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Helvetas Gender Policies and Strategy

2006 - 2011

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1. Context

Challenges / Trends

The living conditions in countries of the South and East have not improved as expected in the last decades despite international efforts to fight poverty and the diverse forms of discrimination and oppression that are crucial obstacles on the way to peace and sustainable development. Economic marginalisation, undemocratic political practices, conflict, as well as unsustainable use of environmental resources are still common and inequalities between the rich and the poor enormous.

However, the most widespread discrimination all over the world is inequality between men and women. Whilst there are instances where men are disadvantaged in comparison to women, generally women and girls have fewer opportunities, lower status and less power and influence than men and boys.

Inequality is being found in almost every area of life. Men, for instance, have much better access to resources in most societies than women because of social and cultural rules. There are many societies where only men have the right to own land whereas women cannot buy nor inherit the same. This makes it difficult for them to access financial services.

At the same time women in developing countries mostly work extremely hard for the well-being of their families and the local community. They disproportionately suffer the consequences of poor energy services such as serious health problems caused by indoor air pollution and the tremendous amount of time and effort spent in gathering fuel wood and fetching water. The “double-load” from occupation and family, however, limits their ability to engage in income generating activities and to participate in community or national decision-making.

The gender-disaggregated statistics of UNDP 2005 confirms that:

- Of the world’s one billion poorest people, three-fifths are women and girls.
- Of the 960 million adults in the world who cannot read, two thirds are women.
- 70 percent of the 130 million children who are out of school are girls.
- On average, only 16 percent of parliamentarians worldwide are women.
- Women spend about 70 percent of their unpaid time caring for family members, but that contribution to the global economy remains invisible.
- Almost all recent armed conflicts have been characterized by systematic sexual violence against women, which is used as a tool of terror and ‘ethnic cleansing’.
- And last but not least, in many countries HIV/AIDS spreads more rapidly among women than men. In sub-Saharan Africa, for instance, 57 percent of those living with HIV are women, and young women aged 15-24 are at least three times more likely to be infected than men of the same age.

Instrumental in bringing the government and public’s attention to the need to address women’s subordinate position have been the UN Convention of the Elimination of all Forms of Discrimination Against Women (CEDAW, 1979, ratified by 180 countries) and the Beijing Platform for Action (PFA, 1995, ratified by 189 states). International agencies such as the World Bank, UNDP, OECD/DAC as well as governmental and non-governmental organisations have introduced strategies to increase gender awareness and competence among its partners and to institutionalise the reduction of gender inequalities.

Gender equality is also a key element of the UN Universal Declaration of Human Rights (1948), where it states that “All human beings are born free and equal in dignity and rights”. At the **UN Vienna Conference** in 1993, steps have been taken to recognize women’s rights as human rights and to acknowledge violence against women as a violation of women’s human rights. Furthermore, the promotion of gender equality and the empowerment of women has been integrated into the **UN Millennium Development Goals** (Goal 3) in 2000 and in order to reach the same, the World Bank integrated gender also into the **PRSP** approach in 2002.

SDC has formulated its first gender policy in 1993 and is committed to promote a gender balanced development, which is in accordance with the Swiss equality law (1981) and the Swiss Government’s ratification of CEDAW in 1997.

However, unequal access to resources and opportunities, lack of basic services, women’s poor representation in politics and business, and the power imbalances that characterise personal relationships between men and women still hamper the progress of human development at large.

From WID to GAD to Gender Mainstreaming

International development agencies from the North only started to look at the tasks and roles of men and women in society and with it at the division of labour about 25 years ago. The increasing feminisation of poverty made it clear that inequalities between men and women intensify poverty, perpetuate it from one generation to the next and weaken women’s and girls’ ability to overcome it:

- Until the early 1970s, development policies addressed the needs of poor women entirely in the context of their roles as wives and mothers. It was assumed, that the benefits of macro economic growth would trickle down to the poor, and that poor women would benefit as the economic position of their husbands improved.
- In the context of research on the situation of women and in responding to the concern that women had been left out of the processes of economic development, the so-called **WID** (Women in Development) approach was introduced in the 1970s. Focus was placed on providing answers to women’s practical needs in all sectors (e.g. agriculture, health, income-generation, violence, etc.) by specific initiatives for women and girls. However, WID rapidly became a sector of its own and it led to the so-called “backlash” reactions by men who felt excluded from processes that concern them as much as they concern women.
- This led to a shift from WID to the **GAD** approach (**Gender**¹ and Development), which tackles power relations between men and women and not only considers women’s needs and problems. GAD sees **gender equality**² as a fundamental development goal. It refers to the recognition that men and women have different needs and priorities; that men and women should experience equal conditions for realising their full human rights and that they have the same opportunity to contribute to and benefit from national, political, economic, social and cultural development.
- The term “**gender mainstreaming**” came into worldwide use after the Fourth UN International Conference on Women held in Beijing in 1995 where 189 governments agreed to promote gender equality and empower women. This agreement outlines concrete actions to be taken in order to achieve gender equality. The commitment was re-emphasized with the establishment of the specific Millennium Development Goal on gender equality and the empowerment of women (Goal 3) that highlights the importance to reduce the gender gap, because gender equality is an essential precondition for the elimination of poverty.

Gender Mainstreaming: a Strategy to promote Gender Equality

Mainstreaming gender is a globally accepted strategy to promote gender equality. It gives attention to equality in relation to analysis, policies, planning processes and institutional practices that set the overall conditions for development. Gender mainstreaming is an essential part of all development decisions and interventions, it concerns the staffing, procedures and culture of the organisation as well as their programmes and it forms part of the responsibility of all staff.

Mainstreaming is not about adding on a “women’s component” to an existing activity and it does not simply mean ensuring that women and men participate in the development programme that has already been decided upon. It aims to ensure that women as well as men are involved in setting goals and in planning so that development meets priorities and needs of both men and women.

Gender as a transversal theme

One of the strategies for mainstreaming gender is working with gender as a transversal theme. It is a planning approach that consists in engendering all steps and processes of the Project Cycle Management (PCM), with the aim to increase the relevance, effectiveness and efficiency of any intervention. It builds on the results of an analysis being made on the effects on men and women before decisions are taken. It implies the participation of women as well as men throughout the planning cycle, making sure, that all steps and processes of a project are **engendered**³.

Engendering the organisation

Gender mainstreaming also means the institutionalisation of gender concerns within the organisation itself. It is relating to taking account of gender equality in administrative, financial, staffing and other organisational procedures with the aim to contribute to a transformative process of the organisation in terms of procedures, attitudes and culture.

Gender specific initiatives

Sometimes, integrating gender as a transversal theme in projects is not enough to address inequalities, but context-specific actions are needed to empower women.

Women, for instance, are traditionally often excluded from decision-making at the community level and their confidence can be undermined by limited language and literacy skills. Therefore, specific actions may be required to develop their self-confidence needed for dealing with village authorities, such as special trainings in leadership skills, confidence building and communication. In particular, because women’s participation in decision-making in formal as well as informal political structures are a key factor for achieving gender equality.

However, gender specific initiatives do not necessarily target women only, but are based on an analysis of the context of gender relations. Experience has shown that it is often necessary to work with men too in order to change their gender relation to women and to accept women as equal partners.

Gender specific initiatives should be considered as short-term measures to address critical disparities and should not substitute transversal interventions nor should they be confused with women’s projects, which focus on the situation of women only.

2. Helvetas' Commitment to Strive for Gender Equality

Gender was integrated into Helvetas policies and strategies as a **transversal working approach** in 1996. At that time, it was formulated towards the GAD approach, which is less explicit on the systematic integration of gender in programmes and projects than the concept of “gender mainstreaming”.

In 2004 a survey was conducted with the aim to summarize experiences made in the application of the gender working approach in the programme countries and at organisational levels and to elaborate recommendations on further steps to be taken by the Head Office.

The survey revealed that the rather general formulation in the Foreign Programme Strategy 1996 gives no concrete guidelines for the integration of gender at programme level. Therefore, the understanding and application of the gender approach draw a picture of diverse and manifold experiences. Some country programmes have integrated gender concerns systematically; the others have dealt with them by arranging for some selective measures such as analysis, trainings or concrete women promotion projects. Head Office procedures, such as PM&E, recruitment or staff appraisal also do not specifically include gender issues.

It became clear that the development of a **Gender Policies and Strategy** is needed to integrate the gender working approach more systematically into all programmes and procedures, which shall serve as a framework and provide concrete guidelines on how to tackle gender matters.

2.1 Helvetas' Fundamental Values & Vision with regard to Gender Concerns

The key to a more systematic integration of gender at all levels is “gender mainstreaming” that systematically strives for establishing gender concerns at country programme as well as at organisational levels. **This approach is in agreement with the Helvetas Strategy 2005-2010 where the commitment to promote equality between men and women has been re-emphasized as follows:**

Helvetas adheres to the **fundamental values** of acting on the basis of human rights: Helvetas promotes equality between men and women.

Helvetas has the **vision** of a society, which grants everyone, both men and women, the right of self-determination and enables them to participate in shaping their social and political environment.

2.2 Guiding Principles for Helvetas' Gender Work

Helvetas recognises the different gender roles and needs and access to and control over resources of both women and men and therefore promotes gender equality and the empowerment of women as effective ways to combat poverty and to facilitate a development that is sustainable. Furthermore, the widespread exclusion of half of humanity from institutions of power and governance underline the need to support interventions that reflect the realities of both men and women.

In order to strive for gender equality, Helvetas advocates the following guiding principles, which are in line with the **Foreign Programme Strategy** where gender is included in the cube as one of the five transversal working approaches:

- With all due respect for the cultural differences in the relationship between men and women, Helvetas stands for equal rights and equal opportunities. Existing gender-specific prejudices have to be addressed and the various forms of gender discrimination overcome.
- No context is free of gender relations. Every intervention affects men and women differently as they have different needs, interests, roles and resources, which may be reinforced by class, race, caste, ethnicity or age. Helvetas recognizes the need to understand the social dimensions of poverty and with it the context-specific gender relations.
- Helvetas programme and project interventions ensure that women as well as men are involved in setting goals and in planning so that development meets priorities and needs of both men and women and benefits them both equally.
- Gender-related issues and questions are continuously a subject of constructive debate within Helvetas as well as with its partner organisations with the aim to learn from each other and to develop competences.

2.3. Aim and Components

The **overall aim** of the working approach “Striving for Equality between Men and Women” is to actively promote gender equality as a fundamental prerequisite for sustainable development.

Within the framework of the gender working approach, Helvetas defines three components, which are interlinked and reinforce each other. They constitute special focus areas for the Helvetas engagement to strive for equality between men and women:

- **Engendering all steps and processes of the programme/project cycle**
- **Engendering the organisations**
- **Gender specific activities**

Helvetas is committed to strive for gender equality, which can only be achieved by engendering all steps and processes of programme and project cycles, by gender specific actions, where necessary, as well as by engendering the organisations. It is commonly understood that the integration of gender issues makes a key contribution to the relevance, effectiveness and sustainability of any development intervention.

3. Components / Focus Areas

In order to work towards a society in which women and men have the same rights and opportunities it is necessary to ensure a systematic integration of gender into all Helvetas activities. However, this is a process that needs time and to achieve the following objectives may go beyond the strategic period.

3.1. Engendering all Steps and Processes of the Programme/Project Cycle

Helvetas **aims** at having the relationship between men and women and their roles in society included in all considerations regarding programmes and projects in order to promote equal fundamental rights, a gender-based division of labour that is equally borne and to overcome disparities between men and women in power and resources.

The key to addressing gender equality in projects lies in not making assumptions. It is frequently wrong to assume that women will automatically benefit from a proposed intervention; that women's views are reflected by community leaders; that aggregate data give an accurate picture of women's lives; or that what works for men will automatically work for women. For example, average household income is an abstraction that exists in the mind of economists only; it does not correspond with the reality faced by millions of women who have little or no control over how household income is spent.

Therefore, all Helvetas development interventions are based on gender aware analysis and are planned and implemented in a gender-sensitive manner:

Problem Identification/ Gender Aware Analysis:

- Helvetas carries out gender aware analysis at the beginning of any new intervention. If this has not been done in an ongoing project, a gender aware analysis will be carried out at the next most appropriate point in the project cycle (e.g. planning of a new phase).
- Gender aware analysis need to bring an understanding of at least the following three dimensions of the way the power in gender relations is articulated:
 - the gender division of labour
 - the access to and control over resources
 - and the felt needs and perceptions of both men and women (**practical and strategic needs⁴**).
- If local gender specialists are hired to undertake a gender aware analysis, it must be acknowledged that they are acting from a particular position in the society or community and may not necessarily perceive hidden power relations or discriminations. Therefore it will be important to explicitly address such local power relations in the analysis.
- With regard to the formulation of a Helvetas Country Programme, gender aware aspects will be incorporated in the context analysis and subsequently taken into consideration with regard to the overall relevance of the country programme, because working assumptions, risks and objectives cannot reflect the gender needs of men and women without an initial analysis of gender.

Planning

- The formulation of planned Helvetas projects is based on gender aware analysis in order to avoid interventions that may not only ignore gender differences, but might actually make them worse.
- The results of the analysis are being used for making strategic choices about what gender issues are going to be addressed and whether there is a need for gender specific actions.
- It is recommended to focus initially on “uncontested domains” that can assist in addressing more challenging gender needs and in order to build confidence. A good understanding of the gender specific situation and challenges to be faced is imperative.

- It needs to be ensured that the lessons from such analysis are translated into action and not omitted due to time pressure.

Implementation

- Helvetas makes sure that both men and women are participating equally in the decision-making processes and are treated with equal respect. This presupposes that inequalities have been treated already; otherwise it may contribute to the perpetuation of the same.

Monitoring

- As an ongoing process Helvetas is tracking gender sensitive indicators that measure the expected results of the intervention by gender group.
- Indicators include quantitative as well as qualitative disaggregated data, so that the participation of men and women as well as the effect in power relations can be monitored and give feedback of experiences, allowing for learning and adapting the intervention strategies, where necessary.
- The process and results are measured towards its achievements in terms of practical and strategic gender needs.

Evaluation:

- In order to have gender issues integrated in the evaluation's objectives, Helvetas makes sure that the Terms of References⁵ are engendered, so that gender equality is explicitly assessed.
- The evaluation team is gender sensitive and, whenever possible, composed in a gender balanced way.

Special attention is necessary to ensure that gender concerns do not evaporate in planning and implementation processes and between different phases. Helvetas, therefore, will ensure that project staffs understand the mainstreaming approach, have the skills and take responsibility for gender issues.

3.2. Engendering the Organisation

Helvetas operates on the principles of justice, self-help, equity and partnership and **aims** at providing a working environment with equal opportunities for all employees irrespective of age, sex, religion, race, marital status or class.

Gender mainstreaming as an organisational strategy for Helvetas to promote gender equality depends very much on the skills, knowledge and commitment of the staff involved. Therefore, all staff have to take responsibility for understanding the different roles, responsibilities, and experiences of women and men and for contributing to the ultimate aim of gender equality.

Human Resource Management/ Equal Opportunities

- Helvetas employment procedures include gender concerns and strive for equal numbers of men and women at each level in the organisation. As women are under represented in all upper functions within Helvetas, recruitment procedures give preference to women with the same qualifications. Staff selection committees should comprise women and men.

- Wages are non-discriminatory for both women and men.
- Responsibility for gender mainstreaming is integrated into the job descriptions for project staff as well as for management staff at all levels.
- Gender issues are part of annual qualifications and career development proposals.
- Helvetas project staff is trained with regard to gender sensitive programme and project approaches. All the remaining Helvetas staff will be sensitised on gender issues on a regular basis and with increasing complexity.

Gender Resource Staff

- All Helvetas Programme Directions appoint a person acting as gender resource person or have a gender task group in house, or assign at least a gender consultant, in order to support the process of integrating and mainstreaming gender at institutional as well as on programme and project level.
- Gender resource persons have terms of references, skills and time as well as management support to promote the integration of gender in all processes and interventions. They are not responsible for the gender work, but act as catalysts and advisers.
- Helvetas Head Office actively promotes gender concerns by providing guidelines and thematic advice on request.

Procedures

- Gender issues are integrated into the terms of references for all the moment forts in a project cycle. Helvetas gives special attention to assess gender concerns with regard to analysis, annual reviews and evaluations.
- Gender concerns will be integrated into Helvetas procedures documented in the Organisational Handbook.

Gender Budgets

- Financial resources are allocated for training, research as well as for specific gender activities to support the gender mainstreaming process.
- Helvetas Head Office will develop expertise and tools in order to introduce gender budgeting at organisational as well as on project level.

Partner Organisations

- Helvetas aims at working with partner organisations that are gender competent, or, at least, open to gender equality as they do determine to a large extent on how gender sensitive an intervention is.
- Partners who have no skills will be encouraged to participate in gender trainings .
- All cooperation agreements with Helvetas partners should reflect the need for a gender-sensitive approach.
- A continuous dialogue around gender will be maintained by Helvetas, so that partners become aware of particular inequality and discrimination issues within the specific working context as well as within its organisation and support will be given to address the same.

Organisational Culture

- To develop a gender-friendly organisational culture, a strong commitment from the Helvetas management at all levels is required (e.g. by making time to attend to gender issues, by assigning gender responsibilities to experienced staff, by publicly acknowledging those who are successful in gender mainstreaming or by raising gender issues themselves).
- Helvetas creates a safe and practical environment for women and men to work in (e.g. working hours, travel conditions and commitments for fieldwork, etc.)
- Helvetas Head Office initiates a forum (Community of Practice) for sharing good practices and to enable direct communication on gender issues among Helvetas staff worldwide.
- For theory building, networking with other development agencies should be encouraged and relevant information disseminated.
- Helvetas Head Office maintains a database on intranet to document the institutional memory which includes relevant reading and useful internet connections with regard to gender in development work.

3.3. Gender specific Activities

Helvetas supports specific activities for women with the **aim** to strengthen their position in society, the economy and politics. These activities may be strengthened by the inclusion of men, taking into account their relations and positions within families and communities.

Measures to address poverty do not automatically address gender inequality and sometimes, integrating gender as a transversal theme is also not sufficient to address disparities, but make specific gender activities necessary.

- Based on the results of gender aware analysis specific measures are supported by Helvetas to empower women with the aim to build awareness of their own situation (e.g. their right of self-determination; civil, political and cultural rights) and to promote women's decision-making at home, in the community and society.
- The empowerment of women may also include working with men in order to sensitise them to the necessity for actions to improve gender equality and to build their commitment so that they are willing to make such changes. The benefits of more equality are a driving force and Helvetas messages about gender and behavioural changes should always emphasise the positive outcomes for men and their partners.

4. Entry Points for Mainstreaming Gender

Working towards gender equality is a process which requires flexibility and time. Strategic choices have to be made at different levels within Helvetas, with its partners and with regard to women and men in communities. Decisions also need to be taken at programme and project level on whether or not there is any need for developing gender specific actions or on how to deal with women and men in situations where caste/class, religion, ethnicity and disability are also forms of discrimination.

Therefore, the following steps have to be taken to incorporate gender as a transversal theme at programme and project as well as at organisational level:

Aim-1: Engendering all Steps and Process of the Programme/Project Cycle

- All Programme Directions will develop an Action Plan until end of 2006, in which strategic entry points for gender mainstreaming with the relevant time-frame are defined. In order to avoid having a separate isolated gender tool, activities defined in the Action Plan will be reviewed, updated and integrated into the Annual Working Plan on a yearly basis. If a new Country Programme is being elaborated in 2006, the Action Plan may be an integrated part of the same.
- Entry points for gender mainstreaming in ongoing projects will be defined at the next most appropriate point in the project cycle. If there is need to prioritise projects, priority shall be given to interventions where some progress has already been made on gender equality.
- A gender aware analysis will be carried out at the beginning of any new intervention, so that all new Helvetas projects are planned and implemented in a gender sensitive way.
- The formulation of new Helvetas Country Programmes will be based on the understanding of gender aspects, which are subsequently taken into consideration with regard to the overall relevance of the country programme.
- Monitoring systems of programmes and projects will include engendered indicators.
- Evaluations will be accomplished by gender sensitive teams with engendered Terms of References.

Aim-2: Engendering the Organisation

- Affirmative actions will be taken to incorporate more female staff in all upper functions at Programme Directions as well as at the Head Office.
- Responsibility for gender mainstreaming will be integrated into the job description and will be part of the annual qualification for concerned staff.
- Knowledge and competences on gender mainstreaming will be systematically upgraded at the Head Office as well as in its programmes. The programme directors will be responsible for identifying training needs among project staff.
- Programme Directors will ensure that the gender mainstreaming process is being supported by a gender resource person, task group or consultant.
- Helvetas will maintain a constructive dialogue around gender with its partners to identify problems and to build political commitment to address gender equality. Partners will be encouraged to participate in gender trainings.
- Helvetas Head Office will integrate gender concerns into the procedures documented in the Organisational Handbook. Thematic advice and guidelines will be provided on request.
- Helvetas Head Office will establish a Community of Practice (CoP) for sharing good experiences, relevant reading and useful internet connections with regard to gender work. Lessons learnt will be gathered and filed on intranet to document the institutional memory.
- Helvetas Head Office will actively participate in gender networks with Swiss NGOs and will distribute relevant information and documents.

Aim-3: Gender specific Activities

- Gender specific activities will be identified on the basis of gender aware analysis and the financial resources budgeted accordingly.

5. Endnotes including Selected Glossary

¹ The term **gender** refers to culturally based expectations of roles and behaviours of both men and women (and is not interchangeable with women). It distinguishes between the biology of sex and the socially constructed tasks and functions attributed to men and women in society.

Unlike the biology of sex and with it its biologically determined functions (e.g. child bearing), **gender roles** and norms can change because they are socially-constructed and not “natural”. However, often men and women cannot play the roles they want or access the resources they need. In particular women face difficulties accessing and controlling resources and their social and economic contributions are undervalued.

To identify **gender relations** means looking at the attribution and organisation of roles, responsibilities, resources and values attached to women and men. Gender relations are power relations and attempts to change them to improve gender equality are often perceived as threats to “traditional roles”. “Traditional roles”, however, are usually hierarchical relations of power between women and men that tend to disadvantage women and represent the interests of a particular, rather than all groups in a society.

² **Gender equality** does not mean equal numbers of men and women in development activities, nor does it necessarily mean treating men and women exactly the same. It is not the aim that men and women become the same, but it signifies the commitment to work towards a society in which neither men nor women suffer from poverty, and in which men and women are able to live equally fulfilling lives.

³ The term “**engender**” refers to the systematic integration of gender concerns into each activity.

⁴ **Practical gender needs** refer to the access to resources and opportunities to perform existing gender roles better, whereas **strategic gender needs** arise from the wish to change the customary gender roles including the division of labour as well as power relations and are strongly linked to decision-making and empowerment.

⁵ In order to make sure that attention is given to gender aspects during an evaluation, the same need to be reflected not only in the objectives of the **Terms of References**, but appropriate questions to investigate differences in participation, benefits, changes in gender relations etc. have to be included.

6. Reference Literature

CIDA	<i>CIDA's Policy on Gender Equality</i> , Communications Branch, 1999 (www.acidi-cida.gc.ca)
DFID	<i>Gender Manual: A practical Guide for Development Policy Makers and Practitioners</i> , by Helen Derbyshire, Social Development Division, 2002 (www.dfid.gov.uk)
GTZ	<i>Thinking about men and gender</i> , Text by Juliane Osterhaus, Eschborn, 2006 (www.gtz.de/women_law)
Moser, Caroline.	<i>Has Gender Mainstreaming Failed?</i> , UK; 2005
SDC	<i>Gender Equality</i> , Gender Policy, 2003
SDC	<i>Gender in Practice</i> , Tool-Kit for SDC and its partners, 2003
SDC	<i>Towards Gender Equality</i> , Capitalization of SDC Experience in Gender Mainstreaming, 2005
UN	<i>Gender Mainstreaming: Strategy for Promoting Gender Equality</i> , 2001, (www.un.org/womenwatch)
UNDP	<i>Gender Equality</i> , Practice Note, New York, 2002 (www.undp.org)
von Glutz, Barbara	<i>What Has Gender to Do with Vegetables?</i> , BeraterInnen News 2/2004, LBL
WB	<i>Gender Mainstreaming Strategy Paper</i> , New York, 2001 (www.worldbank.org)

Special Note:

The **Helvetas Gender Study** of November 2004 contains examples and explanations of tools (e.g. gender aware analysis etc.).

“**Empowering Women**” is a good brochure with regard to gender specific activities. It has been published by Helvetas Nepal within their Learning and Sharing Series.

“**Strategic Framework for Gender in Helvetas Nepal**” dated May, 2005: the document contains a gender sensitive checklist with guiding questions for the integration and examples of indicators of success, etc. which are very helpful.

These documents can be found on Intranet/Working Approaches/Gender. Further examples and practical tools will be added in due course.

Annex: Action Plan and Yearly Indicators

<u>Programme Directions:</u>	<u>Time Frame</u>
1. Based on the basic understanding of gender in the key sectors/ working areas, a concept note with strategic entry points is formulated.	End 2006
2. An action plan with targets, responsibilities and timetable is established for the period of 2007 - 2011.	End 2006
3. The assignment of a gender resource person at programme level for supporting the gender process has been considered.	End 2006
4. Staff policy takes gender concerns into account (recruitment, salaries, trainings, promotion).	2007 onwards
5. Helvetas project staff is gender aware and has a common understanding of gender at Helvetas.	End 2007
6. Ongoing projects are engendered at the next planning stage (including at least three gender related indicators).	2007 onwards
7. New Helvetas projects are planned and implemented in a gender sensitive way (including at least three gender related indicators).	2008 onwards
8. New Country Programmes are based on the understanding of gender aspects.	2008 onwards
9. Gender competence/interest is a criterion for the selection of new partners.	2007 onwards
10. Helvetas partners are aware of particular gender inequalities in their working area/organisation and support is given to address the same.	2009
11. Reporting on the progress of the gender process is part of each annual programme/project report (including a paragraph to describe the progress on gender).	2007 onwards
<u>Head Office:</u>	
1. Thematical advice is provided on request.	2006 onwards
2. A listing of possible indicators and practical tools/guidelines is available on intranet.	End 2006
3. A Community of Practice (CoP) for sharing good experiences is established and moderated.	End 2006
4. Staff policy takes gender concerns into account and gender competence/ interest is a criterion for management staff selection at all levels.	2007 onwards
5. Gender concerns are integrated into the procedures documented in the Organisational Handbook.	Mid 2007

Yearly Indicators for PDOs and HO:

- Number of country programmes/projects planned in a gender sensitive way
- Number of staff/partners who have participated in a gender training (m/w)
- Percentage of programme budget allocated and used for supporting the gender mainstreaming process (staff, trainings, analysis and specific activities)
- How would you judge the level of staff knowledge, skills and attitudes with regard to mainstreaming gender?
- Staff ratio by position and sex.