainstreaming is the incorporation of gender equality perspective in all development policies, plans, strategies and interventions at all levels and at all stages of planning, implementation, monitoring and assessment. Gender mainstreaming means:

- **identifying gaps** in gender equality through the use of gender analysis and sex-disaggregated data;
- **raising awareness** about the gaps;
- **developing strategies** to close those gaps, such as targeted **training** and **capacity-building** programmes;
- putting adequate **resources** and the necessary **expertise** into place

ANNEX 2: GENDER LOG FRAME (2013-2016)

	Objectively Verifiable Indicators (OVIs)	Means of verification (MOV)	Risk/ Assumptions
GOAL: Gender responsive approaches adopted and mainstreamed in NCDC			
PURPOSE: To ensure NCDC and its stakeholders adopt practices that lead to increased and equitable access to opportunities and resources and meaningful participation in decision making particularly for women.	<ul style="list-style-type: none"> ○ Increase in the number of female staffs at the organization and in the decision making positions. ○ Women in the decision making positions at the local project level (users committees, users group, sub committees) increased to 33%. ○ Gender mainstreamed in planning, programming, budgeting, monitoring and reporting system of NCDC. ○ Gender Unit and Committee formed at the organization and gender issues discussed frequently. 	<ul style="list-style-type: none"> - Staffs diversity profile Project - Documents/Applications - Half yearly/Annual reports - Meeting minutes of the gender committee - Diversity profile of Users committees 	
OUTPUTS			
1. Increased number of female staffs at the organizational level	1.1 Number of women in staff composition has an increasing trend. NCDC currently maintains 28.26 % of female staffs (13 out of 46 staffs). 1.2 Number of women in the decision making level has an increasing trend. Currently, the management committee has no female member, and no project coordinators.	- Staff composition data record	-Continued funding available -Increasing number of projects
2. Enhanced capacity of board members, staffs, project beneficiaries and local partners organizations on issues related to gender.	2.1 All NCDC staffs, board members and local partners receive gender awareness training and orientation on gender strategy. 2.2 Local partners and Users committees are implementing projects activities in a	Monitoring reports Progress reports Training reports/minutes	

	gender sensitive approach.		
3. Evidence base studies and knowledge products are developed and widely disseminated within the organization, project areas and local partners.	3.1 Case studies, posters and pamphlets related to gender are disseminated among all the staffs, project communities and the local partners. 3.2 Good practices and lesson learnt in gender mainstreaming are well documented. 3.3 All staffs have easy access to gender resources.	<ul style="list-style-type: none"> - Case studies - Publications - Good practices and lesson learnt report - Gender resources available in library 	- Funding made available
4. All projects have gender sensitive reporting and monitoring system .	4.1 Disaggregated data collection format developed and implemented 4.2 Monitoring reports have gender indicators and issues integrated. 4.3 Annual/ Quarterly project reports have explicit gender analysis.	<ul style="list-style-type: none"> - Data collection formats - Quarterly/ Annual reports - Monitoring/ field reports 	
5. Enabling environment created for women to capture their voice and ensure their active participation in all projects.	5.1 Representation of at least 33 % of women in all project committees/ sub committees/groups. 5.2 Representation of at least 2 women in the major 5 key positions on all project committees.	<ul style="list-style-type: none"> - Users committees constitution - Users committees minutes 	
6. Women socio economically empowered.	6.1 Access to training opportunities for women. 6.2 Access to paid work opportunities for women. 6.3 Livelihood and income generation activities are targeted especially for women.	<ul style="list-style-type: none"> - New enterprises established in women o o owners - List of training participants - Progress reports 	
7. Gender institutional structure established and made functional	7.1 Gender committee established in the organization. 7.2 Gender committee hold meeting and discuss at least once in every three months.	<ul style="list-style-type: none"> - Meetings minutes - Quarterly reports 	-Approval of the management committee

ANNEX 3: GENDER ACTION PLAN (March 2013- December 2013)

Overall Objective: Effective implementation of Gender Strategy Commitments in key aspects of NCDC and work practices.		Indicators: -Gender Component and Gender Equality Committee shall be formed in the organization. -At least 60 % of the total staffs have received introductory gender training. -All ongoing projects have developed their respective Gender Action Plan (GAP). -Gender Resources/ knowledge products produced and widely disseminated.		
Output 1:	Output 2:	Output 3:	Output 4:	Output 5:
Staffs are equipped with practical knowledge and skills in gender mainstreaming.	Projects have adopted Gender Strategy and developed respective Gender Action Plan (GAP)	Gender communication strategy developed and disseminated	Gender roles/ responsibilities included in person specifications, assessed at interviews and reviewed in appraisal for all staffs	Institutional Structures for Gender mainstreaming established
Activities 1.1 Workshop on orientation of Gender Strategy 1.2 Gender trainings for at least 60 % staffs	Activities 2.1 Workshop for all project staffs to develop respective 'Gender Action Plan' through a participatory approach	Activities 3.1 Designing and Publication of posters/pamphlets that reflect gender issues.	Activities 4.1 Review of Terms of Reference/Job Descriptions of all staffs. 4.2 Implementation of recruitment criterions mentioned in strategy.	Activities 5.1 Establish Gender as a component and Gender manager as a member of the management committee. 5.2 Formation Gender Equality Committee
Responsibility Gender Officer + HRD Officer			Responsibility Gender Officer + Gender Equality Committee+ Management committee	Responsibility Executive Board+ Management Committee
Time Frame 1.1 By End of May 1.2 By End of August	Time Frame By End of June	Time Frame By End of September	Time frame 4.1 By End of June 4.2 Throughout the year	Time Frame By End of May, 2013

ANNEX 3: DISAGGREGATED DATA BY SEX AS OF MARCH 2013

Staffing

Total Number of Full time Staffs	Total Male Staffs	Total Female Staffs	Percentage of Male	Percentage of Female
46	33	13	71.74%	28.26%

Executive Board

Total Number of Board Members	Total Male Members	Total Female Members	Percentage of Male	Percentage of Female
11	7	4	63.63 %	36.37%

General Members

Total Number of Members	Total Male Members	Total Female Members	Percentage of Male	Percentage of Female
145	109	36	75.17%	24.82%

ANNEX 4: CHECKLIST FOR GENDER MAINSTREAMING

CHECKLIST FOR GENDER MAINSTREAMING IN THE PROJECTS

Project Identification and Planning

- ♀♂ Collection of gender disaggregated data
- ♀♂ Gender Need Assessment
 - assessment of participation of men and women in programs
 - assessment of possible impact of project interventions on men and women
 - assessment of roles, responsibilities, and needs of men and women
 - assessment of access and control over resources and decision making at household and community level
- ♀♂ Consultations with local women's organizations/groups

Project Implementation

- ♀♂ Gender Balance of local personnel/employee
- ♀♂ Continuous participation of women
- ♀♂ Gender Sensitization Training

Monitoring and Evaluation

- ♀♂ Measuring impacts and benefits for women and men
- ♀♂ Project impact on women's welfare and participation
- ♀♂ Representation of women in leadership positions
- ♀♂ Participation of women in meetings/trainings
- ♀♂ Changes in attitude of men and women at household and community levels
- ♀♂ monitoring and evaluation team should have gender balance

Reporting and Documentation

- ♀♂ Reports and documents having gender analysis

CHECKLIST FOR GENDER MAINSTREAMING AT THE ORGANIZATION

Rationale of the Organization

- ♂ Gender -friendly vision/mission that acknowledges inequalities between men and women and seeks great equality.

Policies

- ♂ Gender consistently addressed in existing policies and guidelines (Financial, Administrative, Membership guidelines)

Recruitment

- ♂ Proactive hiring strategies to recruit women
 - advertising through channels likely to reach more women
 - encouragement to women mentioned in the advertisement
 - provision of extra points for women candidates
- ♂ Gender awareness included in job descriptions and as job recruitment and performance criteria
- ♂ Women Representation in selection committee
- ♂ Representation of women in senior management management positions

Retention

- ♂ Proactive strategies for promotion of women in higher positions
- ♂ Family Friendly Work Policies
 - Flexible Working Arrangements
 - Maternal and Paternal leave Policies
- ♂ Trainings and Opportunities
 - Capacity building of all staffs on gender
 - Priority for women in training opportunities, study programs and exchange visits

Zero Tolerance Policy on Sexual Harrasment

- ♂ Mechanism for dealing with Sexual Harassment

Resource Allocation/ Responsive Budgeting

- ♂ Allocation of budget for Gender specific activities in the annual budget.