GENDER IN THE PROGRAMME CYCLE MANAGEMENT (PCM)

The current SDC's Programme Cycle Management concept[1] corresponds closely to the former PEMT concept. It is both result- and process-oriented. It allows stakeholders to improve the quality of their activities through joint planning, implementation, monitoring and (self-) evaluation in the context of joint activities. The focus is on partnership, mutual learning and cooperation management. A good basic understanding of PCM is necessary in order to integrate gender in it and analyse it as part of usual quality criteria.

The present sheet is meant for professionals who are already acquainted with the principles of the PCM[2]. Its goal is to give some incentives on how to integrate gender in the logical framework.

Gender and the logical framework (logframe)

The logical framework is a basic management tool used by SDC. It allows to conceptualise development projects, to give a structure for the analysis of complex realities. It helps to clearly communicate a planning for action but also to monitor or evaluate the results of a project/programme. One of the main principle of the logframe is to develop a vertical, logical hierarchy of objectives. Those objectives are linked with a corresponding level of results.

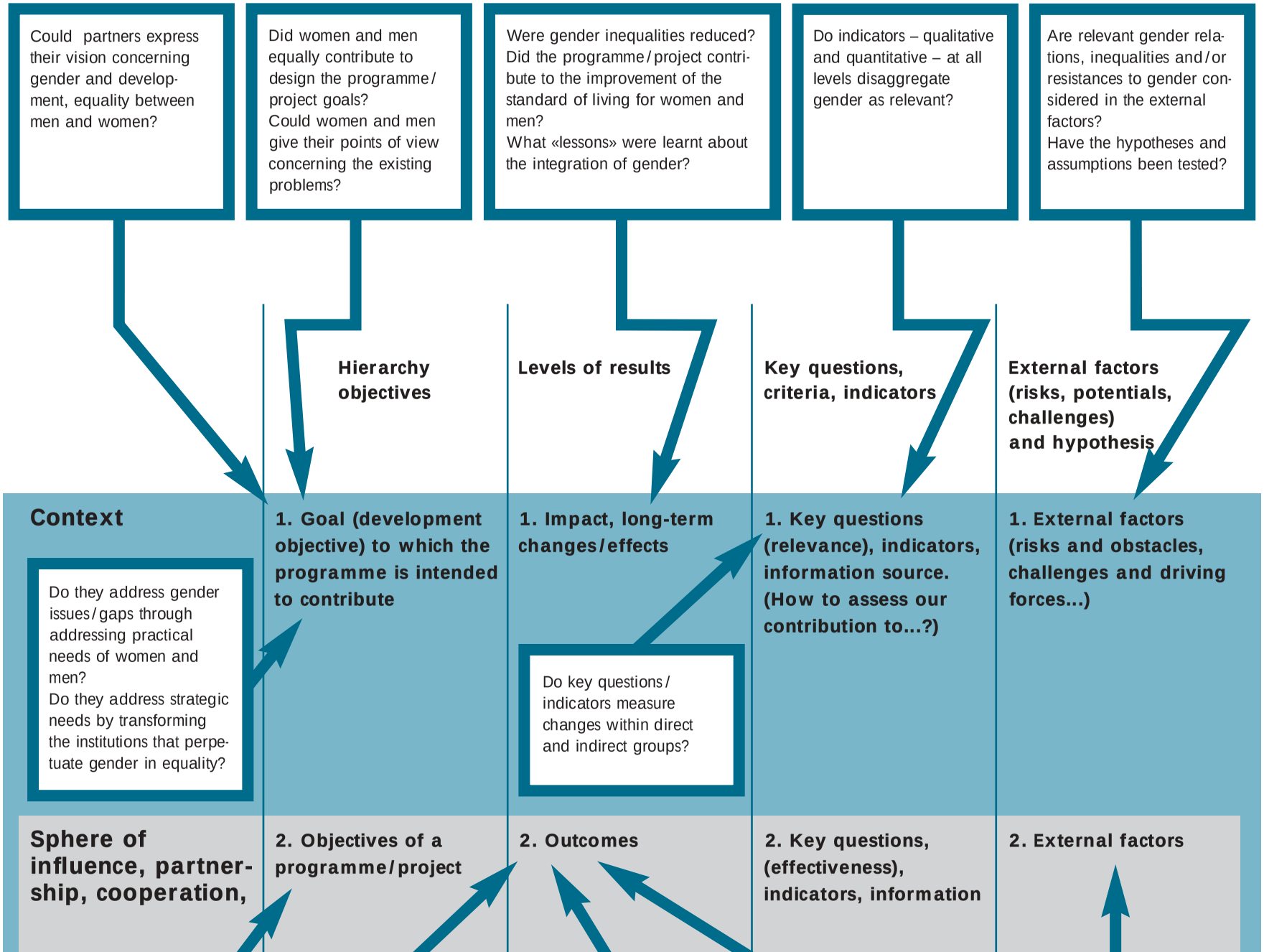
In order to mainstream gender and integrate it as a transversal theme, its use has to be completed by pre-planning gender analysis helping to improve the understanding of the main factors that affect women's and men's livelihoods in a particular context (e.g. access to assets, vulnerability, gender needs of target groups, policies, social development issues). For planning activities, the logic of the logframe should be shared, as far as possible, with our partners, in order to encourage ownership and allow an active participation by women and men in the process of planning and production of a log frame. The final plan has to fully reflect the principles and priorities of each party. It is the result of a negotiation process.

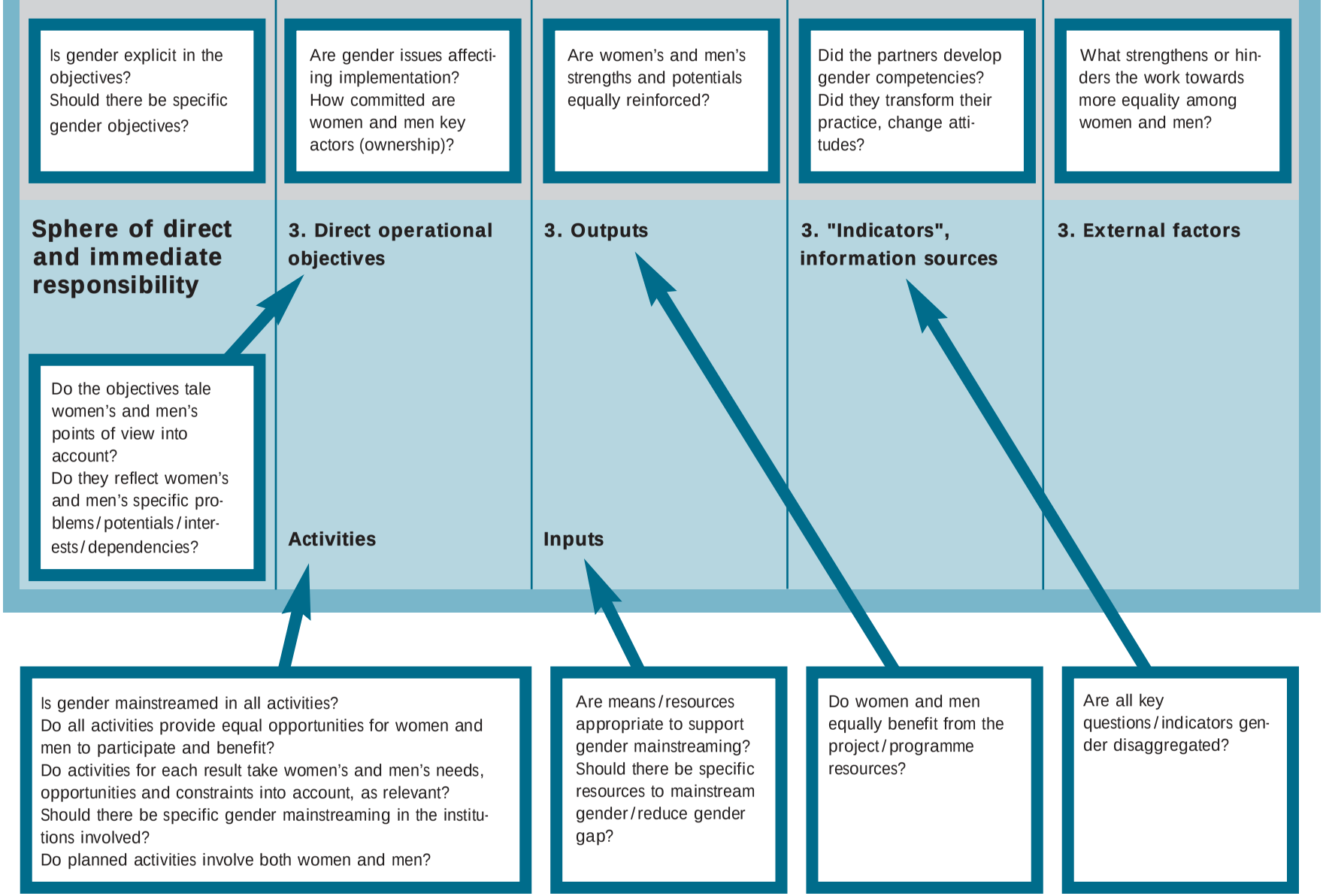
The practice of filling the logframe without this process and pre-planning activities is insufficient and does not correspond to SDC's concept. People should remain at the centre of development and project/programmes should be built on women's and men's practical and strategic needs but also on their strengths and potentials. For complex programmes, several logframes might be necessary to capture the different implications of interventions.

[1] See also «Guidelines evaluation & controlling», SDC, May 2002

[2] For more information, refer to documents developed by E&C Units

GENDER AND THE LOGICAL FRAMEWORK




Is gender explicit in the objectives?
Should there be specific gender objectives?
Are gender issues affecting implementation?
How committed are women and men key actors (ownership)?
Are women's and men's strengths and potentials equally reinforced?
Did the partners develop gender competencies?
Did they transform their practice, change attitudes?
What strengthens or hinders the work towards more equality among women and men?
Sphere of direct and immediate responsibility
3. Direct operational objectives
3. Outputs
3. "Indicators", information sources
3. External factors
Do the objectives tale women's and men's points of view into account?
Do they reflect women's and men's specific problems/potentials/interests/dependencies?
Activities
Inputs
Is gender mainstreamed in all activities?
Do all activities provide equal opportunities for women and men to participate and benefit?
Do activities for each result take women's and men's needs, opportunities and constraints into account, as relevant?
Should there be specific gender mainstreaming in the institutions involved?
Do planned activities involve both women and men?
Are means/resources appropriate to support gender mainstreaming?
Should there be specific resources to mainstream gender/reduce gender gap?
Do women and men equally benefit from the project/programme resources?
Are all key questions/indicators gender disaggregated?

The three levels of results

PCM distinguishes three levels of results in cascades, which correspond to different spheres of responsibility and influence.

- The first level compares the inputs / outputs of a project / programme and allows measurement of its efficiency (sphere of direct responsibility, what a programme has to guarantee).
- The second level is today the principle level of results of the programme / project. It measures the obtained results and processes according to the project / programme objectives. The outcomes gives us information about the effectiveness of a project / programme (domain of influence, partnership wager, mutual expectations).
- The third level puts the focus on the impact of the project / programme and allows analysis of its relevance (to what the project / programme contributes, in relation with the general context).

Efficiency

Efficiency is a measure of how economically resources / inputs (financial, human, material resources required for programme / project implementation, time, etc) are converted into outputs. At his level, we look at the programme / project immediate deliveries (goods or services) generated by the activities. It also represents the hard core of partnership and mutual commitments. To integrate gender at this level, check if:

- Partner identification includes gender criteria, SDC's partners are gender sensitive and gender competent or willing to learn
- Women's organisations are well represented among SDC partners
- Agreements, contracts, procedures are gendered
- There is mutual commitment on gender issues
- Gender trainings and specific actions to mainstream gender (e.g. in institutions, procedures, etc.) are planned if necessary
- The gender approach is integrated in all activities and all tools are used
- Operational objectives address / reflect women's and men's practical / strategic needs
- Activities are planned and resources are used to equally respond to women's and men's expressed needs
- Expected results focus on the roles, resources and needs identified as priorities by the beneficiaries, women and men
- Women and men have equal access to the programme / project means and benefit equally from the project
- The work load issued from the project activities is shared equally by women and men. At this level, the programme / project will take care that women will not only be «used» to reach the expected results meeting practical needs, as it is often the case, but will also benefit from it to meet their strategic needs.

Effectiveness

This is the extent to which the programme / project's objectives were achieved. At this level, we try to identify to what extent the outputs produce the desired outcomes, that means the immediate or mid-term effects / results which are observable. Generally, several outputs are necessary to attain an outcome. They also depend on the quality of the partnership, the contribution and commitment of the main stakeholders. This last point is very important to promote gender in projects / programmes. To integrate gender at this level, check if:

- Gender responsible and / or gender competent staff are implicated in planning activities or other key-moments of the project / programme
- The partners agree on the fixed objectives, participate to their formulation
- Cooperation and collaboration on gender issues lead to changes of the practices, of behaviours and power relations between women and men in the partner organisations, in the programme / project
- Mutual gender expectations are met
- Programme / project objectives address / reflect the needs of both men and women, that means that the objectives are engendered or there are specific objectives to address women's and men's needs.

Relevance

This is the extent to which the goal or development objective(s) of a programme / project is consistent with women's and men's practical / strategic needs, country needs and global priorities. At this level, we try to have information about the impact, that means the positive or negative, intended or unintended, long term changes / effects on women and men a programme / project has contributed to. To integrate gender at this level of analysis, check if:

- The project / proogramme has gender-disaggregated results to be able to assess its relevance
- The results are relevant to the beneficiaries, make sense for them
- All identified women's and men's needs / problems but also strengths and potentials are reflected in the development objective
- The programme / project is coherent with national, sector and SDC gender politics and priorities
- The project / programme contributes to more equality between women and men, girls and boys and has not reinforced or reproduced inequalities as development agencies sometimes did; opportunities and life chances become / remain equal
- The project / programme has no negative effects on women and men
- The project / programme has identified and reinforced local positive gender dynamics
- Whenever possible, the project / programme involves in policy dialogue concerning gender issues or supports local organisations working in this field, in order to create favourable conditions and changes towards gender equality.

Sustainability

There are strong links between the effectiveness, the relevance and the sustainability of a programme / project. Experience showed that integrating gender and diminishing inequality between women and men contributes to sustainable development. It is important to raise awareness among the responsible persons of a programme / project on this point. Here too, the partners should know the basic methods to deal with the sustainability question and integrate gender in them. The discussion is especially important concerning the effectiveness of a programme / project, within the sphere of influence of the programme / project and the partner institutions, on a medium-term time horizon. The results / benefits should guarantee sustainable gender effects, that means effects that last after the conclusion of the programme / project. Check if:

- The different situation of women and men has been taken into account (differentiated gender approach)
- The programme / project focuses on main interests of women and men (ownership)
- The user groups equally benefit from the programme / project and have increased access to resources (income, education, health services...)
- The project / programme takes «equitable benefits for woman and men» as a key criterion (social viability)
- The effects of the programme / project make sense for women and men
- Ecological effects for women and men have been considered as well as the ecological context (e.g desertification context)
- Partner organisations are learning-oriented and are willing to put gender issues in the mainstream (gender institutionalisation). They have gender balanced practices
- There are supportive framework conditions, e.g. supportive gender national politics, respect of human rights, dialogue and negotiation culture...