

# Guidance note on the EU Gender Action Plan 2016 – 2020

## For DEVCO HQ and EUD operational staff <sup>1</sup>

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08 March 2016

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<sup>1</sup> This guidance is intended for DEVCO staff based in Headquarters (HQ) and in Delegations, and for EEAS staff based in EU Delegations only. Though in the most part relevant to all, an adaptation of the guidance will be prepared by EEAS - DG NEAR - FPI and ECHO for their staff.

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## 0. Introduction

### 0.1. The Gender Action Plan 2016-20

The EU aims at a world where the rights of girls and women are claimed, valued and respected by all, and where everyone is able to fulfil their potential and contribute to a more fair and just society for all.

The new EU Gender Action Plan<sup>2</sup> (GAP II) on gender equality and girls' and women's empowerment provides the framework for the European Commission's (EC), the European External Action Services' (EEAS) and European Member States' (MS) approach to gender equality through external relations, in 2016-20. It aims to place gender equality and the empowerment of girls and women at the heart of the EU's external actions, focusing on four pivotal areas - three thematic and one horizontal.

- Ensuring girls' and women's physical and psychological integrity
- Promoting the economic and social rights / empowerment of girls and women
- Strengthening girls' and women's voice and participation
- Shifting the Commission services' and the EEAS' institutional culture to more effectively deliver on EU commitments.

### 0.2. What is the guidance for?

The purpose of this document is two-fold:

1. Support **DEVCO** and **EEAS** staff in implementing the GAP II by providing step-by-step guidance that follows stated GAP objectives and the programme cycle management.
2. Establish clear lines of responsibility and accountability with regards to GAP II implementation.

**For the purpose of this guidance, by DEVCO staff it is intended staff based in Headquarters (HQ) and staff based in EU Delegations (EUDs). By EEAS staff, it is meant EEAS staff based in EU Delegations only.**

Indeed, and though the GAP II applies to DG NEAR, EEAS and ECHO, as well as to Member States – it is their responsibility to generate bespoke guidance or to adapt this one accordingly.

### 0.3. Who is the guidance for?

The GAP II was formally adopted by Member States in October 2015, and its implementation is **mandatory**. The EC and EEAS will be held accountable as a key contributor to its successful implementation. **All members of staff are expected and required to contribute to the process.**

The implementation of the GAP II is integral to, and integrated across, the day-to-day work and activities of DEVCO and EEAS, both at HQ and Delegation level. **This guidance therefore applies to all staff at all levels** that work on political dialogue, policy development, programme management

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<sup>2</sup> <http://www.consilium.europa.eu/en/press/press-releases/2015/10/26-fac-conclusions-gender-development/>

(whether budget support, targeted actions or thematic support) and those that are part of management and leadership staff:

- Political and Policy dialogue with governments and key actors (e.g. UN process such as the Agenda 2030) and coordination with our Member States. – **Thematic and Geographical Directors –Heads of Political Sector - Heads of Cooperation (HoC)/ of Delegations (HoD).**

- Targeted activities aimed at improving gender equality and the lives of girls and women (e.g. through specific projects, call for proposals) – **Operational (both thematic and geographic) staff and Gender Focal Persons (GFPs).**

- Budget support and/or programme design, implementation, monitoring and evaluation – **Operational (both thematic and geographic) staff and Gender Focal Persons.**

- Management and Leadership to ensure that adequate human and financial resources are dedicated to achieving the GAP II's objectives, to monitoring its progress and to reporting results – **Thematic and Geographical Directors, Heads of Units (HoU), Heads of Cooperation / Delegation.**

**Technical** support, guidance and methodological tools should be provided by GFPs in Delegations and HQ, as well as by Thematic and Geographic Directorates and importantly by DEVCO B1. Overall, **responsibility** for GAP II implementation falls on Heads of Delegations, and Geographical and Thematic Directors (Directors).

**Performance will be tracked.** Individual and Unit / Delegation performance will be monitored yearly to identify star performers vs. poorer performers. These will be ranked against each other and respectively acknowledged for their achievements or shortcomings. The milestones against which performance will be assessed are that, by end of 2016, EUDs and thematic units have:

1. carried out a gender analysis that informs the sectors they prioritise
2. collaborated with Member States to identify common ground and/or modalities for collaboration
3. identified the indicators of GAP II thematic priorities against which they will report
4. empowered their staff to monitor performance against these indicators
5. capacity to demonstrate that all their programmes have been assessed for gender impact

## 0.4. How to use the guidance?

At the foundation of the GAP II, lies the need to change the way the Commission works. As stated in the GAP II, we need to **shift DEVCO's institutional culture** towards one that includes gender at the heart of all of the EU's external actions – be they political, administrative, procedural or financial.

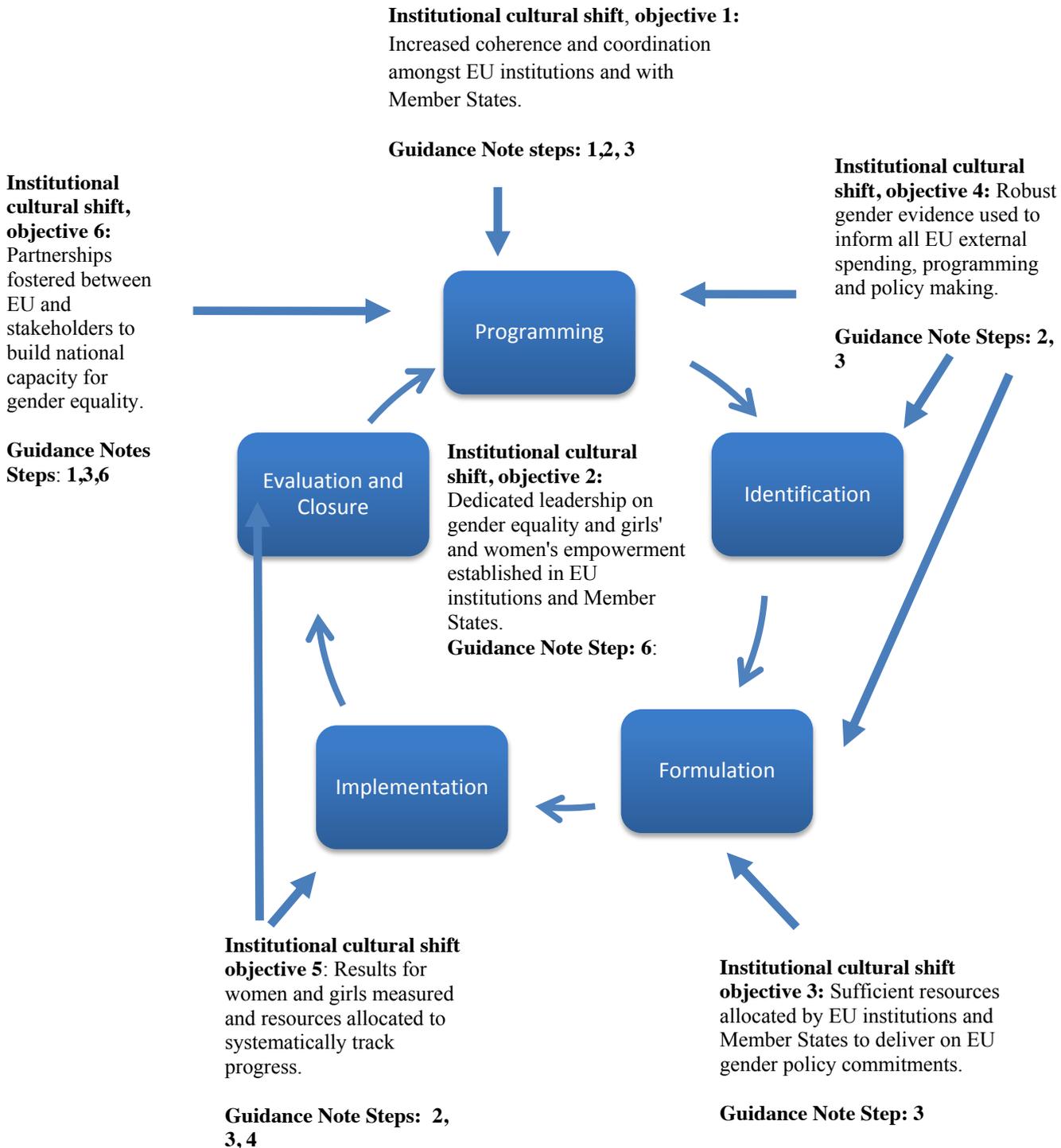
**This will ensure that we deliver effectively on the thematic priority areas.**

The guidance is organised around the GAP II's horizontal priority of **Shifting the Institutional Culture** in DEVCO and identifies how this fits in with the programme cycle management (see diagram on next page). Each section of this guidance:

- Provides an indicative timeline or deadline where it exists – **When**
- Sets out actions to be taken – **What**
- Identifies lines of responsibility - **Who**
- Means of implementing specific GAP II objectives – **How**
- Lists reporting mechanisms and provides additional resources.

## Mapping the Programme & Project Cycle to the GAP II Objectives

GAP II implementation should not be seen as detached from the “core business” of an EUD or HQ operational unit. The following diagram illustrates how each of the six objectives of the GAP II's Institutional Cultural Shift links to Programme and Project Cycle Management (PPCM).



## TIMELINE FOR GAP II IMPLEMENTATION - YEAR 1

March 8<sup>th</sup> to 21<sup>st</sup> – Check availability and existence of rigorous *Gender Analysis (GA)*

March 21<sup>st</sup> to 31<sup>st</sup> – where no adequate GA is identified,

March 21<sup>st</sup> to 31<sup>st</sup> – where adequate GA is identified, but requires further contextualisation to meet needs

OR

1<sup>st</sup> April – 31<sup>st</sup> May Launch a service contract for a GA (adapt standard TORs and identify funding) – Advice available from B1 Experts

1<sup>st</sup> April – 31<sup>st</sup> May Support from B1 experts to adapt / complete / update

1<sup>st</sup>– 15<sup>th</sup> June GA quality assured and approved by B1 experts and finalised.

16<sup>th</sup> June to 1<sup>st</sup> July – On the basis of the GA, the EUD, thematic/operational units must identify how it intends to implement the GAP II, highlighting at least one objective to be pursued in each thematic priority of the GAP II. Baseline, ambition / target, milestones should be set and indicators identified (whatever the chosen modality)

1<sup>st</sup> March to 15<sup>th</sup> June– Present the GAP II to partners, colleagues, Member States, identify capacities, priorities, commonalities and divergences, and decide how to coordinate on GAP II implementation including a precise modus operandi for future coordination

July 1<sup>st</sup> to 30<sup>th</sup> select priorities to indicate in the reporting template – can be shared or complementary (minimum 3 per EUD)

1<sup>st</sup> August to 30<sup>th</sup> Sept - Prepare the **report** (see template) and send to B1. May need to provide some additional information on institutional shift objectives.

# Step 1 - Getting to grips with the GAP

## 1.1 When

By March 2016

## 1.2 What

Getting to know the GAP II, sharing its objectives and intentions with colleagues and partners, and identifying a Gender Focal Person (GFP) adequately empowered to carry out his/her role are important and essential preliminary steps to GAP II implementation.

## 1.3 Who

Operational (thematic and geographic) and management staff, some specific GFP roles and responsibilities.

## 1.4 How

1.4.1. **Get to know the GAP (all staff):** make sure that you have a clear understanding of what it aims to achieve and its requirements. In particular:

- Identify the thematic priorities of greatest relevance to your context / area of work.
- Identify the institutional culture shift elements, and those mandatory requirements that fall under your remit.
- Identify the responsibilities and lines of accountability, and how these relate to your own team, unit, or delegation structure. Who will be responsible and for what? What needs to happen to ensure that those individuals are fully aware and able to take this on? What reporting requirements will fall upon whom?
- Consider what challenges you foresee and where you might seek advice or support (colleagues, experts in MSs, management, DEVCO B1, etc.).

1.4.2. **Share the GAP II (HoDs / HoCs / GFPs)**

### As Heads of Delegation / Heads of Cooperation:

- Inform your **partners** of the GAP II, share it and let them know how it might impact them in their role as:
  - implementing partners (e.g. how they gather results),
  - partner governments (e.g. integrating GAP objectives more strongly in concentration sectors) or
  - Member States for whom GAP II implementation is a mandatory requirement of Council

Provide clear messages to your team(s) and staff about the importance of GAP II, and how they are expected to contribute to its successful implementation.

### As GFPs

- Organise information / dissemination sessions for your colleagues and for your networks such as gender coordination groups and thematic groups at national level. Set out clearly what the GAP II means for your audience, including timelines, deliverables and responsibility.

**TIP:** Ask DEVCO B1 for the updated contacts of the GFP network for peer support

1.4.3. **Identify a Gender Focal Person (Heads of Delegation / Cooperation / Unit)**

- If you don't have a Gender Focal Person in your team, or indeed have one but consider it necessary to nominate a new one for various reasons (division of labour, capacity, seniority or other), **name one as soon as possible**. Naming a new GFP may require some reshuffling of staff responsibility across the unit / delegation. Make sure

that the person is selected first and foremost on the basis of technical capacity and knowledge of gender issues and interest. The GFP should have his/her role reflected in their job description to guarantee the allocation of adequate working hours to these tasks. They should be supported and have the backing of their hierarchy to carry out their job effectively. Access to training may need prioritising, depending on individual capacity.

**TIP:** If there is no GFP assigned within the EUD/ Unit many GAP II related tasks will fall on the HoC until a GFP is identified.

Identifying a GFP should be a priority.

Annex 2 suggests a model GFP job description / TORs

## 1.5 Reporting<sup>3</sup>:

**Starting in September 2016**, EUDs and thematic units will be expected to annually report on:

- Selected GAP II objectives (via the template in Step 6 and via the EAMR)
- Gender Results (via the ROM end of Projects Results Reporting)
- Gender technical capacity (via the EAMR)

## 1.6 Further resources and support:

- GAP II Staff Working Document in EN – FR – ES and PT
- Standard presentations in EN, FR, ES on GAP II, and all posted on [capacity4dev.eu](http://capacity4dev.eu) Gender Group (and DEVCO B1)
- GAP implementation webinars ([http://defiris.ec.streamcloud.be/findmedia/06/114726/HD\\_I114726EN1H.mp4](http://defiris.ec.streamcloud.be/findmedia/06/114726/HD_I114726EN1H.mp4))
- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>)
- [capacity4dev.eu](http://capacity4dev.eu)<sup>4</sup>
- GFP Terms of Reference in Annex 2

<sup>3</sup> Details on all reporting is found in Step 5

<sup>4</sup> <http://capacity4dev.ec.europa.eu/topic/gender>

## Step 2 - The Mandatory Gender Analysis

**Corresponding GAP II objective:** Robust gender evidence is used to inform all EU external spending, programming and policy making.

**WARNING:** Use, quality and existence of gender analysis in an EUD or unit will be a criteria for performance assessment.

### 2.1 When

As from **January 2016 onwards**, all new programmes should include a robust gender analysis.

**By June 2016** all EUDs / Units should have a gender analysis at the correct level of intervention (this will be context specific and might be, for example, at sector level, project level or national level).

### 2.2 What

The European Commission defines a gender analysis as *the study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between girls/women and boys/men in their assigned gender roles.*

It is important to understand these differences in order to ensure that EU funded actions tackle gender inequalities and discrimination where needed and benefit equally girls, women, boys and men. Gender should not be a barrier to benefitting from international development actions.

**IMPORTANT:** The gender analysis, within the context of GAP II objectives, will be expected to **identify which GAP II thematic objectives** (minimum of three, one per each thematic priority) that the delegation or unit in question will contribute to over the period of 2016-20. This is mandatory.

**WARNING:** In addition to geographical programmes, actions funded under **thematic instruments** must also include an adequate gender analysis that is reflected in the design of projects and selection of indicators. All data on beneficiaries is to be sex and age disaggregated.

Thematic units will also need to demonstrate how they contribute to at least 3 of the GAP's thematic objectives.

For **policy formulation** (e.g. migration), due regard should also be given to gender dimensions

### 2.3. Who:

The GFP, with support from experts in DEVCO B1 where applicable, and with backing from HoCs and HoUs in collaboration with key partners, will coordinate.

Ultimate responsibility lies with the EUD / Thematic Unit that must carry out a gender analysis for all future actions.

### 2.4 How:

As a matter of good practice and to improve development effectiveness, all decision making (policy and operational) should be based on good information generated through analysis, and on sound evidence. Understanding the context is necessary in order to understand how you might improve the situation of those discriminated against, and at a minimum it helps understand how not to do any further damage ("do no harm"). Rigorous analysis helps determine how to adapt programming to reflect its context and understand how to measure progress. In the context of gender in particular, it helps understand whether mainstreaming is sufficient or whether additional targeted action might be necessary.

#### 2.4.1 Start thinking about a gender analysis early on (the GFP)

- Assess (inventory and quality) the gender analyses that have been done internally at EUD/ HQ Unit (e.g. country gender profile, sector gender analysis), and/or recent gender analysis undertaken by MS or other trusted partners (e.g. World Bank).
- Identify what information might be lacking, in particular in relation to your sectors of concentration or to those partners that you work through.

**TIP:** Make sure that any analysis you use is not older than 5 years, or does not predate a significant event (e.g. conflict)

- Coordinate with other stakeholders on doing a gender analysis where a new one is needed. If no gender analysis is available or the existing ones are unsatisfactory, identify the type of support needed to carry one out.

**EXAMPLE:** In the Democratic Republic of Congo, the EC, UK and Canada all contributed to a gender country profile undertaken by Sweden.

Through this gender analysis, the EUD / thematic unit will need to identify which GAP II thematic priority objectives to deliver on, how these will be tackled through existing work (or targeted activities where relevant or possible) and what data is available to track the progress. Where gaps in knowledge exist, how these will be filled should be clearly stated (see steps 3 and 4).

#### **2.4.2 Depending on need, existing information and stakeholders, the analysis might be in the form of:**

**EXAMPLE:** The UK has passed a Gender Equality Act, ensuring (by law) that the provision of aid gives meaningful consideration to gender equality before any development assistance is provided.

**TIP:** Gender equality is a field of expertise like any other. Though all staff is required to be aware of gender inequalities, in order to identify the appropriate action, specific expertise is required (just as it is for infrastructure, justice, evaluation, etc.)

It may be necessary to factor in gender expertise (be it temporarily or longer term), either as a help desk function that comes in as needed, or through partnerships at the country level, consultations, or the recruitment of experts etc. – and properly resource it.

- A country profile, though this is likely to only be useful in a context where General Budget Support or Joint Programming is anticipated. It risks being too general to adequately inform programming.

- One dedicated study looking at each concentration sector in order to identify the GAP II thematic objectives that could be pursued, and that provide sufficient analysis for future individual programmes under that concentration area;

- An individual dedicated gender analysis for each new programme;

- Identification of how to include gender in all context analysis at formulation stage and how to include gender expertise in formulation missions;

**If needed, an analysis can remain internal (due to the sensitive nature of some of the issues).**

#### **2.4.3. The methodology for carrying out the gender analysis can be any or a mix of the following:**

- Undertaken by experts as a standalone exercise;
- Based on the aggregation of existing analysis that is recent enough and from a credible source (e.g. World Bank, UN, SIDA, DFID etc.);
- Included in project formulation ToRs and undertaken as a joint exercise;
- Based on desk review / field level depending on the availability and credibility of data and informants.

#### **2.4.4. In addition to identifying at least one objective to contribute to for each thematic priority, the gender analysis should [at a minimum] provide – for the same thematic priorities - the following:**

- Key statistics on the situation of women and girls, men and boys, which will also provide the baseline for future measurement (relevant statistics that reflect the thematic or concentration areas).
- Key barriers to achieving gender equality (including social norms, legislative, institutional capacity, political will etc.)
- Analysis of additional levels of discrimination (e.g. particular vulnerability of disabled women to violence)
- A mapping of who is active (NGOs, donors, International Financial Institutions, line ministries etc.)
- A mapping of knowledge / information gaps (e.g. sex-age disaggregated statistical information)
- A clear assessment of where the EUD can add value
- Realistic objectives / opportunities for policy and political dialogue

- A number of clear tangible suggestions for the inclusion of gender in the areas of intervention (e.g. sectors of concentration, thematic area), including the selection of indicators (aligned in so far as possible with GAP II results indicators)

**EXAMPLE:** In Burkina Faso, **Luxembourg** sets out clear requirements before the drafting of an indicative cooperation programme and/or the identification of projects. For a "gender assessment", information is collected on:

- Gender objectives in relation to targets set in national plans and policy frameworks;
- Possible gaps in the formulation and implementation of the national gender policy and the actions taken to address these gaps;
- Availability of national statistics, including the ones disaggregated by sex;
- National reports on CEDAW implementation and proposals for technical support on it;
- National programmes related to the achievement of the MDGs 3 & 5 and progress reports;
- The different tasks and activities funded by other donors for gender equality and the empowerment of women.

#### 2.4.4 In practice, gender analysis will translate into:

- Selecting objectives from the GAP II to contribute to via existing programmes
- Adapting programmes to take on these objectives and adequately measure them
- Designing / formulating new actions where relevant and possible.
- Identifying results and indicators for gender equality that will be achieved through programmes
- Ensuring adequate monitoring and data tracking
- Identifying resources where needed

The **funding** for gender analysis should come through programme resources, the Technical Cooperation Facility (or similar mechanisms where relevant) or - in very limited cases- through HQ. It is important to underline that gender analysis is an **effectiveness** issue. The investment is fully justified in the logic of Programme and Project Cycle Management, and of course the analysis is mandatory.

**EXAMPLE:** EUD in Mozambique produced the gender country profile using Technical Cooperation Facility funds in agreement with the National Authorising Office.

## 2.5 Reporting:

EUDs and thematic units will be expected to report on/through:

- Whether they have used gender analysis and how it has informed political and operational work (EAMR, EUD/HQ Annual management plan)
- Quality Support Group (QSG) processes will assess the quality of gender analysis and delay approval where necessary
- Spot checks to track quality and use of gender analysis in EUDs / Units (carried out by HQ)

## 2.6 Further resources and support:

- ToR for gender analysis (Annex 1) and in some cases support for gender analysis (see DEVCO B1)
- [capacity4dev.eu](http://capacity4dev.eu)<sup>5</sup>
- The EC Toolkit on mainstreaming gender which can be found at: [https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit\\_on\\_mainstreaming\\_gender\\_equality\\_in\\_EC\\_development\\_cooperation\\_paper\\_P59](https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit_on_mainstreaming_gender_equality_in_EC_development_cooperation_paper_P59)
- The EU Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>) on gender provides examples of gender analysis

<sup>5</sup> <http://capacity4dev.ec.europa.eu/topic/gender>

## Step 3 - Implementation

Corresponding GAP II objective: Sufficient resources allocated by EU institutions and Member States to deliver on EU gender policy commitments.

### 3.1 Annual Action Programmes (for MIPs and NIPs) and Action Documents

#### 3.1.1 When:

Mid 2016 onwards

#### 3.1.2 What:

For all actions taken during the Programme and Project Cycle Management (PPCM), the information obtained through a gender analysis needs to be used to inform decision making, programme formulation and monitoring. Available tools need to be used effectively to ensure that operations address identified gender inequalities. Quality assurance is an essential component of this, as will be performance management.

#### 3.1.3 Who:

HoDs, Directors, HoUs and HoCs will ensure oversight and accountability; programme managers in delegations, thematic units and regional operational units will operationalise.

#### 3.1.4 How:

- **Each Annual Action programme** will state which GAP II thematic objectives are most relevant to it and how it will address them. It will state which GAP result indicators it intends to contribute to. The objectives and priorities are to be selected through a gender analysis (see Step 2. “Gender analysis”). The Annual Action Programme will need to summarise the key findings of the analysis, justify the choices made in relation to how they are addressed and detail the actions aimed at addressing them.
- Implementation should happen through existing **concentration sectors**, where these have been previously agreed and negotiated with national (or other) partners. Implementation may also be planned through new / future action, be they targeted, budget support or mainstreaming through sector (or other) programmes (e.g. mainstreaming in energy programme). Sector Programmes will need to review how they track their impact on gender, and to address whether they have enough understanding of the gender issues, how these may need to be better addressed, what adjustment may be needed and how impact will be tracked.

**TIP:** consider hiring gender expertise for the annual programme planning exercise, tasked with producing an output that remains relevant throughout the year and can be referred back to. Ideally, internal gender expertise should be increased.

**EXAMPLE.** In Tanzania, the HoO organised a mini-series of staff meetings on gender equality where heads of section were also required to participate. During the first session the report of the GAP (2010 – 2015), prepared under the care of the HoOperation, was presented and gaps and progress areas discussed. A limited number of items were then selected out of the Annual Action Plan 2015 and assigned to embark on a focused gender mainstreaming exercise. Separate sessions with a gender expert were organised for each of the selected action documents, one of them being food security (part of the rural development concentration sector). The expert provided a proposal of action plan/ entry points for gender equality in the action document. This was discussed in detail in a meeting with the section of Rural Development, including the HoS. Decisions were made on the proposals that could be retained considering the context. Ultimately the Action Document included an objective on empowerment of women, which initially was not considered. This was followed by a number of specific actions and indicators. The resources for this specific exercise came from a thematic centrally managed pilot programme as well as through collaboration with UN Women in the country.

- A key element to consider is the role of **implementing partners** in ensuring effective implementation. They may be required to gather additional data, provide additional information and adjust their own approaches (e.g. NGOs or international organisations). This should be clearly communicated at an early stage (see Step

1), and expectations in terms of analysis and monitoring clearly set out up front. Systems of redress need to be agreed, for example what action will be taken if partners systematically fail to report sex disaggregated data?

- Where Delegations or Units manage **Call for Proposals**, these should be designed to ensure that, as described above, potential implementing partners are able to contribute to GAP II objectives (e.g. gender analysis, sex disaggregated data, gender sensitive indicators as requirements for proposals etc.). The manager of the Call will need to decide ahead of the selection what the exact requirements are and what systems of redress will be utilised. This will need to be communicated clearly to applicants and included in funding agreements made with those selected. This may involve inclusion in the guidelines to applicants and in the selection / evaluation criteria used in selecting proposals. This is true for Calls targeted at improving gender equality or for any other thematic / sector focus.
- Regardless of the details of the instrument or funding envelop, all **programmes** and their accompanying **actions documents** should include a gender analysis, actions that reflect its findings, a monitoring approach that gathers information on impact accordingly and budget and resources to ensure that the relevant gender issues are addressed and in some cases directly tackled.
- Much of this will be increasingly incentivised by the relevant institutional procedures, which are critical to an adequate integration of gender. In the case of **new actions** this will be at formulation stage and subsequent programme cycle stages. For existing programmes and actions, a review will need to take place at the earliest opportunity, and the annual programming stage will not doubt be most appropriate. Other opportunities include Mid Term Reviews (MTRs) / equivalent exercises where they are planned. Where evaluations are intended to review programmes coming to an end, the terms of reference should include an assessment of results with regards to gender equality.

**TIP:** In the context of **Joint Programming**, the same will apply. A gender analysis shared across partners and reflected in the final outcome should happen. Partners in Joint Programming will be MS for which the GAP II is mandatory too. A process of awareness-raising may be needed initially, and in some cases some negotiation of roles and implications of findings. Overall, the process will also need to be informed with rigorous gender analysis (see further steps in relation to Budget Support).

**WARNING:**

- The Quality Assurance processes (such as QSGs) will be monitoring a great part of this, in particular in relation to new actions. The ROM-end of project results reporting will also be tracking progress on gender equality and on data disaggregation by sex.
- Any action that is not marked as significant or principal against the OECD DAC Gender equality marker, and therefore has a G-O marker, will need to be justified.
- The use, quality and existence of gender analysis in a EUD or unit will be a criteria for performance assessment.

- Quality assurances processes (such as the Quality Support Group / QSGs, the Risk Management Frameworks / RMFs etc.) will take on greater role in ensuring that the GAP II objectives are adequately taken care of in new actions.
- QSGs will increasingly be assessing how action documents are using gender analysis to inform their approach, beyond a mere checklist / tick boxing exercise, but as a means to inform their programme design.
- Action documents will be expected to reflect the findings of the analysis and the issues raised in the accompanying checklist. A read across both documents will be expected by the QSG

**TIP:** The gender check list will assist staff to respond to the requirements of the GAP II. This should happen at the earliest stages of project formulation, and not as an after-thought when changes can no longer be made. When work starts on the action document, staff should refer to the checklist and consider the information and types of information to include in the action document. This will make it possible to address issues such as: use of sex disaggregated statistics, formulation of gender equality results, identification of gender indicators (e.g. such as those suggested in the GAP II thematic areas), etc

process. Delays to approval will occur where gender is not clearly addressed and tackled from formulation stage onwards.

- DEVCO B1 will support EUDs and thematic Units when difficulties arise in their work regarding integration of gender in programmes, this will help to consider mitigation measures.
- All results that are identified in action documents will be collected at the end of project ROM exercise, through the results reporting template. These results will be aggregated where possible and provide an overall picture of progress. Where possible, their selection should consider close alignment to the Sustainable Development Goals (SDGs) and / or the EU Results Framework (EU-RF). Therefore, formulation stages are critical to the longer term measurement of impact.

### 3.1.5 Reporting:

EUDs and thematic units will be expected to report on/through:

- G-Marker 1 and 2 or justification for 0 (via EAMR question & CRIS) – **Mandatory**
- Results reporting – **Mandatory** sex disaggregation for EU-RF processes – through the end of project ROM results reporting collected by Unit 06 in DEVCO and tracked by DEVCO B1.
- The reporting template in Step 6
- Via tracking of QSG outcomes (B1)

### 3.1.6 Further resources and support:

- Thematic/Sector Briefing Notes (<http://capacity4dev.ec.europa.eu/public-gender/documents>)
- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>)
- EC Toolkit on gender mainstreaming which can be found at: [https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit\\_on\\_mainstreaming\\_gender\\_equality\\_in\\_E\\_C\\_development\\_cooperation\\_paper\\_P59](https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit_on_mainstreaming_gender_equality_in_E_C_development_cooperation_paper_P59)
- DEVCO B1
- QSG checklist
- Sector Guidance on Indicators (<http://capacity4dev.ec.europa.eu/public-environment-climate/document/sector-indicator-guidance-programming>)
- OECD gender marker explanatory note <http://www.oecd.org/dac/gender-development/BMZ%202014%20The%20Policy%20Marker%20System.%20DACBMZ%20Markers.%20Guidelines.%20EN.pdf>

## 3.2 Budget Support

### 3.2.1 When:

**By mid-2016 onwards** – all Budget Support (BS) must reflect the gender analysis and seek to contribute to GAP II objectives.

**By mid-2017 onwards**– All Budget Support will need to include indicators of results that contribute to one or more of the three thematic areas in the GAP II. All data on beneficiaries will be sex disaggregated.

### 3.2.2 What:

It is mandatory for EU actions to contribute results to at least one objective per thematic area included in GAP II. Budget support, as an **implementing and financing instrument**, can be critical to doing so and to maximising impact. The gender analysis should inform how relevant the Budget Support operation might be, in the given context.

Budget support offers opportunities in terms of **policy dialogue, data and budget tracking and capacity building efforts.**

### 3.2.3 Who:

HoCs and Directors with the support of GFP, and HQ staff (e.g. through the Budget Support Steering Committee, BSSC, through the RMFs). Coordination with Member States may be particularly helpful in negotiations with partner governments.

### 3.2.4 How:

For those involved in designing and managing BS, there are generally a number of opportunities for improving gender equality. These include:

- In considering a budget support operation, the analysis and identification phase is crucial (e.g. gender analysis of the country context, consideration of public policy in relation to gender equality, data tracking capacity, agreeing indicators etc.)
- Policy dialogue (including civil society consultation and participation) at all stages of the process (identification, annual dialogue, mid-term review etc.)
- Capacity building of national partners in tackling the issue
- Data monitoring, financial tracking and accountability systems (tracking expenditure and how equally women/men and boys/girls benefit from it or not).

For staff in HQ, opportunities lie in quality assurance processes (e.g. QSG, RMFs and BSSC) and in improving approaches where possible, in addition to providing technical support.

#### **In designing a BS:**

- A sector or national level gender analysis is needed. It should be included in the context analysis through integrating elements of the gender analysis in the ToRs for context analysis (where these exist) and integrating gender expertise in the identification/formulation mission.
- Decision making on how to promote gender equality within Budget Support should be guided by the results of the gender analysis. The data generated should provide direction on the type of activities to be pursued, stakeholders, indicators, capacity building and entry points for policy dialogue. The RMF should also reflect the findings of the analysis.
- The requirement is to make sure that the priorities selected through gender analysis coincide or are integrated in actions funded through the concentration sectors included in the MIP, and where BS is the chosen modality. On the basis of the gender analysis, indicators of results should be refined where they do not adequately contribute to GAP II objectives.

#### **During policy dialogue:**

A large part of the gender equality work that is required in the context of budget support – Sector Reform or Good Governance and Development contracts – can occur through policy dialogue. Please refer to Step 5 “Policy Dialogue”. In negotiating BS programmes, EU actors can seek to ensure that:

- Gender actors (State/CSO/Donors) are involved in policy formulation and in a timely manner
- Gender responsive budgeting instruments have been used (gender aware beneficiary assessment of priorities, policy appraisal, time use analysis) and promote their use if possible.
- A discussion takes place to consider inclusion of gender indicators in the Performance Assessment Framework (PAF), and possibly linking this with variable tranches.
- The relationship between gender equality and poverty reduction and other development goals are highlighted

**TIP:** Resistance may be high. Refer to EU Resource Package Building block 2: “Resistance against gender equality: How to deal with it?” for inspiration

Coordinating with MS and joining resources – both politically and operationally e.g. for hiring gender expertise – can be critical to success.

The work may be facilitated by the inclusion of a gender expert in dialogue processes.

- Data is sex disaggregated or efforts are made to do so where it is not
- Gender barriers and forms of discrimination that will impede boys/girls and men/women from benefitting equally from the BS are targeted through the budget support action
- Capacity of key institutions that can help deliver on gender equality outcomes is built (so called national women machinery, for instance ministry of women/family/gender equality; gender equality units in other Ministries; etc.)
- A commitment towards gender equality is stated in the overall objectives of the BS.
- The objectives of the BS are gender aware in terms of inputs, outputs, outcome and impact and gender indicator(s) are negotiated and agreed.

A strong gender analysis should help inform where to put the most efforts and where there may be the most potential for change.

It is often beneficial to celebrate success where it happens, providing visibility to successes achieved on gender mainstreaming can drive further positive change: key events that show gender progress (passing of laws; major changes in labour market indicators, etc.) can be organised. Achievements that are less tangible but important nonetheless can be reported by:

- Highlighting objectives of the Gender Equality National Strategy/ Action Plan.
- Showcasing processes, such as how much the EUD and MS have engaged with partners for gender, coordination effort, etc.

#### **During monitoring, the following can be supported:**

- Gender actors (State/CSO/Donors) are involved in the monitoring and/or as a minimum gender expertise is part of monitoring missions.
- Accessible monitoring systems and information for gender actors, especially for women’s organisations and national machinery.
- Improvements regarding gender equality are tracked through performance monitoring.
- Country Fiche include updates against GAP II indicators and the necessary redress measures where needed (e.g. linked to disbursement tranches, withholding payments where targets might not be met, in extreme cases.)
- RMFs reflect gender risks and report how these will be mitigated.

**EXAMPLE:** In Morocco, under the Promotion of Equity and Equality between Men and Women – Support to the Government Plan for Equality (2012), all indicators were sex disaggregated. The EUD rigorously analysed each performance indicator and where they were not met, funds were not disbursed. In the first phase of sector budget support for the National Initiative for Human Development (INDH), two gender equality indicators were included: (a) income-generating activities that benefit associations, cooperatives or groups in which women are the majority of members increases; and (b) female representation in local development committees in rural areas.

The annual ROM-end of project results reporting exercises will gather all results achieved, and aggregate them. Where beneficiary related data is not sex disaggregated and where there are no gender equality results, this will be highlighted in the annual DEVCO results report.

**WARNING:** Disaggregating data by sex is not an end in itself. It is a means of finding out whether an action may have impacted differently on women and men. It can only become clear when the data is actually gathered. This raises two issues:

1. You may find out too late that your programme was having an unequal impact, if you only collected data at the end of your project. Monitoring is essential to enable rectification.
2. Sex disaggregation is important but does not forego the need for additional indicators that track gender equality specifically

### **3.2.5 Reporting:**

EUDs and thematic units will be expected to report on/through:

- **The EAMR on GAP results / indicators – Mandatory**
- **The OECD DAC G-Marker (EAMR & CRIS) – Mandatory**

- **The End of Project ROM Results Reporting** (at the end of the activity) – DEVCO 06
- The QSG Gender Checklist – completed by programme manager
- The Quality Support Group supervision– DEVCO B1
- The budget support country fiche (still under preparation)

### 3.2.6 Further resources and support:

- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>)
- DEVCO B1 will support programme staff to identify appropriate indicators.
- DEVCO 06 will collect results on an annual basis of all activities that have ended that same year.

## Step 4 – Monitoring & Evaluation

Corresponding GAP objective: Results for women and girls measured and resources allocated to systematically track progress.

### 4.1 When:

**Ongoing** from **January 2016**

### 4.2 What:

Over time the EC will develop a body of indicators that can be measured through the EU Results Framework process, and aggregated wherever possible. Final results for women and girls, and those disaggregated by sex and age, will become publicly available through the results report.

### 4.3 Who

Programme Managers in EUD, regional operational units and thematic units in HQ; GFPs with the support of DEVCO B1; Geographical desks at HQ; DEVCO Unit 06; Directors (HQ) and HoD and HoC (EUD). Ultimately DEVCO DG on publicly reported results and DEVCO performance.

### 4.4 How [thematic objectives]

For all **new actions**, and based on the gender analysis (see Step 2 “Gender Analysis”), indicators and intended results for gender equality must be identified.

For **ongoing actions**, indicators will need to be adjusted, improved and changed at the point of mid-term reviews (or their equivalent). For this to happen effectively, the following needs to occur:

- Using (existing) gender analysis findings and learning from the implementation of the previous/ongoing actions in order to build a credible case for revision.
- Delivery by leadership (e.g. HoC / D) of strong messages to staff and key partners that gender equality should be better integrated in the actions.
- Ensuring that any action that falls within the framework of a MIP / NIP / AAP applies the same approach as described in previous Step for new action documents.

#### **How to select indicators:**

The mandatory Gender Analysis (Step 2) should determine indicators and sources of data. Indeed, a robust and evidence based gender analysis puts in place the necessary means to select the most relevant and realistic indicators of results. Ideally, to enable aggregation and allow for progress tracking at the level of EU interventions, the indicators should be selected in the following way:

- To allow for aggregation the GAP II suggests common indicators for each thematic objective. These indicators are aligned in so far as possible with the EU Result Framework indicators, as well as the proposed SDG indicators. GAP II and EU-RF indicators will be updated in line with the final SDG ones. All are strongly encouraged to use the GAP II table as a source of reference for indicators.

**TIP:** For a detailed background on indicators and reporting, please refer to Annex 2 SWD(2015) 182 final Joint staff working document Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020, Brussels, 21.9.2015 (available only in the English version).

**EXAMPLE:** In Malawi, the EUD produced a Gender Country profile that provides a baseline for political and policy dialogue, allowing for future progress tracking. A review of the transport sector performance, monitoring & evaluation framework resulted in the identification of 22 gender specific indicators now incorporated into the national Transport Sector Policy. It also made 25 existing indicators gender sensitive in the Monitoring & Evaluation of the Ministry of Agriculture and Food Security framework; identified 20 new gender specific indicators for the Agriculture sector; a Gender, HIV and AIDS strategy launched in 2013.

**WARNING:** It is mandatory that all data on beneficiaries be sex disaggregated.

- Where the above are not suited to the specific action, others can be selected to reflect the context. Sector indicators can be used too.

The systematic consideration and integration of indicators is increasingly facilitated by the work done through the **QSG** and **BSSC** process (see Step 3). Measurement of final results is facilitated by the **ROM end of project** results reporting which will provide an aggregation of results and details of all progress against project indicators. Indeed, **all** results achieved will be measured by the results reporting (in addition to those in the EU-RF ones).

#### Data Sources:

The Gender Analysis should identify much of this information. The **sources of information** should be reliable and credible. Some possible data sources include:

- International statistical database (e.g. United Nations, World Bank, IMF, others), partner country statistics
- Projects and programmes monitoring systems;
- National Gender Machinery (e.g. the Ministry for Gender report to CEDAW)
- Work done by CSOs active on gender equality.

**Importantly**, and as described in the previous section of the guidance, **implementing partners** have an essential role to play. This needs to be established early on in the design of an action. They may be required to gather additional data, provide additional information and adjust their own approaches.

**EXAMPLE:** In Benin, the most recent projects and some of the ones funded under the 10th EDF have either sex-disaggregated indicators or a gender approach through technical assistance. In the context of support to civil society and culture, 14 micro projects dedicated to gender equality are being implemented. In addition, support has been provided to national institutions such as the National Institute of Statistics and Economic Analysis for the realisation of studies such as the Demography and Health study and the study on living conditions of households, which use sex-disaggregated indicators.

In addition to monitoring and ROM end of projects results reporting, work continues to strengthen the requirements on how gender can be effectively integrated into all **evaluation** exercises across all sectors.

- The Regulation (EU) nr 236/2014 of 11/03/2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action<sup>6</sup>, already foresees in its article 12 the obligation to include gender equality among the criteria on which to evaluate the impact and effectiveness of the Commission's sector policies and programming.
- The guidance on "How to evaluate Gender Equality"<sup>7</sup> (provided by Note 1 and 2 of the '*Evaluation of the EU Support to Gender Equality and Women's Empowerment in Partner Countries*'<sup>8</sup>) can be included in Terms of Reference (ToR) prepared for evaluations at strategic and project level to comply with policy/legal commitments.
- The ToR for country level evaluation includes gender in the cross-cutting issues. Some work to adapt it is still to be done. In the meantime, and at country level, it is important that emphasis be placed on gender as a crosscutting issue, which needs to be assessed by the evaluators – this is a GAP II requirement.

## 4.5 Reporting:

EUDs and thematic units will be expected to report on/through:

- End of Project ROM Results report
- EAMR EUD and HQ
- QSG and BS Country Fiche

<sup>6</sup> OJ L 77/95 of 15/03/2014

<sup>7</sup> [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary_en.pdf)

<sup>8</sup> [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-main-report-201504\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-main-report-201504_en.pdf)

## 4.6 Further resources and support

- Toolkit Gender mainstreaming  
[https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit\\_on\\_mainstreaming\\_gender\\_equality\\_in\\_EC\\_development\\_cooperation\\_paper\\_P59](https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit_on_mainstreaming_gender_equality_in_EC_development_cooperation_paper_P59) EC Toolkit
- The Thematic Briefing notes available on [capacity4dev.eu](http://capacity4dev.eu) propose a series of sector specific gender sensitive indicators. (<http://capacity4dev.eu/public-gender/documents>)
- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>)
- Note "How to evaluate Gender Equality"<sup>9</sup> (provided by Note 1 and 2 of the 'Evaluation of the EU Support to Gender Equality and Women's Empowerment in Partner Countries' available on [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary_en.pdf))
- DEVCO B1

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<sup>9</sup> [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary_en.pdf)

## 5. Leadership & Policy / Political Dialogue

Corresponding GAP Objectives: Dedicated leadership on gender equality and girls' and women's empowerment established in EU institutions and Member States, and Increased Coherence and coordination amongst EU institutions with Member States

### 5.1 When

Ongoing from January 2016

### 5.2 What

Senior management has a critical role to play in two essential ways:

- Provide the institutional environment for staff to adequately address gender by establishing the necessary systems, challenging **poor performance** and encouraging best practice
- Provide EU leadership on gender equality (e.g. at national level in negotiations with partners)

### 5.3 Who

EEAS Head of Departments, Commission Director Generals, Directors, HoD/C, HoU, GFPs

### 5.4 How [Leadership, Management & Performance]:

It is the responsibility of the HoD, HoC, HoU and Directors to ensure that enough capacity is made available to achieve the objectives set by the GAP II and that the GAP II institutional shift objectives are implemented. This includes:

- Assigning a GFP as a catalyst to make sure that adequate attention is retained on gender equality (a template for GFP ToRs is included in Annex 2).
- Where pertinent, introducing the task of gender mainstreaming in the job description of newly recruited staff. This is an opportunity to indicate that it is the responsibility of all staff members – regardless of their sector – to work on gender mainstreaming and to deliver results on gender equality, which will ultimately provide the expected results on which performance will be assessed.
- Support staff capacity's development through training for gender focal persons (in Brussels or including it in regional trainings and seminars).

**The most important role for all Heads of Delegations/Units and Directors is to ensure compliance with the DG's directives against which institutional performance will be measured. These include that all EU delegations / thematic Units within 2016 will:**

1. have carried out a gender analysis that informs those sectors they prioritise
2. have collaborated with Member States to identify coordination that makes sense
3. have identified those indicators from the GAP thematic priorities that they will report against
4. have empowered their staff to monitor performance against these
5. and, importantly are able to demonstrate that all their programmes have been assessed for gender impact.

**For new actions these steps are mandatory.**

**5.4.1 Performance will be tracked** via the EAMR, Results Reporting, QSGs and by DEVCO B1. Minimum standards as stated in GAP II are:

- **OECD/DAC Gender Marker;** G0 has to be always justified (as per annual EAMR report),
- A gender analysis is carried out for all concentration sectors (by end 2016 and as per annual EAMR report)
- GAP objectives clearly selected to report on (as per annual EAMR report)
- Sex-disaggregated data is used throughout the project and programme cycle

- Gender expertise is available and used throughout the programming cycle).

### 5.4.2 Assessing Performance:

**WARNING:** “*Poor performance will be challenged, and good practice celebrated.*” DEVCO Director General video address to Heads of Delegations / Units, January 2016.

DEVCO B1 will establish a ranking system and a final rating will be provided for each EUD/ Unit. **Star performers will be rewarded with greater visibility and recognition**, such as through the DEVCO annual report and possibly a gender award / certification to be handed out annually. It is possible for individual rewards be provided to a handful of individuals demonstrating strong leadership on the agenda.

**Poor performers will likely be named internally in a ranking exercise.** They will then be put on special measures to improve performance within a specific timeframe.

In addition, the GAP foresees carrying out **spot checks**. This will provide an additional control mechanism. **The outcome of spot checks will be shared with DEVCO senior management team and used in performance assessment.**

## 5.5 How [Political Dialogue]:

The use political dialogue is an opportunity to maximise EU impact on gender equality. The Commission, EEAS, MS and a large number of donors have standing political commitments to promoting gender equality (CEDAW<sup>10</sup>, regional instruments, Beijing PfA<sup>11</sup>, ICDP and following conferences, SDGs, etc.). Where actions to deliver on such commitments are not forthcoming, or where actions are indeed at odds with international agreements, the EU has a duty to engage proactively through political dialogue to either support improved delivery on commitments or to attempt to curtail negative trends. The EC and EEAS have opportunities to engage with partner governments on issues such as budget support, legislative reform and more, these can be important moments during which gender can be raised.

### 5.5.1 Keys events and opportunities to raise gender issues through political dialogue (GFPs and HoDs):

It is important to remember that not all moments are opportune for raising gender issues. Careful consideration of calendars, potential allies and entry points will help ensure that voices are heard. Efforts need to avoid diluting the message by raising it out of context, at the expense of other urgent priorities and without a clear intention.

**TIP:** political dialogue may be facilitated by periodic contacts that HoDs have with government representatives outside of major official events. They can provide a good opportunity to build consensus on the integration of gender equality issues in country development plans and budgets, and to go into more detail on the "how" without the spotlight that major events can provide.

Once the key objectives of political dialogue have been selected through gender analysis, a calendar of upcoming political events for a delegation, unit should drawn up. These should reflect those that hierarchy may participate in over the course of the year (annual exercise to be consulted across colleagues) and those that might provide an opportunity for including gender messaging.

### 5.5.2 Key moments might be:

- Process of design and adoption of country development plan and its review;
- Dialogue on Multi Indicative Programme and its review;
- Dialogue on General Budget support and its review (see step 3);
- Regional level conferences on specific topics (e.g. security);

**EXAMPLE:** in 2012 in Egypt gender was a fixed agenda item of the regular formal consultations with civil society organisations. In addition to specific events related to women's rights organised by the Delegation, such as a conference on Women rights on the occasion of the 8 March celebrations, women's rights were also regularly discussed in the informal meetings the EUD held with CSOs representatives.

<sup>10</sup> <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>

<sup>11</sup> <http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm#article>

- Visits of key EU institutional figures or key protocol events (National Day, 8 of March, etc.)
- Trade negotiations
- Briefings and preparations of missions to participate in key UNGA events, UN CSW etc.

Of help is to identify agents of change / allies that might support gender equality messages (amongst colleagues, partner MSs, partner governments, hierarchy etc.) and also means of putting messages across (briefings, agreed position with like-minded MSs, negotiations during MIPs, budget support or other funding moments). It is important to assess the probable rate of success of any effort to be undertaken (**HoDs**). It is likely that the instances where the EU contributes significant resources will provide a more reliable entry point for dialogue on gender equality (these may be investments in infrastructure sector, agriculture, etc.). Areas where the Government states an interest in promoting gender equality can also be reinforced by EU support.

**Identify key messages on gender for the political dialogue within a given context (Head of Political Sector with GFPs).** For a successful strategy with regards to political dialogue (and human rights), it is very important to identify the purpose of political dialogue in the country context or the thematic area, e.g. the 3 or 4 key changes that you hope to see through political dialogue (e.g. national legislation on rape within marriage; discriminatory land ownership rights).

- The mandatory gender analysis (see Step 2) should demonstrate where the gaps are and where the EUD's or Unit's comparative advantage lies – what issues it is well placed to push, where it might have an influence, where it might need to let others lead, etc. The analysis should help set achievable objectives for political dialogue.
- The hierarchy (in particular HoDs) should agree on those objectives and take on ownership for achieving these through regular high level dialogue. Links to the Human Rights dialogue should be established.
- Programme staff should be informed of them to make sure that they are included where needed in negotiations around MIPs and budget support.
- Political dialogue need to be tracked for future reporting: it may be helpful to draw up a short roadmap for using it as an influencing mechanism.
- Consider appointing an EU gender champion among EUD or MS staff and management at country level, if helpful.

### 5.5.3 Political dialogue can achieve results such as:

- Gender equality becoming a key criterion for priority setting in country policy and programming processes;
- Identifying what resources might be needed to support gender equality and how they might be mobilised, where the institutional mandate lies, what partnerships are already in place that can facilitate this and what partnerships need to be established;
- Establishing or changing legislation that protects from gender discrimination and/or actively promotes gender equality;
- Clearly setting expectations with implementing partners (e.g. large INGOs, UN agencies) on how the EU expects them to deliver on gender equality, monitor their progress and evaluate their impact

**EXAMPLE:** In Burkina Faso, gender equality was rarely discussed in political dialogue, but at the insistence of Member States, including Denmark, France and Sweden gender is now a priority and an outcome indicator in the performance matrix 2015-2017 of the Strategy for Accelerated Growth and Sustainable Development.

## 5.7 How [Policy Dialogue]:

The use of policy dialogue is also an opportunity to maximise EU impact on gender equality.

### 5.7.1 Opportunities exist:

- During the design of the annual action plan in the dialogue with the National partners before the finalisation of the Action Document

- During preparation with the line ministries and stakeholders of Joint Budget Support Framework and the Joint Assessment Framework
- After the adoption, during the Annual Review and or during the Joint Review Missions (if applicable) and the discussion of their report

As per previous sections of this guidance, Directors and HoCs/Units instruct all sectors to include as a matter of rule a point on gender analysis of gaps, risks and mitigation strategies for the sector

Requesting the support of other co-funding donors or partners to include gender analysis/ objectives/ actions in the sector programmes will often be useful.

EXAMPLE: In Uganda, the Gender Development Partners Group (GDPG) actively reaches out to different line ministries, to the Ugandan Parliament and civil society organisations. At the same time, the GDPG tries to include gender-sensitive issues in discussions about the Joint Budget Support Framework and the Joint Assessment Framework.

### 5.7.2. Possible steps to be taken:

- The executive summary of **the gender analysis report** can be used as a brief that shows where gender equality objectives for the EU cooperation with the country are and how these coincide with the country's own objectives for development and for gender equality.

**Tip:** The mainstreaming of gender equality in sector coordination groups can be much more effective if driven by the EUD staff responsible for the sector programme than by the GFP. Thus the HoC/ HoO need to instruct EUD sections to assign at least one person to become involved with the gender mainstreaming of a programme, while the GFP supports with content and methodological input the colleague that engages in the periodic policy dialogue for a specific sector.

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- The **support of the sector/ section staff** can be enlisted for promoting and pushing gender equality. The key message here will be determined by the results of the gender analysis: where main gender issues in the sector are, what are the key possible means to address them. There are abundant EC instruments available that facilitate the work from the methodological point of view.

- Work being done internally with EUMS can be coordinated through **the gender coordination group** including the possibility of one of the EUMS taking the lead in promoting gender equality within the

sector coordination tables.

- **Sector coordination mechanisms** and events can be focused on to make sure that gender equality is included in the agenda whenever possible (gender analysis results will be of help to support the arguments, provide facts, etc.), that attention to gender inequalities/ the need to achieve gender equality results is kept throughout the discussion (e.g. the gender lead from EUMS/ EUD or other like-minded partner is present in the meetings and keeps introducing the issue in the debate)
- The inclusion can be promoted of (contracted) **gender expertise** in the team of experts that draft the budget support documents, as well as the review missions that are planned within the action, using the funds available within the action itself.
- Of critical importance is engagement with the National Machinery for Gender Equality (ministry, department, president's office, depending on where the mandate is assigned) and where applicable with the gender unit of the line ministry to make sure that the gender mainstreaming efforts within the EUD/ EUMS coincide with national action and to coordinate efforts for the promotion of gender equality and women's empowerment.

**TIP:** It may be necessary to establish / foster partnerships between EU and national stakeholders to build national capacity for gender equality.

This should be continuous but intensified during key events in the country agenda and relevant international events, e.g. discussions on MIPs, on Budget support and review, during initial few months of a new government, preparation

for key regional conferences (independently from the topic), key UN events especially the Commission on the Status of Women in March each year etc.

## 5.8 Reporting [leadership & dialogue]:

EUDs and thematic units will be expected to report on/through:

- Human Rights and Democracy Country Strategies (HRDC)
- The EAMR includes questions on how gender has been included in dialogue with the partner countries but also on staff capacity
- The DEVCO Annual Report on External Assistance; and the Annual Results Report will all include gender results
- Press review (EUD/ Unit communication section)
- HoD periodic meetings in HQ

## 5.9 Further resources and support

- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>) on speaking notes for hierarchy: refer to Tool 1.1. How to advance gender equality in political and policy dialogue and Building block 2: Resistance against gender equality: How to deal with it?
- Political notes for specific sectors included in briefing notes and available on [capacity4dev.eu](http://capacity4dev.eu)

## Step 6: How to Report Results on GAP II

### 6.1 When:

**Beginning of October 2016 and every Autumn thereafter** for those indicators that are not streamlined into existing systems. Otherwise through the EAMR and the end of project results reporting.

### 6.2 How:

Most reporting methods are provided in each section, this is a summary overview.

- The GAP II will make full use of **existing systems** in order to streamline reporting and to truly embed gender across the way the DEVCO works. As mentioned earlier, the GAP II has drawn extensively on the EU-RF and EAMR process.
- **Thematic objectives** will in the most part be gathered through the EAMR and EU-RF systems. Where this is not feasible, the template provided below will complete the information. Mostly, the data for these indicators will be drawn from EU financed projects and programmes and, in practical terms, be drawn from reporting by implementing partners (partner countries, international organisations, international financial institutions, NGOs etc.). They will therefore be measured in the most part by the implementing partner's monitoring systems. These will be gathered through usual institutional reporting channels. **For all indicators, baseline** should be understood to start at **zero** unless a baseline exists. The results will be aggregated year on year, and therefore progress will be identifiable.
- **Institutional Culture Shift Indicators'** reporting is mandatory, for all EU actors. Baselines will be used where they exist. Where no baseline exists, the first report will form a baseline to assess year-on-year progress. The EAMR and QSGs, along with other existing process will in the most part gather the information; where not, the template in next page - to be completed/updated every autumn - will provide the needed information. DEVCO B1 will collect, and where necessary aggregate, the information provided by Member States, DG DEVCO and DG NEAR, ECHO, and the EEAS, to produce a single overview.

As explained previously, results will only be gathered through the ROM end of project reporting exercise, which means at the end of projects only. However, GAP II progress needs to be monitored and measured more regularly; waiting for the end of a project will not be deemed good enough as it doesn't allow for remedial action. Therefore every autumn, EUDs and Operational units will report on their identified GAP II objectives, and the accompanying indicators and activities, along with the baseline and progress against these (e.g. when reviews are carried out). Only final results will be gathered through the EU-RF process (including those that are not specific to the RF).

Below is the Template which is to be completed and sent to B1 by October 2016 and every Autumn onwards. It has been filled in with some examples.

Thematic Objective Selected (example)	Programme and leading EU Actors	Indicator	Baseline	Activity	Interim progress	ROM end of project results	Close date & CRIS No	Allocated amount
<b>1. Girls &amp; Women free from all forms of VAWG</b>	1.1 Programme XY led by a MS	% of women aged 20-24 married by age 15	10% (UNICEF country baseline)	Support media to raise awareness of negative impact on health of early marriage	9% (UNICEF country progress report)	reduction of 3%		1 million Euros over 3 years
	1.2. Programme YX led by EUD	% of victims of domestic violence recurring to judicial system	X% (Data from Ministry of Justice-baseline)	Legal aid offered to victims of domestic violence	...	...		...
	Etc.							
<b>2.</b>								
<b>3.</b>								
<b>4.</b>								

**Comments:**

**Additional information or questions will be included here when needed.**

In cases of countries with joint programming or **Good Governance and Development Contracts** - which can make it difficult to report on any one partner's results, the method used to **quantify contribution should be that of the EU-RF**: *the 'overall method', where the total (or overall) results the EU achieved jointly with others (such as the partner country government and other non EU donors) are reported, rather than results linked to the share of funding that has been provided by the EU.* This approach has been proven to be most feasible by the EURF piloting, aligned with greater country ownership and overcoming the issue that detailed budget information on inputs by others is not always available to allow proportional results to be calculated.

Below is the table of the GAP II "institutional culture shift" priority (in green), in which it has been specified the reporting requirements. It helps identify where some reporting will occur that is beyond the EAMR, the template above, the ROM end of project results reporting template etc. and who's in charge of collecting the information to be sent to DEVCO B1.

Final deadline: February each year DEVCO must submit the annual report (normally in the format of a Staff Working Document) to the Council.

**Template for Systematic Annual Reporting by the GFP on the Institutional Culture Shift (relating to issues not covered by existing reporting systems)**

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
1. Increased <u>coherence and coordination</u> amongst EU institutions and with Member States.	1.1. At international, political, and bilateral level, develop common EU positions highlighting gender and human rights dimensions.	1.2.1. Annually, N# of EU positions for key international agendas that included a focus on gender equality, and the rights of girls and women	EEAS collects & provides the information to DEVCO B1	EEAS	DEVCO B1	NA	yearly by December
	1.2.	1.2.2. N# of political/ policy dialogues between EU actors and partners in the country that raise gender equality issues per year and at country level	Information collected from EAMR/SDAO reports annually, B1 request info from ECHO	EUD/GFP in collaboration with MS, ECHO	DEVCO B1 (experts)	1 day	yearly by December
	1.3. EU policies on cross border issues to consider their potential impact on gender equality in partner countries.	1.3.1. Status of the European Strategy for Equal Opportunities between Women and Men 2010 - 2015 (Milestone 1 Strategy adopted; Milestone 2 Strategy implemented)	DG JUST provides the information against B1 request	DG JUST	DEVCO B1 (experts)		Programme is already adopted, JUST to provide timing for the implementation reporting
	1.4. Member States to endorse measures for "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020" (SWD) and commit to supporting the achievement of identified priorities.	1.4.1. N# of Member States programmes that support the achievement of the priorities identified in the SWD	Information is collected from MS in the standard template	MS	DEVCO B1 (experts)	1 day	October-November
	1.5. EU institutions and Member States to apply the principle of burden sharing for the implementation of	1.5.1. N# of partner countries where EUDs and MS have agreed on context specific measures from the SWD	Reported by GFP in the standard template including information of MS at the country level	EUD/GFP + MS	DEVCO B1	1 day	October-November

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	the objectives of the SWD, and ensure coherence with the Human Rights country strategies.	1.5.2. N# of partner countries with gender donor coordination mechanisms led by the EU on donor side	Reported by GFP in the standard template including information of MS at the country level	EUD/GFP + MS	DEVCO B1	1 day	October-November
		1.5.3. N# of Human Rights country strategies that include gender equality as an objective	EEAS provides the information to DEVCO B1	EEAS	DEVCO B1	1 day	By January
2. Dedicated leadership on gender equality and girls' and women's empowerment established in EU institutions and Member States.	2.1. Identify political and management level champions from amongst relevant EU actors.	2.1.1. N# of senior gender champions appointed at HQ and country level	Nominations for champions requested from GFP, NEAR, EEAS, ECHO, MS	GFP, NEAR, EEAS, ECHO MS	DEVCO B1	1 day	October-November
		2.1.2. Whether a mechanism is established to consult external senior expertise on strategic and ad-hoc issues in relation to gender equality (e.g. advisory board)	NA (Commissioner decision)	NA	NA	NA	NA
	2.2. Improve the participation of women in decision-making positions within the EU.	2.2.1. Ratio of women as EU Heads of Missions (Baseline 2014: 24%)	EEAS Human Resources	EEAS	DEVCO B1	1 day	By January
	2.3. Develop incentives for managers to improve transparency and to ensure delivery of results on gender equality, including through resource and staff allocation, systems of reward and redress and	2.3.1. N# of good practices highlighted in Institutional Annual Reports.	Collected from EAMR and SDAO reports and from standard template and further analysed to collect good practises  MS will collect their own information and provide it to B1	EUD, HQ, EEAS, MS	DEVCO B1 (experts)	2 weeks	January, analysis by March

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	minimum standards. <sup>12</sup>	2.3.2. N# of corrective actions taken per year to improve performance on gender equality	Collected from EAMR and SDAO reports and from standard template and further analysed	EUD, HQ,MS, EEAS	DEVCO B1 (experts)	2 weeks	January, analysis by March
		2.3.3. Perception by EU staff of management performance on gender (Source: annual survey)	Annual survey to GFP (sent at the same time as standard reporting template)	GFP	DEVCO B1 (experts)	1 week	November
		2.3.4. N# of rewards or equivalents handed out to management / programme staff as per agreed criteria	Criteria and mechanism to be set. To be discussed with the new DG,  Nominations could be asked from EUD and HQ  MS will collect their own information and provide it to B1	EC, EEAS, MS	DEVCO DG DEVCO B1	2 weeks	Reward in DEVCO Staff days Reporting January
		2.3.5. Findings of final independent evaluation of EU leadership on gender equality	Final evaluation starting in 2019	contributions from all actors MS, EC, EEAS	External evaluation/evaluation unit	NA	Evaluation starting in 2019, results available 2020/early 2021
	2.4. Management to review and report results on gender equality and girls and women's empowerment and	2.4.1. Whether corporate reporting systems include a clear assessment of performance on the SWD objectives as a requirement	Already in progress in DEVCO  MS will collect their own information and provide it to B1	EC, EEAS, MS	DEVCO B1	2 day	October-November

<sup>12</sup> The minimum standards of performance are: OECD/DAC Gender Marker 0 (a marker which attributes a score to projects based on how significant its gender dimension is) is always justified; there is a gender analysis done for all priority sectors (by end 2016); sex-disaggregated data is used throughout the project and programme cycle and programming; gender expertise is available and used timely in the programme cycle and programming; SWD objectives are selected to be reported on.

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	set new ambitious objectives.	2.4.2. N# of spot checks evaluating performance on gender equality per year	Spot check of QSG checklist Other such as gender-audits MS will collect their own information and provide it to B1	DEVCO B1 (experts)	DEVCO B1 (experts)	3 weeks	October-November 2017
		2.4.3. Findings of independent evaluation of quality and reach of EU results for women and girls	A specific evaluation ToR should be launched in 2018 by Evaluation Unit	Contributions from all actors MS, EC, EEAS	External evaluation/evaluation unit		Evaluation starting in 2019, results available 2020/early 2021
		2.4.4. N# of SWD objectives EUDs and MSs select to report against at country level	Information collected through standard reporting template And complemented from EAMR	EUD/GFP  NEAR, EEAS	DEVCO B1	1 day	October- November  EAMR January
3. Sufficient resources allocated by EU institutions and Member States to deliver on EU gender policy commitments.	3.1. The EU Mid Term Review 2017 of the financing instruments and reviews of multi-annual programming documents (or equivalent for others) work out how results for girls and women of all ages can be improved.	3.1.1. Change (increase or decrease) in dedicated funding to improving results for girls and women after reviews and 2017 MTR (or equivalent)	MTR of instruments need to include specific questions on gender. Funding information is collected per instrument from DAC gender marker. Other base line: prior information provided by thematic units in 2016.	MTR evaluation team, R1 for DAC statistics Thematic units for forecast of planned Gender investment	DEVCO B1 (experts)	2 days	January or as soon as OECD DAC info available
	3.2. EU staff in relevant positions (including Heads of Missions) receive training on gender equality.	3.2.1. N# of staff, disaggregated by level, trained on gender equality per year, and reporting changes in the way that they work.	Gender training for HoM needs to be organised, reporting against follow up of participants by questioner MS will collect their own information and provide it to B1	EEAS Training unit  MS	DEVCO B1 (experts)	3 weeks	By January

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
		3.2.2. N# of gender focal persons (or equivalent) trained per year.	Annual survey to GFP	GFP MS	DEVCO B1 (experts)	10 days	By January
		3.2.3. Gender mainstreamed into all training provided <sup>13</sup>	B1 to work with the training unit to revise training contents to mainstream gender to all training  MS will collect their own information and provide it to B1	EEAS, NEAR, ECHO, DEVCO  MS	DEVCO B1 (experts)	1 week	By January
	3.3. Job descriptions include responsibilities and tasks for the promotion of gender equality.	3.3.1. N# of Gender Focal Persons (or equivalent) who have 3 years of gender expertise and/or more than 5 years of technical experience in a related field	Annual survey to GFP  MS will collect their own information and provide it to B1	GFP  MS	DEVCO B1 (experts)		December-January
		3.3.2. N# of job descriptions that contain gender equality as an area of responsibility, by seniority	Human resources unit to provide advice how this can be tracked  MS will collect their own information and provide it to B1	GFP, HR units of EEAS, NEAR DEVCO, ECHO  MS	DEVCO B1 (experts)	5 days	December-January
		3.3.3. Gender point included in performance assessment systems for relevant staff (Management, Heads of Delegation, Gender Focal Points etc.)	Advice from HR units required  MS will collect their own information and provide it to B1	DEVCO, NEAR, EEAS, ECHO, EEAS  MS	DEVCO B1	?	December-January

<sup>13</sup> Milestone 1: mainstreaming started in 2016. Milestone 2: gender training is mainstreamed across all operational and management staff training by 2017

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	3.4. Facilitate how the EU learns and maintain EU knowledge management systems on gender equality.	3.4.1. EU gender resource package (i.e. research, capacity development and knowledge building material) on-line (by April 2016)	In the process	B1	DEVCO B1	1 day	By April 2016
		3.4.2. Capacity4dev.eu user statistics on use of gender resources	Cap4dev data	Cap4dev	DEVCO B1 (experts)	1 day	December-January
	3.5. Provide technical expertise on gender to EU actors at headquarters and in partner country	3.5.1. N# of queries responded to, disaggregated by thematic area	Records of B1 (QSG, internal monitoring records), NEAR, ECHO, EEAS  MS will collect their own information and provide it to B1	B1, EEAS, NEAR, ECHO  MS	DEVCO B1 (experts)	5 days	December-January
4. <u>Robust gender evidence</u> used to inform all EU external spending, programming and policy making.	4.1. Inform all actions, whatever aid modalities (e.g. budget support), with strong and rigorous gender analysis that is reflected in the final programme implementation.	4.1.1. N# of thematic, bilateral and regional programmes per year using gender analysis to inform design.	Reported by GFP in the standard template including information of MS at the country level	EUD/GFP, MS	DEVCO B1 (experts)	1 day	October- November
		4.1.2. N# of programme evaluations per year that include an assessment of impact on women and girls.	Data from evaluation unit of country level evaluations	Evaluation units DEVCO, NEAR,	DEVCO B1 (experts)	1 day	December-January
	4.2. Establish quality assurance processes for project documents; and question spending approval wherever gender is not adequately considered.	4.2.1. Whether internal processes of methodological review are carried out to mainstream gender in quality assurance mechanisms (e.g. for the EC: Quality Support Group, etc.).	QSG processes already updated to include better Gender analysis	NEAR, DEVCO,	DEVCO B1	-	Established
		4.2.2. N# of new Action Documents (or equivalent) commented and subsequently revised including for poor gender consideration.	Information from QSG1 and 2 checklist analysed	DEVCO, NEAR	DEVCO B1 (experts)	4 weeks	December-January

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	4.3. Ensure that consultation with National Gender Equality Mechanisms and Civil Society Organisations working on girls' and women's rights inform country level programmes, regardless of the sector.	4.3.1. % of programmes using findings of consultations with National Gender Equality Mechanisms, CSOs, women's organisations, to inform action design.	Additional Information from GFP	GFP	DEVCO B1 (experts)	1 day	October- November
5. <u>Results</u> for women and girls measured and resources allocated to systematically track progress.	5.1. Corporate results frameworks (e.g. the EU Results Framework), include gender sensitive indicators and sex-disaggregated data.	5.1.1. Status of results monitoring on gender sensitive indicators (Milestone 1: by end 2016, if needed, corporate results frameworks are revised to include gender sensitive indicators and indication of sex disaggregation that is aligned with SDGs indicators. Milestone 2: By end-2016 all results gathered in addition to those included in corporate results frameworks are sex-disaggregated where relevant	Follow and ensure EU RF will include sensitive indicators  Follow and ensure that EUD objectives setting and indicator selection are of high quality by support from short term helpdesk  MS will collect their own information and provide it to B1	DEVCO 06  MS	DEVCO 06 and DEVCO B1  MS	2 days	January
		5.1.2. % of results disaggregated where relevant by sex in Results Framework(s)	EU RF reports analysed  MS will collect their own information and provide it to B1	DEVCO 06  MS	DEVCO 06 and DEVCO B1		November - January
	5.2. Revise SWD indicators on the basis of the agreed Sustainable Development Goals' (SDGs) monitoring framework/indicators.	5.2.1. Status of SWD indicators as compared to the SDGs (target – by end 2016, if needed, the SWD is reviewed taking the finalised SDG indicators into consideration)	Revision and dissemination of new indicators, corrigendum to the GAP II if required	B1	DEVCO B1	1 week	April 2016

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	5.3. Apply systematically the Gender Equality Policy Marker of the OECD Development Assistance Committee (G-marker) and justify G0 scores to management.	5.3.1. N# of justifications for OECD Marker G0 scores (defined as: "no inherent potential to impact on gender equality")	Information collected from EAMR, SDAO reports	EUD	DEVCO B1 (experts)	1 day	January
		5.3.2. % of new programmes that score G1 or G2 (Target: 85% of new programmes score G1 or G2 by 2020)	Information from CRIS and DAC	R1	DEVCO B1	1 day	January
6. <u>Partnerships</u> fostered between EU and stakeholders to build national capacity for gender equality.	6.1. Support the research and independent analysis capacity of national statistics institutes, academia and CSOs, including macro-economic analysis, gender responsive budgeting and gender stereotypes.	6.1.1. N# of research projects co-financed by EU (EUD/MS) on gender related issues	Additional Information from GFP  Global level info asked from NEAR, ECHO, EEAS  MS will collect their own information and provide it to B1	GFP  NEAR ECHO EEAS  MS	DEVCO B1	3 days	January
		6.1.2. N# of programmes reporting improvement in quality and availability of sex-disaggregated/gender specific statistics through EU support	Number of specific data programmes collected, (template/questioner to all)  MS will collect their own information and provide it to B1	DEVCO 06, NEAR ECHO EEAS  MS	DEVCO 06 and DEVCO B1 (experts)	3 days	November-January
	6.2. Reinforce the coordination between EU and (international) actors working locally, especially at political dialogue level.	6.2.1. N# of partner countries with gender coordination mechanisms that include (international) actors working locally	Additional Information from GFP  EAMR	GFP	DEVCO B1 (experts)	1 day	November-January
	6.3. Support the National Gender Equality Mechanisms (NGEM) in their role of coordination	6.3.1. N# of programmes for NGEM supported by EU	Additional Information from GFP	GFP	DEVCO B1 (experts)	1 day	November-January

Objectives	Activities	Indicators	How/source of information	Who produces the information	Who analyses and reports	Workload estimation	When the info needs to be provided to DEVCO
	for gender equality at country level.	6.3.2. N# of sector programmes working with the NGEM	Additional Information from GFP	GFP	DEVCO B1 (experts)	1 day	November-January
	6.4. Work together with media operators to raise their own and public awareness on gender equality.	6.4.1. N# of projects building awareness of local and national media on gender issues in partner countries and supported by EU	Additional Information from GFP	GFP	DEVCO B1 (experts)	1 day	November-January

## 6.2 Reporting:

EUDs and thematic units will be expected to report on/through:

- EAMR and end of project ROM results reporting
- Reporting Template for thematic priorities
- Additional info on institutional Culture Shift as from the above table
- Other HQ generated reports

## 6.3 Further resources and support

- SWD(2015) 182 final Joint staff working document Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020, Brussels, 21.9.2015 – **Annex 2 (only available in the English version)** [https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-gender-2016-2020-20150922\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-gender-2016-2020-20150922_en.pdf)
- [https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit\\_on\\_mainstreaming\\_gender\\_equality\\_in\\_EC\\_development\\_cooperation\\_paper\\_P59\\_EC\\_Toolkit](https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Toolkit_on_mainstreaming_gender_equality_in_EC_development_cooperation_paper_P59_EC_Toolkit)
- Resource Package on gender mainstreaming in EU development cooperation (<http://www.learn4dev.net/expertise/gender> and/or <http://eugender.itcilo.org>)
- DEVCO B1
- Note 1 and 2 of the 'Evaluation of the EU Support to Gender Equality and Women's Empowerment in Partner Countries' [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary_en.pdf)

## Annex 1. Terms of Reference for a Gender Analysis

**NOTA:** Most countries already have a Gender Analysis at the correct level of intervention. Sometimes it needs to be updated or completed. Therefore a full gender analysis of the country which starts from scratch is seldom needed. You can start with a quick scan of existing gender profiles (i.e. national or sector level , etc.) and assess what can be used, what is lacking and which updates are needed.

The ToR should define the objective and planned use of the Gender Analysis, as well as the scope and the extend required: an overall national gender analysis, one focused on one or more specific sectors, or a more comprehensive analysis with Gender Equality and Women Empowerment (GEWE) strategic recommendations. Time (and cost) will be different.

### 1. BACKGROUND

The European Commission defines a gender analysis as the study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between girls/women and boys/men in their assigned gender roles.

Then, it is important to understand these differences in each particular country in order to ensure that EC funded actions tackle gender inequalities and discrimination where needed and benefit equally girls, women, boys and men. Gender should not be a barrier to benefitting from international development actions.

The *Evaluation of EU Support to Gender Equality and Women's Empowerment in Partner Countries (April 2015)*<sup>14</sup> highlights as one of its conclusions that “the limited use of country-level Gender Equality and Women's Empowerment contextual analysis significantly weakens strategy and programme relevance and undermines the EU's ability to achieve significant GEWE results. This represents a binding constraint to improved performance”.

In this regard, the GAP II “Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020”, formally adopted by the Council in October 2015<sup>15</sup>, has among its four pivotal areas, an horizontal one addressed to shift the Commission services' and the EEAS' institutional culture to more effectively deliver on EU commitments. To fulfil this priority, one of the objectives reflected in the GAP II relates to the use of robust gender evidence to inform all EU external spending, programming and policy making (Objective number 4). To this end, all EUD/ Units should have a gender analysis at the correct level of intervention (this will be context specific and might be, for example, sector level, project level or national level).

### 2. DESCRIPTION OF THE ASSIGNMENT

#### 2.1 Objective

The gender analysis will provide an understanding whether gender inequalities persist in (*insert the particular country/sector*) and its causes, how it intersects with other inequalities, how it impacts on human rights enjoyment and/or benefits produced by and access to development efforts as well as an understanding of partner governments' commitment and capacity to work on GEWE issues.

#### 2.2 Scope and focus of work

The gender analyse should provide qualitative information, sex-age disaggregated data and analysis on the gender situation in the country/sector in order to contribute to the political/policy dialogue and facilitate the development of gender-sensitive country strategies as well as programmes and projects throughout the whole PPCM cycle.

In this sense, to identifying at least one objective to contribute for each thematic priority, the gender analysis should at a minimum meet the following criteria:

<sup>14</sup> [https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-gender-1338-summary_en.pdf)

<sup>15</sup> <http://www.consilium.europa.eu/en/press/press-releases/2015/10/26-fac-conclusions-gender-development/>

- Use key recent statistics on the situation of women and girls, men and boys – which will also provide the baseline for future measurement (including relevant statistics that reflect EUD thematic or concentration areas) and provide an interpretation;
- Key barriers to achieving gender equality (including social norms, legislative, institutional capacity, political will etc.) focusing on those areas that are of interest to the activity of EUD;
- A mapping of actors with mandate and capacity to act for gender equality (NGOs, donors, International Organisations, International Financial Institutions, line ministries, gender equality national machineries, etc.);
- A mapping of knowledge / information gaps (e.g. sex-age disaggregated statistical information);
- Clear assessment of where the EUD can add value for achieving country objectives on gender equality (as part of national development);
- Realistic objectives/ opportunities for policy and political dialogue;
- A number of clear tangible suggestions for the inclusion of gender in the areas of intervention (e.g. sectors of concentration, thematic area).
- The document will be 50 pages at most

Note to the EUD: there needs to be a process planned for the validation of the gender analysis to make sure that partners do not contest the information later down the line. This must be decided based on the prospected use of the gender analysis: a validation will be necessary if the gender analysis will be published and become an official reference. It may not be necessary if the document remains an internal reference.

Documents failing to meet these criteria must be reviewed to satisfaction of the EUD.

### 2.3 Requested services and outputs

The final output will be an analytical and operative document based on qualitative and quantitative documentary review and fresh new field research / analysis.

The analysis should contain the following sections:

#### 1. Methodological note

The methodology will be explained concisely. All the instruments used such as interview guide, focus group guide, list of documents and institutions/ persons involved in the analysis, agenda of the meetings (if applicable) will be placed in annex.

#### 2. Current situation

This concise part will provide an overview on the current country/sector situation from a gender perspective, illustrated as appropriate with references. The analysis will be presented in a format that identifies “strengths and weaknesses”. The analysis will consider the various inter-related causal factors, and will highlight trends and forces which could contribute to the overall change in existing gender-related relations.

All information must be sought disaggregated by sex as a minimum; other criteria (age groups, vulnerabilities, rural/urban, etc.) need to be included as well, where available. Where sex disaggregated data do not exist or is outdated (e.g. older than 5 years) this should be pointed out and possibly briefly explained. How to collect up to date information should be explored.

The consultant(s) should provide an overview and analysis with regard to gender equality, the situation of men and women, girls and boys, and context and group specific problems in the following areas (*to be selected on the basis of the EUD needs*):

- Legal and Human Rights framework (at regional, national or local level)

Protection and full enjoyment of all human rights by women, girls, men and boys in the country (i.e. inheritance, land tenure, status, marriage, labour laws, violence - especially gender based violence-, traditional vs. civil law, etc.). (*Particular attention could be paid to one or more particular sectors depending on the EUD's needs*).

- Policy framework

Formulation and design of national gender equality policies and their effective level of implementation as well as how gender mainstreaming has been incorporated in other sector policies. *(Particular attention could be paid to one or more particular sectors depending on the EUD's needs).*

- Political setting  
  
Process of transformation, participation and access to power, representation and participation in provincial and national parliaments, local government, safety and security, etc.
- Overall economic situation  
  
Economic policies and reforms, public expenditures (i.e. results of Gender Budget), social sector spending, public investment, welfare subsidies, employment and labour in both the formal and informal sector, etc
- Socio-economic situation  
  
Poverty situation, income distribution, demographic situation, provision and access to services and resources through the whole life cycle (i.e health - including sexual and reproductive health-, education, livelihood systems, disability) etc.
- Socio-cultural context  
  
Ethnic and tribal groups, family structure (in particular female-headed households), children (in particular girls), youth, migrant labour, food security, housing and urban development, livelihood systems, traditional laws etc. Ethnic/tribal discrepancies of particular importance must be considered.
- Government, civil society (in particular women's organisations), international community and private sector response
- Relevant actions taken and planned by key actors to address the issues previously identified.

For each of the sub-titles above, the consultant shall provide information and analysis of what is currently being done for promotion of gender equality in the specific country *(or sector/s if applicable)*, the shortcomings and main challenges to be addressed.

### 3. Specific issues and response strategies

In this part, the consultant (s) must provide proposals to contribute to *(adjust to the specific EUD needs)*:

- Select objectives from the GAP II to contribute to via existing programmes
- Adapt programmes to take on these objectives and adequately measure them
- Design / formulate new actions where relevant and possible.
- Identify results for gender equality that will be achieved through the existing programmes
- Ensure adequate monitoring and data tracking
- Identify resources where needed

### **3. METHODOLOGY AND APPROACH**

- The research methodology for the profile will include as a minimum:
  - Compilation of a list of reference documents as extensive and detailed as possible and needed;
  - Desk review of a number of selected documents from the list above, that may provide the information necessary for the core sections of the gender analysis. In this desk review, relevant recommendations and strategies that have not yet been addressed by recent policy (especially if generated by recent studies) may be compiled in a preliminary "Recommendation list";
  - List of key informants covering a wide range of stakeholders (government, CSOs, academic institutions, private sector, national statistics offices, donors, EU Member States) in capital and/or provinces;
  - Presentation of the gender analysis to the EUD+ stakeholders *(if relevant)*. The gender analysis is a public document. If any issues are deemed too sensitive for publication these should be separately flagged in an internal minute.

- The study and analysis shall be carried out in a multi-disciplinary manner and cover relevant cross-cutting issues. The consultants will have to work in a collaborative manner and will have to engage country partners in the work.

#### 4. REQUIRED OUTPUTS

The consultant will present to the EUD a draft report upon completion of the desk review and field work. The draft report will be subjected to comments (*insert required deadline*) from the EUD and stakeholders (*if relevant*) after which the gender profile will be finalised.

#### 5. EXPERTS PROFILE

**5.1 Number of requested experts per category and number of persons-days per expert** (*to be adjusted on the basis of the type of analysis required*)

- One senior expert (team leader) – ( *xx* working days).
- One/or more junior expert – ( *xx* working days).

The CVs of these experts will be submitted along with the technical and financial offer from the consultant. The profiles of the experts are outlined below.

##### 5.2 Profile of Team Consultant

- Senior expert (team leader): Team Leader (-- working days)

Qualifications and skills

- Postgraduate university degree or equivalent with relevant work experience in development studies, social development, gender studies or equivalent;
- Strong writing and communication skills;
- Computer literacy (minimum MS Word, Excel).

General professional experience

- A minimum of five years' experience in social development and gender analysis;
- Specific experience and expertise on gender analysis, gender mainstreaming and women's participation;
- Extensive experience working on national gender policies in developing countries;
- Experience of working in the country (*insert the particular one*) is essential, other field experience being desirable;
- Organisational development and capacity building experience;
- Knowledge of international/regional agreements and initiatives on gender (UN, CEDAW, Beijing, etc.);
- Demonstrated experience in managing a team of experts;
- Up-to-date and comprehensive knowledge and experience of EU development, policies, instruments and facilities.

Specific professional experience (*in case of a gender analysis sector*)

- Demonstrated experience of EU practices in development programmes related to the following sector/s (*add the EUD priorities for the gender analysis*)

- Junior expert (s) (-- working days)

Qualifications and skills

- University degree or equivalent with relevant work experience in sociology, development studies gender studies or equivalent;
- Good communication skills, both oral and written;
- Computer literacy (minimum MS Word, Excel, MIS).

General professional experience

- Minimum 3 years extensive experience in the context of gender and development and/ or as an consultant from both short and long-term assignments on gender related studies;
- Extensive knowledge of the development context of the country (*insert the particular one*) and/or the region (*insert the particular one*).

Specific professional experience (*in case of a gender analysis sector*)

- Demonstrated experience of EU practices in development programmes related to the following sector/s (*add the EUD priorities for the gender analysis*)

▪ **Additional Team requirements**

- One of the experts must have expertise in participatory methods.
- Experience in data analysis is a plus.

**5.3 Working languages**

All experts must be fluent in oral and written (*to be completed by the EUD*)

**6. LOCATION AND DURATION**

6.1 Location(s) of assignment

The place of the assignment is (*to be completed by the EUD*)

6.2 Starting period

The expected starting period is (*to be completed by the EUD*)

6.3 Foreseen finishing period or duration

The expected end of the assignment is (*to be completed by the EUD*)

**7. PLANNING**

The assignment will take place in (*to be completed by the EUD*) for a foreseen duration of (*to be completed by the EUD*) working days. 3 working days of the senior expert and 1 working day for the junior expert will be dedicated to revising the final report at home base.

In addition, a briefing and a debriefing meeting will be held at the EUD at beginning and end of the mission.

Throughout their work, the expert team is required to remain in close consultation with the EUD and provide regular feedback (at least once a week) on the progress of the mission.

The EUD team, in particular the Gender Focal Point could be consulted as a source of guidance on the gender analysis process and data sources.

<b>PROPOSED ACTIVITIES TO BE UNDERTAKEN</b>	<b>Team leader</b>	<b>Junior expert</b>	<b>Total (hs)</b>
Phase 1 – Preliminary meetings and preparation of Inception Report			
Phase 2 – Main work as in Inception Report, including preparation of Draft Final Report, and presentation to EU+ stakeholders (if relevant)			
Phase 3 - Final report writing at home base			

Other - Presentation of the gender analysis to the EUD+ stakeholders (if relevant).			
<b>TOTAL</b>			

## 8. REPORTING

### 8.1. Content/submission/comments timing

- **Inception Report** of maximum **XX** pages to be produced after one week from the start of implementation. The report should include the table of content (*see section 2.3*), initial findings, methodology and process of collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The Contractor should proceed to the next phase of his/her work unless the Contracting Authority sends comments on the inception report.
- **Draft final report** of maximum **50** pages (main text, excluding annexes) in the format provided above for the inception report. This report shall be submitted no later than (*to be completed by the EUD*). The draft report shall be subjected to comments from EUD and stakeholders (*if relevant*). The report shall contain a sufficiently detailed description of the different options to support an informed decision on the use of the gender profile. The detailed analyses underpinning the recommendations will be presented in annexes to the main report.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 10 days after receipt of comments on the draft final report.

The final report (as well as previous reports) must be of very high quality, including language. The findings, analysis, conclusions and recommendations should be thorough and the link between them should be clear. The recommendations should be concrete and realistic and presented in a logical structure following on their importance and level of details

**Minimum quality standards will be required to proceed to the disbursement.** According to the *EC Evaluation Methods for the European Union's External Assistance*<sup>16</sup>, the quality of the outputs could be evaluated on the basis of the following criteria:

- **Meeting needs:** Does the gender analysis adequately and clearly address the information and fit the terms of reference?
- **Reliable data:** Are the primary and secondary data selected adequate and sufficiently reliable?
- **Sound analysis:** Is the analysis of quantitative and qualitative information appropriately and systematically analysed?
- **Useful proposals:** Are recommendations fair and sufficiently detailed to be operationally applicable?

### 8.2. Language

All outputs shall be in (*to be completed by the EUD*).

### 8.3. Number of report(s) copies

Draft documents are to be submitted to the EUD by e-mail. The final report (double-sided) will be sent in soft copy and **XX** hard copies.

## 9. ADMINISTRATIVE INFORMATION (*to check and complete in each particular case*).

- Interview of the proposed team leader may be required prior to selection of the team.
- The offer shall include a draft methodology of maximum 4 pages of how the experts/team leader perceive(s) and plan(s) to carry out the assignment as well as their CVs.
- The contract will be based on global price.
- Under 'Reimbursable' costs sufficient funds should be foreseen for translations and technical support.
- In contacts with different stakeholders, the experts will clearly identify themselves as independent consultants, and not as official representatives of the European Union Delegation.
- The Consultant should be aware of the strict visa requirements applicable to (*insert the particular country/sector/s*), to be taken into account when proposing the starting dates for the mission. Upon request, the Delegation will provide

<sup>16</sup> Available on the site: [http://ec.europa.eu/europeaid/sites/devco/files/evaluation-methods-guidance-vol1\\_en.pdf](http://ec.europa.eu/europeaid/sites/devco/files/evaluation-methods-guidance-vol1_en.pdf)

supporting letters for visa application.

- The EU Delegation is not in a position to provide logistical or secretarial support of any kind to the expert. The consultancy is responsible for ensuring that the expert is sufficiently and properly equipped to be operational as of the first day of the assignment, whether in the country or at home base.
- VAT is eligible and thus recoverable.
- Purchase of equipment is excluded.

## Annex 2 - Job Description for Gender Focal Persons

***NOTA:** One of the new elements of the EU Gender Action Plan 2016-2020 (GAP II) is the emphasis on the institutional shift, such as dedicated leadership on gender equality. Shifting the EU own institutional culture greatly depends on improving the way we all work towards one that more systematically supports, tracks and measures gender equality. In this regard, some minimum standards by which EUD/Units/Directorates will be assessed and ranked for performance are set in the GAP II. One of these standards is “availability and use of gender expertise throughout the programming cycle in the form of a Gender Focal Person (GFP) - with adequate expertise, seniority, and job description”.*

*This document gives an overview of the profile and functions of GFP, as well as provides guidance on how to write Terms of Reference for GFP.*

*The GFP functions should not be simply an additional burden to official. It is important to counter-balance the function by corresponding autonomy and authority in order to avoid that the actions of GFP remain individual, isolated and become a source of frustration rather than a contribution to quality programmes and their implementation.*

### Generic Terms of Reference

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#### PROFILE FOR A GENDER FOCAL PERSON (GFP)

- Gender Focal Person is responsible for advising and coordinating all efforts and actions to implement the *EU Gender Action Plan 2016-2020 (GAP II)* in the activities of the EU Delegation/Unit/Directorate. GFP supports the process of gender mainstreaming, which is a shared responsibility of the whole EU.
- GFP can be a male or a female staff member. However, care should be taken to seek gender balances and not to automatically assign this task to female staff members on the mere basis that they are female.
- GFP should have technical capacity and sound knowledge of gender issues. In particular the GFP should :
  - Have knowledge of the EU (EC) policies and key documents enshrining gender equality and its role in development.
  - Have at least some personal commitment to gender equality.
  - Have knowledge of the available resources, methodologies and tools for planning, designing and implementing gender specific or sensitive actions.
  - Have knowledge of international, regional and national legal frameworks, policies as well as of existing gender equality mechanisms and coordination groups in the geographical area of competence.
  - Have knowledge of the gender equality situation in relevant country context.
  - Have knowledge of the PPCM and whole programming cycle of operations at the EC.
  - Be able to identify the most appropriate approach for gender equality mainstreaming
  - Be able to use “*equal opportunity language*” enhancing the visibility of and actively advertise for gender equality.
  - Knowledge on the critical allies and networks within the organization that can provide support for gender mainstreaming.

If nobody with these characteristics is available in the Unit/EUD, access to training will need prioritising, depending on individual capacity.

A fully trained GFP should be able to

- Have knowledge to identify discrimination based on gender and be able to explain this to others colleagues as trainer and advisor.
  - Be able to read and use sex-age disaggregated statistics, elaborate gender sensitive indicators and gender analysis.
  - Be able to support gender budgeting
- The Gender Focal Person should be senior enough (at least two year experience in the EU) to be able to be fully involved in relevant decisions making process in the EU Delegation/Unit/Directorate. Staff with high seniority should be encouraged to be appointed as GFP.
  - The time devoted by the Gender Focal Person to his/her function has to be duly reflected in the job description to guarantee adequate allocation of working hours to the tasks (at least 40-60% time of a regular working week).
  - He/she should be supported and have the backing of the hierarchy to carry out the job effectively. The assignment should be included in the official's staff performance appraisal report.
  - The role of GFP may be rotated at reasonable intervals among the staff of the EU Delegation/Unit/Directorate, to ensure the largest possible exposure of staff members to the gender issues. This could be also reinforced by training sessions for each by EC.
  - The Gender Focal Person should be part of a broader gender network (DG, inter DG, at regional level...), having a good practice attending regular meetings to share experiences and learned lessons.

#### **DESCRIPTION OF FUNCTIONS OF A GENDER FOCAL PERSON (to be adapted according to the needs of the EC offices and the country context)**

Under the direct supervision of the Head of the EU Delegation or Geographical and Thematic Directors in EC HQ, the Gender Focal Person has the mandate to undertake the following functions for coordinating all efforts and actions to implement the GAP II:

- Facilitate and assure that women's empowerment and gender equality are correctly taken into account in the programming, design, and implementation of overall Delegation/Unit/Directorate's activities.
- Organise information / dissemination sessions on the GAP II for colleagues and for networks such as gender coordination groups, thematic groups etc.
- Provide or coordinate elaboration or updating of the Gender Analysis (at country, sector or programme level).
- Assist and support colleagues in revising and updating relevant documents to better mainstream gender in line with priorities set by the EUD through the gender analysis.
- Follow relevant training activities and/or self-learning courses on gender when necessary to fulfil her/his role.
- Provide briefing/training to other staff to update information and knowledge on gender equality (i.e how to apply the gender equality screening lists, how to use properly the gender equality policy marker, etc... ).
- Raise awareness on existing tools for non-gender sensitive sectors (i.e EC Toolkit on mainstreaming gender, EU Resource package on gender, capacity4dev.eu, etc...).
- Liaise with other Gender Focal Persons at the EC (EUD and HQ) to maintain an effective network for exchanging and sharing e experiences and to provide mutual support.
- Join existing, or explore opportunities to set up new, gender coordination mechanism at country level.
- Map EU and other donor's programmes on gender to identify most appropriate lead at country level.
- Maintain contact with CSO, women groups, European and global networks and collaborate in identifying partner organisations representing women's and gender equality interests related to the technical areas of interest of the Delegation/Unit/Directorate.
- Solicit a gender-balanced participation of experts used for the activities funded by the EC.
- Maintain a roster of gender-sensitised experts to call upon whenever needed for review, evaluation, etc... for all activities and not only gender techniques.