



Economic Commission  
for Africa

**Monitoring and Evaluation Programme of the African  
Plan of Action to Accelerate the Implementation of the  
Dakar and Beijing Platforms for Action**

**Part II**

Monitoring and Evaluating Institutional Mechanisms  
for Gender Mainstreaming at the  
Subregional and Regional Levels:  
A Practical Tool





Economic Commission for Africa  
African Centre for Gender and Development

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# Acronyms/Abbreviations

<b>ACGD</b>	African Centre for Gender and Development
<b>ADB</b>	African Development Bank
<b>AEC</b>	African Economic Community
<b>APA</b>	African Plan of Action
<b>AMU</b>	Arab Maghreb Union
<b>AU</b>	African Union
<b>CACEU</b>	Central African Customs and Economic Union
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSW</b>	Commission on the Status of Women
<b>CWD</b>	Committee on Women and Development
<b>ECA</b>	Economic Commission for Africa
<b>ECCAS</b>	Economic Community of Central African States
<b>ECOWAS</b>	Economic Community of West African States
<b>ECOSOC</b>	Economic and Social Council
<b>GDD</b>	Gender-Disaggregated Data
<b>IGAD</b>	Intergovernmental Authority on Development
<b>IGO</b>	Inter-Governmental Organization
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NCC</b>	National Coordination Committee
<b>NGO</b>	Non-governmental Organisation
<b>NGP</b>	National Gender Policy
<b>NM&amp;EO</b>	National Monitoring and Evaluation Officers
<b>OAU</b>	Organization of African Unity
<b>PFA</b>	Platform for Action
<b>RECs</b>	Regional Economic Communities
<b>SADC</b>	Southern African Development Community

**SM&EO** Sectoral Monitoring and Evaluation Officers  
**SRO** Subregional Development Office  
**WAEMU** West African Economic and Monetary Union

# 1. Introduction

This chapter introduces the guide, explaining its role as a support to the Monitoring and Evaluation (M&E) programme of the Implementation of the African Plan of Action (APA), and providing an overview of its contents. It also explains what gender mainstreaming is.

## 1.1 Purpose of the Guide

This guide is intended for use by people responsible for gender in subregional and regional bodies in Africa. The subregional bodies, also known as Regional Economic Committees (RECs) include, Southern African Development Community (SADC), Intergovernmental Authority on Development (IGAD), Economic Community of West African States (ECOWAS), Central African Customs and Economic Union (CACEU) West African Economic and Monetary Union (WAEMU), UMA, Common Market for Eastern and Southern Africa (COMESA), and Economic Community of Central African States (ECCAS). The Regional bodies include Organisation of African Unity OAU), African Development Bank (ADB) and Economic Commission for Africa (ECA).

The APA focuses on, among others, the following issues - at the national, subregional and regional levels:

- Co-ordination machineries and strategies, for harmonious implementation of national action plans;
- Mobilization of resources for the implementation of the Platforms for Action (PFA);
- Strategies and mechanisms for monitoring and evaluating the implementation of the PFA;
- Strategies and mechanisms for accelerating the integration of a gender approach in policies, planning and programming.

Among the constraints identified by member States was the lack of mechanisms for monitoring and evaluating the implementation of national plans of action. Without such a mechanism it had become difficult to accurately gauge the level of progress made in implementation of the PFA. This M & E tool is therefore designed to address this constraint.

The tool is focused on three key areas:

- Scope, contents and process of implementation of the institutional gender policy;
- Institutional mechanisms for implementation of the gender policy; and
- Mechanisms for capacity-building to facilitate the implementation of the gender policy.

The tool is intended to be:

- Instructional, i.e. it explains M & E procedures and concepts; and
- Functional, i.e. the user should be able to monitor and evaluate the selected areas of the APA by using the tool as well as produce the necessary reports for submission to governing bodies and the Committee on Women and Development (CWD).

## **1.2 Gender Mainstreaming**

Gender is a socially constructed definition of women and men. It is the social design of a biological sex, determined by the conception of tasks, functions and roles attributed to women and men in society and in public and private life. It is a culture-specific definition of femininity and masculinity and therefore varies in time and space. The construction and reproduction of gender takes place at the individual as well as at the societal level. Both are equally important. Individual human beings shape gender roles and norms through their activities and reproduce them by conforming to expectations.

There is a growing awareness that gender has to be considered also at a political and institutional level. Policies and structures play a very important role in shaping the conditions of life, and in doing so, they often institutionalize the maintenance and reproduction of the social construction of gender. A history of discrimination and restraining roles is unconsciously written into everyday routines and policies. Policies and structures often unintentionally reproduce gender inequality.

Gender mainstreaming, as a new concept, appeared for the first time in international texts after the United Nations (UN) Third World Conference on Women (Nairobi, 1985), in relation to the debate within the UN Commission on the Status of Women (CSW) on the role of women in development. It was seen as a means of promoting the role of women in the field of development and of integrating women's values into development work. In 1987 the CSW, on the basis of the decisions taken in 1986, urged all bodies in the UN system which had not yet done so, including regional Commissions and specialised agencies, to formulate and put into effect a comprehensive policy on women's equality and to incorporate it into their medium-term plans, statements, objectives, programmes and other important policy documents.

At the UN Fourth World Conference on Women (Beijing, 1995), the strategy of gender mainstreaming was explicitly endorsed by the PFA which was adopted at the end of the conference. The PFA calls for the promotion of the policy of gender mainstreaming, stating that:

Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively.

The word mainstreaming is difficult to translate into many languages, and has therefore often been reduced to terms such as "*gender-based approach*". However, it is clear that mainstreaming is much more: it is an attempt to take gender equality issues into the mainstream of society, the mainstream consisting of the directions, organizations and ideas which make decisions about the policy and the

resources regarding general or specific policies such as, for example, education or transport.

According to the Group of Specialists on Mainstreaming Gender of the Council of Europe<sup>1</sup>:

*Gender mainstreaming is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making.*

The UN Economic and Social Council (ECOSOC) definition of gender mainstreaming is:

*To assess the implications for women and men of any planned action, Including legislation, policies and programmes in all areas and at all levels.*

*Gender mainstreaming is a strategy to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic and societal spheres.*

The definitions of gender mainstreaming highlight the goal of mainstreaming, the process, the objects and active subjects of mainstreaming. The objects of mainstreaming are all policies at all levels and at all stages, while the active subjects of mainstreaming are the ordinary actors. Gender mainstreaming can mean that the policy process is reorganized so that ordinary actors know how to incorporate a gender perspective. It can also mean that gender expertise is organised into the policy process by including gender expertise as a normal requirement for policy-makers.

This guide is therefore a tool for facilitating the monitoring and implementation of gender mainstreaming in Inter-governmental organizations (IGOs) and regional bodies in Africa.

## **1.3 Contents**

The tool is in four (4) sections. Following this introduction is a section that introduces some indicators for monitoring and evaluating the implementation of selected areas of the APA. **Section 3** provides monitoring mechanisms including work sheets for monitoring progress as well as guidelines for the production of the monitoring reports. In **Section 4** we present guidelines for evaluation including some evaluation questions and guidelines for the preparation of evaluation reports.

## **1.4. How to Use the Guide**

The M & E Tool has been designed to enable gender focal points at the regional and subregional levels to monitor the implementation of Institutional Gender Policies. The user is therefore expected to go through Section 2 in order to gain understanding of some key concepts in M&E as well as some key

indicators for monitoring progress in implementation of the gender policy. By using the work sheets in Section 3 the user should be able to review and document developments and recommend remedial action where necessary. The guidelines for production of reports should enable the Gender Focal Points to produce the M&E reports in 2002 and 2003.

## 2. Indicators for Monitoring and Evaluating the Implementation of selected areas of the African Plan of Action (APA) at the Subregional and Regional Levels

This Chapter outlines the strategic objectives of the APA, explains the focus of the M & E programme at the regional and subregional levels. It provides definitions for some key concepts in M & E and provides some indicators for monitoring and evaluating selected areas of the APA at the regional and subregional levels.

### 2.1 The APA 2000-2004

The APA is a synthesis of strategies and mechanisms proposed to accelerate the implementation of the Beijing and African Platforms for Action.

The 6<sup>th</sup> Regional Conference held in November 1999 identified a number of constraints and weaknesses in government implementation of the platforms for action (PFA). As far as the subregional and regional institutions were concerned, the assessment found that often these suffered from ill-defined statutes and mandates, lack of skills in gender analysis, inadequate financing and equipment and lack of co-ordination.

The strategic objectives of the APA at the subregional and regional levels are to:

- Create or strengthen a gender mechanism responsible for following up the Dakar and Beijing Platforms for Action in each IGO; and
- Strengthen the capacity of the existing gender structures in the regional IGOs to facilitate their role in following up implementation of the Dakar and Beijing Platforms for Action.

The key actions proposed to meet these objectives include:

- The creation or strengthening of a gender mechanism at the highest level of decision-making;
- The close collaboration with Economic Commission for Africa (ECA) Subregional Development Offices (SROs) to ensure complementary planning, programme delivery and co-ordination;
- The strengthening of the status, human and financial resources of gender units in ECA, African Development Bank (ADB) and African Union (AU) to facilitate their co-

- ordination, monitoring and evaluation roles; and
- The establishment of an institutional mechanism at the ministerial level within the framework of the Treaty Establishing the African Economic Community to promote, monitor, and evaluate gender equality.

## 2.2 Objectives of the M & E Programme

The M & E programme focuses on the performance of governments in relation to their commitments, as reflected by political will and the existence of viable mechanisms to co-ordinate and monitor how governments implement their commitments.

The implementation of the APA is the primary responsibility of African Governments and peoples. The ADB, ECA and AU were mandated to closely monitor the implementation of the platform and to submit periodic reports to the Council of Ministers.

Among the strategies proposed to monitor the implementation of the platforms were:

- Ensuring that each subregional IGO develops appropriate tools for monitoring and evaluating performance in gender mainstreaming; and
- Ensuring that regional institutions have M&E tools for regular use.

The key actions proposed to implement these strategies include:

- The setting up of M&E teams within the IGOs and regional institutions; and
- Training the M & E teams in the formulation of indicators and in gender analysis

At the regional and subregional levels, therefore, the M & E process is centered on the following key areas:

- ***The institutional gender policy*** for mainstreaming gender in all sectors, plans and programmes, with emphasis on its scope, contents and process of implementation.
- ***Institutional mechanisms*** put in place to facilitate the implementation of the gender policy.
- ***Mechanisms for capacity building*** in order to facilitate the implementation of the gender policy, focusing on:
  - *Financial and human resources* allocated for its implementation; and
  - *Structure and quality of training programmes* established to provide the requisite analysis and gender planning.

Before presenting the indicators to be used in monitoring and evaluation, it is important to provide a brief definition of three of the key terms used in M & E.

## 2.3 Some Definitions

2.3.1 *Monitoring is the continuous assessment of project/programme implementation, aimed at identifying as early as possible, actual or potential successes and/or problems, so as to facilitate timely adjustments to programme design and functioning.*

2.3.2 *Evaluation on the other hand, is the periodic assessment of a programme's relevance, performance, and impact (both expected and unexpected), in relation to stated objectives.*

Though distinct from each other, monitoring and evaluation are mutually supportive. Monitoring can provide quantitative and qualitative data that can serve as input to evaluation exercises, whilst evaluation can serve as a source of lessons that can be applied in the development of conceptual or methodological innovations in future monitoring efforts. Monitoring and evaluation are considered indispensable for effective programme management.

2.3.1 *An indicator is a pointer. It is a number, a fact or a perception that measures changes in a specific condition over time. Indicators are the key in monitoring and evaluation.*

## 2.4 Indicators for Monitoring and Evaluating the Implementation of the Gender Policy

In this section, an outline of some of the indicators for monitoring and evaluating selected areas of the Action Plan is presented. As the development and implementation of a gender policy is key to achieving progress on women's advancement, the initial focus is on this. A checklist is provided for assessing whether the pre-requisites for gender mainstreaming have been met. In order to assess the adequacy of the gender policy, a checklist that helps in evaluating the scope, contents and status of the policy has been developed.

A checklist is also provided for assessing the implementation of the gender policy at the sectoral and divisional levels. In addition, indicators for monitoring the implementation of the gender policy and capacity building are included

### 2.4.1 *Assessing if the Pre-requisites for Gender Mainstreaming have been met?*

The first step of a gender mainstreaming policy plan consists in giving an overview of the degree to which the necessary prerequisites and facilitating conditions, which stipulate the framework for mainstreaming, are available. Not all prerequisites have to be met in order to be able to start gender mainstreaming. The following questions are meant to help in identifying more clearly what could be a possible asset, or what could be a problem when starting gender mainstreaming.

Considering these necessary prerequisites and facilitating conditions, the following aspects should be kept in mind:

Is there political will?

- To what degree has the goal of gender equality already been accepted and defined as one of the important goals for the institution to obtain?
- Do current institutional commitments explain the importance of achieving gender equality in all areas of the institution's work?
- Do they state the intention to mainstream a gender equality perspective into all policies and programmes?
- Do they indicate that the objective is that these programmes and policies will effectively promote and lead to gender equality?
- Has the institution set clear criteria for gender mainstreaming?
- To what degree is there awareness in the institution of gender equality issues?
- Is the political will to adopt the goal of gender equality visible?
- Where is the political will concentrated in the governing bodies, the Cabinet, division/sector heads?
- Does the institution have a mission statement or any other document on gender equality?
- Does the institution have a mission statement or any other document on gender mainstreaming?
- To what extent have existing commitments been put into practice?
- Is there support for gender equality in the administration?
- What is the mandate of the equality machinery within the institution?
- What are its human and budgetary tools and resources?
- What is the position of the gender equality machinery in the hierarchy of the institution?
- What equal opportunities and anti-discrimination policies, rules and regulations exist and how comprehensive are they?
- How much capacity does the gender equality unit have to build up further gender expertise?
- What specific equality policies do exist?
- Are there focal points on gender equality at relevant levels or parts of the institution?

What statistics are available?

- How complete is the range of statistics available now, compared to what is needed for gender mainstreaming?

- Are regular statistics desegregated by sex? By other background variables?

Is comprehensive knowledge of gender relations available?

- Is comprehensive knowledge of gender relations available within the institution? If so, where can it be found?
- Does the institution have access to outside gender expertise, such as women's or gender studies, available in universities?
- Does the institution have effective relationships with gender experts in other bodies (NGOs, research and documentation centres)?

How does the administration work?

- How is the decision-making process organized?
- What actors are normally involved in policy-making?
- Which steps are taken to involve them in mainstreaming?
- Who is normally responsible?
- What are key positions in the administration in relation to mainstreaming?
- How are key administrators trained?

Where are funds and human resources to be found?

- What financial and human resources will be needed for gender mainstreaming?
- What budget is available for specific gender equality policy?
- What decisions are needed to reallocate regular financial or human resources for gender mainstreaming?

It is important to draw a precise picture of the degree to which these prerequisites or facilitating conditions are available. Some of the prerequisites mentioned above might not yet be available, but could be easily achieved in the near future. In that case, the question to ask is what, in terms of money, time and input of human resources is necessary in order to achieve them. A precise overview of the available necessary prerequisites and facilitating conditions outlines the framework in which gender mainstreaming can take place. It gives a clear picture of the margin for mainstreaming, e.g. this overview might already indicate the actors available and initiatives that can be taken. In that way, it helps to put the task of mainstreaming in a realistic perspective.

#### ***2.4.2 Checklist for Assessing the Institutional Gender Policy***

STATUS

- A gender policy exists and has been approved at the highest level of the institution.
- The gender policy has been discussed and approved by the governing body.

## SCOPE

- In providing guidelines for integrating gender into the concerns of the institution, the policy covers all divisions and sectors.
- The policy addresses gender mainstreaming in all policies, plans and programmes, in all sectors, as well as in the management of human resources.

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- The gender policy is anchored on commitment to explicitly articulated values to achieve gender equality and sustainable development.
- The policy says who is responsible for taking actions at different levels.
- The policy calls for gender mainstreaming capacity building modalities in all sectors and at all levels?
- The policy calls for the collection and dissemination of GDD for use in planning and policy formulation in all divisions and sectors.
- The policy outlines modalities for monitoring and evaluating the implementation process.
- The policy recommends the formulation of gender-sensitive indicators for M&E.
- The policy calls for a gender-sensitive institutional budget.

### ***2.4.2.1 Checklist for the Institutional Gender Policy at the Sectoral/Divisional Level***

- All the policies, plans and programmes of the division/sector are engendered.
- Administrative procedures have been revised in line with the goals of the gender policy.
- The human resource policies and regulations have been reviewed and amended so as to eliminate sex discrimination.
- The sector/division has a gender focal point.
- An institutionalized system for the collection of GDD exists.
- The division/sector has established databanks for GDD.
- The division/sector makes a sufficient annual budgetary allocation for the collection of GDD.
- The division/sector has staff trained in the gender approach, employed in the collection of GDD.
- The division/sector produces publications providing GDD.
- The division/sector has an M&E programme for gender mainstreaming into all its policies, plans and programmes.
- The division/sector generates M&E reports within the stipulated time periods.

### 2.4.3 Indicators for Monitoring the Implementation of the Institutional Gender Policy

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Mainstreaming gender in all policies, plans and programmes in all sectors and divisions	<ul style="list-style-type: none"> <li>Number of sectors/divisions with engendered policies, plans and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral Gender Focal Points monitoring reports.</li> </ul>	Annual	Gender Focal Points
2	Revision of existing administrative procedures, to bring them in line with the goals of the gender policy	<ul style="list-style-type: none"> <li>Number of administrative procedures revised in line with the goals of the gender policy.</li> </ul>	<ul style="list-style-type: none"> <li>Operations manuals</li> <li>Personnel policies</li> <li>Staff handbooks</li> </ul>	Annual	Gender Focal Points
3	Establishment of Gender Focal Points in all sectors/divisions	<ul style="list-style-type: none"> <li>Number of divisions/sectors with Gender Focal Points</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral Gender Focal Points monitoring reports.</li> </ul>	Annual	Gender Focal Points
4	Promotion of a system for collection of GDD.	<ul style="list-style-type: none"> <li>Existence of an institutionalised system for GDD collection</li> <li>Budgetary allocation for collection of GDD</li> <li>Number of persons trained and employed in collection of GDD</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral/divisional reports</li> <li>Institutional budgets</li> <li>Personnel records</li> </ul>	Annual	Gender Focal Points
5	Building databanks for GDD in every department and structures responsible for statistics, planning and programming	<ul style="list-style-type: none"> <li>Existence of GDD databanks</li> <li>Number of publications that provide GDD</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral Focal Points.</li> <li>Institutional reports</li> <li>Publications</li> </ul>	Annual	Gender Focal Points
6	Review of rules and procedures to eliminate discrimination on the basis of sex	<ul style="list-style-type: none"> <li>Number of rules and procedures reviewed and amended so as to eliminate sex discrimination</li> <li>Existence of policies for ensuring equality</li> </ul>	<ul style="list-style-type: none"> <li>Institutional reports</li> <li>Staff handbooks</li> <li>Operations manuals</li> <li>Official announcements</li> </ul>	Half yearly	Gender Focal Points
7	Formulation of M&E programme for gender mainstreaming in all divisions/sectors	<ul style="list-style-type: none"> <li>Existence of M&amp;E programme for gender mainstreaming in all divisions/sectors</li> </ul>	<ul style="list-style-type: none"> <li>Institutional reports</li> <li>Sectoral Gender Focal Points monitoring reports</li> </ul>	Half yearly and Annual	Gender Focal Points
8	Implementation of M&E programme for gender mainstreaming in divisions/sectors.	<ul style="list-style-type: none"> <li>Number of M&amp;E activities undertaken within the stipulated time period</li> <li>Number of M&amp;E reports generated within the stipulated time period</li> </ul>	<ul style="list-style-type: none"> <li>Division/sectoral reports</li> <li>Sectoral Gender Focal Points monitoring reports</li> </ul>	Half yearly and Annual	Gender Focal Points

### 2.4.4 Indicators for Monitoring Institutional Mechanisms for Gender Mainstreaming

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Creation and/or strengthening of a gender mechanism for each subregion IGO	<ul style="list-style-type: none"> <li>Existence of a gender mechanism in each subregional IGO</li> <li>Existence of a gender policy within the IGOs.</li> <li>Percentage increase in annual budgetary allocations to the gender structures</li> <li>Number of staff members deployed and trained in gender policy approach</li> </ul>	<ul style="list-style-type: none"> <li>IGO reports</li> <li>SRO reports</li> <li>Institutional budgets</li> <li>Staff records</li> </ul>	Annual	<ul style="list-style-type: none"> <li>Gender Focal Points in SROs</li> <li>Intergovernmental Committee of Experts of ECA/SROs</li> </ul>
2	Strengthening of the gender units of the ECA, AU and ADB	<ul style="list-style-type: none"> <li>The position of the ECA, AU and ADB gender units with regard to decision making</li> <li>Percentage increase in annual budgetary allocations to the gender units.</li> <li>Number of staff members trained in gender policy approach.</li> </ul>	<ul style="list-style-type: none"> <li>ECA, AU and ADB gender units reports</li> <li>Institutional budgets</li> <li>Staff/personnel records</li> </ul>	Annual	<ul style="list-style-type: none"> <li>ACGD</li> <li>Gender focal points at AU, ADB</li> </ul>

### 2.4.5 Indicators for Capacity Building

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Formulation and strengthening of gender mainstreaming capacity building programmes for all divisions/sectors staff	<ul style="list-style-type: none"> <li>Number of divisions/sectors with capacity building programmes for staff members</li> <li>Percentage annual budgetary allocation to capacity building programmes</li> <li>Number of adequately skilled staff deployed in gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral Gender Focal Points monitoring reports.</li> <li>IGO reports.</li> <li>ECA, AU and ADB gender units reports</li> </ul>	Annual	Gender Focal Points. Gender Focal Points and the Intergovernmental Committee of Experts of ECA/SROs
2	Planning and execution of training programmes in gender analysis, planning and programming for policy makers and high level managers in all divisions/sectors	<ul style="list-style-type: none"> <li>Existence of a training programme for all policy makers, high-level managers in all divisions/sectors</li> <li>Number of policy makers who have undertaken the training programme</li> <li>Annual budgetary allocation to the training programmes by levels</li> <li>Number of training workshops conducted by each sector/division</li> </ul>	<ul style="list-style-type: none"> <li>Training reports</li> <li>Sectoral Gender Focal Points monitoring reports.</li> <li>Institutional training budgets</li> </ul>	Annual & half yearly	Gender Focal Points

## 3. Monitoring Mechanisms

This chapter introduces some key steps in monitoring the implementation of a gender mainstreaming policy plan. It presents the key objectives and significant outputs for the M & E programme at the regional and subregional levels. It introduces some of the mechanisms that can be used for monitoring and some worksheets to enable the user to undertake data collection and analysis, and guidelines for the production of monitoring reports. This Chapter also presents a scoring mechanism to enable the user to rate implementation progress.

### 3.1 Importance of Monitoring Implementation of Gender Mainstreaming

Once a plan for the gender mainstreaming policy has been constructed and the mainstreaming process has been started, it is important to watch over the quality of mainstreaming initiatives. In recent years there has been a growing awareness that policy initiatives require follow-up and evaluation, in order to gather the necessary information on their effect and efficiency. Monitoring serves this purpose. Monitoring is more than evaluation. It consists of the continuous scrutinising, evaluation and follow-up of policies. In order for this continuity to be achieved, the monitoring of gender mainstreaming has to be part of the normal monitoring process. The way monitoring takes place has to be decided when the gender mainstreaming project is started. Even if monitoring is generally associated with the policy implementing and evaluating stage, the basis for monitoring has to be laid when preparing and planning policies. It is during that stage that the techniques, tools and criteria for monitoring policies are defined.

The most important steps of monitoring are to:

- Identify who will be responsible for monitoring;
- Identify what has to be monitored, the activities of actors, the results for gender relations and the effectiveness and efficiency of the gender mainstreaming process;
- Choose techniques and tools for monitoring, develop indicators; and
- Organise follow-up.

The ultimate goal of monitoring — continuously improving the quality of gender mainstreaming — can only be reached if the results of evaluation reports and other monitoring activities have consequences for the development of future policies. Given the fact that gender mainstreaming is a new and innovative strategy, monitoring is most important for the further development and improvement of the quality of gender mainstreaming.

Now that we have outlined the indicators for monitoring the implementation of the institutional gender

policy at various levels, the following section should enable the Gender Focal Points to embark on the M&E process. Monitoring is a continuous function that aims primarily to provide early indications of progress, or lack thereof, in the achievement of objectives. Monitoring makes it possible to identify and assess potential problems and success of a programme. It provides the basis for corrective actions, to improve the programme, manner of implementation and quality of results.

The requirements for effective monitoring are baseline data, indicators of performance and results, and mechanisms or procedures for systematic reporting. Monitoring actions must be adequately planned and it is therefore imperative for the Gender Focal Point at the mechanism responsible for gender to liaise with Gender Focal Points at the line divisions/sectors. If monitoring is done properly, it can provide quantitative and qualitative data using the indicators outlined in Section 2, data that can serve as inputs to the evaluation exercise.

## **3.2 Work Plans**

Gender focal points should produce annual work plans that translate the programme into operational terms. The plan should describe in detail the delivery of inputs, the activities to be conducted, and the expected results. They should clearly indicate schedules and the persons and/or divisions or sectors responsible for providing the inputs and producing the results. The work plans form the basis for monitoring progress of programme implementation.

The following information should be useful for gender focal points in developing their monitoring work plans.

### ***3.2.1 Key Tasks for Gender Focal Points at the Regional and Subregional Levels***

- Agree with policy-makers on the areas to be monitored;
- Sensitise divisions/sectors of importance of appointment of sectoral Gender Focal Points;
- Co-ordinate monitoring activities at sectoral/divisional levels and receive reports;
- Establish a monitoring plan;
- Undertake monitoring activities;
- Produce institutional monitoring reports;
- Undertake evaluation;
- Produce institutional evaluation report;
- Lobby and advocate for the achievements of key objectives;
- Communicate regularly with SROs;
- Submit M&E reports to governing bodies and expert group; and
- Submit M&E reports to CWD.

### ***3.2.2 Key objectives and significant outputs for the Monitoring and Evaluation Programme***

#### ***Key objective 1: Mainstream gender in all policies, plans and programmes in every division/sector by 2004***

Key actions to achieve this objective:

- Develop and implement an institutional gender policy;
- Revise existing administrative procedures in line with the goals of the gender policy;
- Establish a system for collection of GDD;
- Build databanks for GDD in each division/sector;
- Review rules, procedures and practices to eliminate sex discrimination; and
- Establish M&E system for gender mainstreaming.

Significant outputs:

- An institutional gender policy;
- Revised administrative procedures;
- A system for collection of GDD;
- Databanks of GDD in all divisions/sectors;
- Revised rules and procedures; and
- M&E system for gender mainstreaming.

#### ***Key objective 2a: Create or strengthen a gender mechanism responsible for following up the Dakar and Beijing Platforms for Action in each IGO***

#### ***Key objective 2b: Strengthen the capacity of the existing gender structures in the regional IGOs to facilitate their role in following up implementation of the Dakar and Beijing Platforms for Action***

The key actions to achieve these objectives:

- Create or strengthen a gender mechanism at the highest level of decision-making;
- Establish close collaboration with ECA SROs to ensure complementary planning, programme delivery and co-ordination;
- Hold at least one CWD meeting annually involving all IGOs and regional bodies;
- Strengthen the status, human and financial resources of gender units in ECA, ADB and AU to facilitate their co-ordination, monitoring and evaluation roles; and
- Establish an institutional mechanism at the ministerial level within the framework of the Treaty Establishing the African Economic Community to promote, monitor, and evaluate gender equality.

Significant outputs:

- Mechanisms for gender mainstreaming established at highest level of decision-making in each IGO and Regional body;
- Consultative Structures between IGOs and SROs established;
- Status and human resources of gender units in ECA, ADB, and AU strengthened;
- Adequate budgets (20% of total institutional budget) allocated to gender units in ECA, ADB, and AU; and
- Institutional mechanism established at ministerial level within framework of AEC.

***Key objective 3: Create and strengthen gender mainstreaming capacity building programmes for all divisions/sectors staff.***

Key actions to achieve this objective:

- Conduct a Training Needs Survey and Analysis for all staff;
- Design appropriate training and capacity building programmes for staff;
- Allocate adequate budgets and human resources;
- Host at least two training workshops each year; and
- Provide training in gender analysis to policy makers and high-level managers in all divisions/sectors.

Significant outputs:

- Report of Training Needs Survey and Analysis;
- Gender mainstreaming capacity building programmes;
- Training workshop reports;
- 100% of staff in gender units trained in formulation of indicators, gender analysis and planning by 2004;
- 50% of policy makers and managers trained in gender analysis by end of 2002; and
- 100% of policy makers and managers at trained by end of 2004.

It is important to do systematic reporting during implementation by producing monitoring reports regularly: monthly, quarterly and/or half-annually.

### **3.3 Monitoring Work Sheets and Analysis of Information Collected**

In this section some work sheets are provided to enable the Gender Focal Points to monitor and assess implementation of the gender policy. Most of the worksheets are designed to be used by the Gender Focal Point in the mechanism responsible for gender. The user will need to make additional copies, as the sheets should be used more than once. Some of the worksheets and checklists are to be filled out by the focal points at the divisional/sectoral level. Again, the Gender Focal Point should make additional copies of these for distribution to the relevant people.

For each of the areas to be monitored, there is a rating provided. The Gender Focal Point is expected to use her/his judgement to assess performance. The findings in the different areas add up to the overall assessment of progress and should be presented in a narrative form in the monitoring reports. The information collected during monitoring should be filed safely as it contributes to the evaluation that is to be conducted in 2004.

The rating should be done at the beginning of the M & E programme, at the end of the first year of monitoring and at the end of the second year.

### 3.3.1 Assessing the Pre-requisites for Gender-Mainstreaming

<b>Existence of Political Will</b>	<b>YES</b>	<b>NO</b>
1. Has the goal of gender equality been accepted and defined as one of the important goals for the institution?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do institutional commitments explain the importance of achieving gender equality in all areas of the institution's work?	<input type="checkbox"/>	<input type="checkbox"/>
3. Do they state the intention to mainstream a gender equality perspective into all policies and programmes?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do they indicate that the objective is that these programmes and policies promote and lead to gender equality?	<input type="checkbox"/>	<input type="checkbox"/>
5. Has the institution set clear criteria for gender mainstreaming?	<input type="checkbox"/>	<input type="checkbox"/>
6. Is the political will to adopt the goal of gender equality visible?	<input type="checkbox"/>	<input type="checkbox"/>
7. Is political will concentrated in the governing bodies, the Cabinet, division/sector heads?	<input type="checkbox"/>	<input type="checkbox"/>
8. Has the institution a mission statement or any other document on gender Equality?	<input type="checkbox"/>	<input type="checkbox"/>
9. Does a mechanism for promoting gender equality exist at a high level of the institution's hierarchy?	<input type="checkbox"/>	<input type="checkbox"/>
10. Is the mechanism adequately staffed and financed?	<input type="checkbox"/>	<input type="checkbox"/>
11. Are there are focal points on gender equality at relevant levels or parts of the institution?	<input type="checkbox"/>	<input type="checkbox"/>

#### **Scoring:**

Score 1 for each **Yes** answer and 0 for each **No** answer

Total the scores and rate the policy by each section as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

### *3.3.2 Assessing the Institutional Gender Policy*

	Yes	No
<b>STATUS</b>		
1. Does a Gender Policy which has been approved at the highest level of the institution exist?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the policy have the final approval?	<input type="checkbox"/>	<input type="checkbox"/>
<b>SCOPE</b>		
1. In providing guidelines for integrating gender into development, does the policy cover all sectors of the institution's mandate?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the policy address gender mainstreaming in all policies, plans and programmes, in all sectors, as well as in the management of human resources?	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONTENTS</b>		
1. Is the gender policy anchored on commitment to explicitly articulated values to achieve gender equality and sustainable development ?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the policy say who is responsible for taking actions at different levels ?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does the policy call for gender mainstreaming capacity building modalities in all sectors and at all levels?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the policy call for the collection and dissemination of gender disaggregated data for use in planning and policy formulation in all sectors?	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the policy outline modalities for monitoring and evaluating the implementation process ?	<input type="checkbox"/>	<input type="checkbox"/>
6. Does the policy recommend formulation of gender-sensitive indicators for monitoring and evaluation?	<input type="checkbox"/>	<input type="checkbox"/>
7. Does the policy call for a gender-sensitive institutional budget?	<input type="checkbox"/>	<input type="checkbox"/>

### 3.3.2.1 *Assessing Implementation of the Institutional Gender Policy at the Sectoral Level<sup>B</sup>*

Name of Division/Sector: \_\_\_\_\_

	YES	NO
1. Are the policies, plans and programmes of the division/sector in line with the goals of the gender policy?	<input type="checkbox"/>	<input type="checkbox"/>
2. Have the division/sector's administrative procedures been revised in line with the goals of the gender policy?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have the division/sector's human resource policies and regulations been reviewed and amended to eliminate sex discrimination?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the division/sector have a Gender Focal Point?	<input type="checkbox"/>	<input type="checkbox"/>
5. a) Does the division/sector have an institutionalized system for GDD collection?	<input type="checkbox"/>	<input type="checkbox"/>
b) Does the division/sector have GDD databanks?	<input type="checkbox"/>	<input type="checkbox"/>
c) Does the division/sector make a sufficient annual budgetary <sup>4</sup> allocation for the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
d) Does the division/sector have persons trained in gender approach, employed in the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
e) Does the division/sector produce publications providing GDD?	<input type="checkbox"/>	<input type="checkbox"/>
6. a) Does the division/sector have an M&E programme for gender mainstreaming into all its policies, plans and programmes?	<input type="checkbox"/>	<input type="checkbox"/>
b) Does the division/sector produce M&E reports within the stipulated time periods?	<input type="checkbox"/>	<input type="checkbox"/>

#### **Scoring:**

Score 1 for each **Yes** answer and 0 for each **No** answer

Total the scores and rate the policy by each section as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

### 3.3.3 Work Sheet for Monitoring the Implementation of the Institutional Gender Policy

<sup>5</sup>Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory

**Key Objective: Mainstreaming gender in all policies, plans and programmes in every sector of the IGO or Regional Body**

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Percentage of divisions/sectors with policies, plans and programmes aligned with the gender policy						
Number of administrative procedures revised in line with goals of the gender policy						
Percentage of divisions/sectors with Gender Focal Points						
Percentage of budget allocated to collection of GDD, out of the total division/sectoral budget <sup>6</sup>						
Percentage of staff trained and employed in collection of gender disaggregated data						
Number of GDD databanks						
Number of publications with GDD						
Number of policies, rules and procedures reviewed to eliminate sex discrimination						
Number of M & E activities undertaken						
Number of M & E reports produced						

### 3.3.4 *Assessing the Institutional Mechanisms for the Implementation of the Gender Policy*

YES NO

1. Does a mechanism for co-ordination and monitoring of the implementation of the APA commitments exist at the highest level of the IGO or regional body?
2. Does the mechanism have adequate financial and human resources to discharge its functions?
3. Does the mechanism have staff qualified and experienced in gender analysis?
4. Do all stakeholders know of the existence of the mechanism?
5. Is the mechanism's mandate clearly spelt out and communicated to all stakeholders?
6. Does the mechanism have the authority to enforce compliance with official commitments and ensure that they are implemented?
7. Are there clear channels of communication between the mechanism member States, governing bodies, civil society organisations, the CWD and other stakeholders?
8. Is the mechanism aware of who and where actors in the implementation of the gender policy are at the subregional and regional levels?
9. Does the mechanism have the means to collect information on the activities of the various actors involved in the implementation of the gender policy?
10. Is the mechanism equipped to recommend corrective measures for the various actors and sectors?
11. Is the mechanism able to follow-up its recommendations to ensure compliance by the different actors?

#### **Scoring:**

Score 1 for each *Yes* answer and 0 for each *No* answer

Total the scores and rate the policy as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

**3.3.5 Work Sheet for Monitoring and Evaluating Institutional Mechanisms for the Implementation of the Institutional Gender Policy<sup>7</sup>**

**Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory.**

**Key Objective: Establish institutional mechanisms to facilitate the implementation of the APA**

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Number of mechanisms for gender equality and implementation of the APA						
Number of monitoring reports to CWD from IGOs and RECs						
Number of monitoring reports received from divisions/sectors						
Percentage of budget allocated to gender mechanism out of total of institutional budget						
Percentage of members trained in gender mainstreaming in each IGO and REC						
Number of reports produced by the IGOs and RECs						
Number of RECs and IGOs with gender policies						
Number of joint activities/ collaborations between SROs and gender mechanisms of RECs and IGOs						
Number of RECs and IGOs attending CWD meetings and presenting reports						

### 3.3.6 *Worksheet for Monitoring Mechanisms for Capacity Building for the Implementation of the Gender Policy*

*Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory.*

*Key Objective: To formulate and strengthen gender mainstreaming capacity building programmes for staff in all divisions/sectors of IGOs and RECs*

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Number of divisions/sectors with gender mainstreaming capacity building programmes						
Number of gender mainstreaming training workshops conducted for policy makers						
Number of gender awareness training workshops held for members of CWD and governing bodies of RECs and IGOs						
Percentage of division/sectoral budget allocated to training and capacity building programmes						
Number of gender mainstreaming training workshops conducted for staff of IGOs and RECs						
Percentage of staff skilled in gender analysis						
Number of training workshops conducted						
Number of staff trained in gender analysis, planning and programming						

Monitoring cannot be described as being successful simply because the required information is collected. The information collected must be communicated in the right form and to the right persons. The level of detail of information required and the frequency of reporting will vary according to the level of the mechanism. In the section following, we provide guidelines for producing the institutional monitoring reports.

## 3.4 Guidelines for Producing Institutional Monitoring Reports

With the information collected in Section 3.1 and 3.2 it should now be possible to produce institutional monitoring reports. It is expected that Gender Focal Points at the institutional, ministerial and civil

society levels, will produce detailed monitoring reports on a more regular basis, say quarterly. These guidelines are therefore for the production of the end of year institutional monitoring report.

The objectives of the monitoring report are to:

- **Provide information** on progress made in the implementation of APA, and more specifically, the progress made in the three M & E areas of focus, namely: institutional gender policy; institutional mechanisms; and capacity building mechanisms;
- **Identify** early signs of success and/or problems encountered in the implementation process;
- **Recommend** timely adjustments to the programme design and implementation.

It is suggested that the monitoring report should contain the following:

### ***Introduction***

This section should contain:

- A brief discussion of the status of the institutional gender policy;
- The main components of the report; and
- What has been monitored.

### **Progress Made in Implementation of the APA in selected areas**

This section should contain the following:

- Monitoring findings on the progress that has been made in each of the three areas as documented in Section 3.1 and 3.2. These findings should be related as closely as possible, to the strategic objectives, actions, and results indicators laid out in the APA.
- A discussion of the obstacles and constraints experienced in the implementation of the APA in each of the areas of focus.

### ***Conclusions and Recommendations***

This section should present:

- A summary of the work done, stating how well the goals and objectives were attained;
- Recommendations on the actions to be taken in relation to the monitoring findings. More specifically, recommendations should be made as to what adjustments should be made to the APA design and implementation.

## *Appendices*

The appendices should include the data collected, statistical information, any examples of rules and procedures changed, lists of divisions/sectors and organizations contributing to the information collected, and a copy of the institutional gender policy.

## 4. Guidelines for Evaluation

This chapter explains policy evaluation, outlines some key evaluation questions and provides guidelines for the preparation of institutional evaluation reports.

As outlined earlier, evaluation is a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing or completed programmes. Evaluation commonly aims to determine the relevance, efficiency, effectiveness, impact and sustainability of a programme.

The main area of focus of the M & E programme for monitoring and evaluating the implementation of the APA, is the institutional gender policy, the institutional mechanisms for its implementation and the capacity building programme to facilitate its effective implementation. This means, therefore, that the type of evaluation that is to be done within this programme is policy evaluation.

Policy evaluation aims to support policy-making by recommending changes that are necessary to attain development, sectoral or thematic objectives. In the case of the evaluation of the APA, the evaluation aims at assessing the extent to which the institutional gender policy as a strategic tool for gender mainstreaming has been implemented and led to changes in policies, plans and programmes in all sectors of IGOs and RECs. The focus of this type of evaluation is on:

- Relevance;
- Implications or impact of policies on those directly and indirectly affected by them; and
- Effectiveness of institutional arrangements to implement the policies.

In the sections that follow, we provide some guidelines as to the kind of evaluation questions that the evaluation will seek to answer.

In evaluating the APA, it is important to involve stakeholders, that is, those people who have a stake in the implementation of the institutional gender policy. For the APA, the stakeholders fall under the following general categories:

- Women and men whose situation the programme seeks to change;
- Staff in at every levels;
- Policy-makers at every level;
- Civil society organisations;
- Funders and other development partners; and
- Supporters, critics and other stakeholders who influence the programme environment.

It is important for Gender Focal Points at every level to consider ways of engaging stakeholders' participation. Gender Focal Points should have a regular presence at stakeholder meetings. Ideally, stakeholders should be involved in setting monitoring priorities. Collaborating with stakeholders broadens the information base, provides diverse ideas, suggestions and approaches. It taps into expertise that may not be available in the institutional machinery and may save time, especially if needed data already exist outside the institutional machinery. It may also turn adversarial relationships into collaborative ones. However, it is important to remember that collaboration can lead to a more complicated M & E programme.

## 4.1 Evaluation Questions.

Evaluation Concern (Substantive Focus)	What to Address	Point of reference	Evaluation Questions	Source of Information
Relevance	The continued validity of the objectives of the three APA areas of focus	The policies, needs and priorities of the specific IGO/REC	<ul style="list-style-type: none"> <li>Do the objectives identified for the three areas address the institutional needs in relation to the advancement of gender equality?</li> <li>Are the objectives in line with the institution's priorities and policies?</li> <li>Are the objectives considered useful to the target groups?</li> <li>Are they complementary to other gender mainstreaming interventions?</li> <li>Should they be adjusted, eliminated or new ones added in light of new needs, priorities and policies?</li> </ul>	<ul style="list-style-type: none"> <li>Divisions/sectors.</li> <li>Target groups (opinions)</li> <li>Civil society bodies involved in gender mainstreaming efforts</li> </ul>
Performance:				
Effectiveness	<ul style="list-style-type: none"> <li>Achievement of agreed upon objectives</li> <li>Effectiveness of institutional arrangements</li> </ul>	<ul style="list-style-type: none"> <li>The strategic objectives to the three APA areas of focus</li> <li>Implementation or enforcement of the gender policy</li> </ul>	<ul style="list-style-type: none"> <li>To what extent have the agreed upon objectives been or will be attained?</li> <li>Has, or will the programme contribute to the goal of accelerating the implementation of the PFA?</li> <li>Have the institutional arrangements in place facilitated the implementation or enforcement of the gender policy?</li> </ul>	<ul style="list-style-type: none"> <li>The monitoring reports</li> </ul>
Success:				
Outcomes	Short to medium-term changes resulting from the implementation of the APA	<ul style="list-style-type: none"> <li>Leader values and attitudes;</li> <li>Organizational systems</li> <li>Government and civil society organization's policies, plans and programmes</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has the implementation of the APA impacted on national leaders' (government ministers, members of parliament, among others) values and attitudes with regard to gender equality?</li> <li>How and to what extent have Member States and civil society bodies' organizational systems been influenced by the implementation of the APA?</li> <li>To what extent has the APA implementation contributed to changes in member States and civil society organizations' policies, plans and programmes?</li> </ul>	<ul style="list-style-type: none"> <li>Government Divisions/Sectors.</li> <li>Civil society organizations.</li> <li>Target groups (opinions).</li> <li>Monitoring reports.</li> </ul>
Sustainability	Durability of positive APA implementation results.	Institutional arrangements in place.	<ul style="list-style-type: none"> <li>Will the institutional arrangements in place facilitate the continued flow of the benefits set in motion by the implementation of the APA?</li> <li>Will the institutional arrangements in place facilitate the use or adoption of the APA implementation results to different contexts or changing environment?</li> </ul>	<ul style="list-style-type: none"> <li>Government divisions/sectors</li> <li>Civil society organizations</li> <li>Monitoring reports.</li> </ul>

## 4.2 Guidelines for the Preparation of Institutional Evaluation Reports

The objectives of the evaluation report are to:

- **Evaluate** progress made in the implementation of the APA;
- **Demonstrate** concrete achievements in meeting strategic objectives for the three areas of focus;
- **Identify** obstacles and constraints in realizing the strategic objectives; and
- **Recommend** strategic actions to be taken in the light of the evaluation findings.

It is suggested that the evaluation report should contain the following:

### *Executive Summary*

This section should be one page long, and should give a brief overview of the main components of the report; what was evaluated; major evaluation findings and conclusions; recommendations; and lessons learned.

### *Introduction*

This section should briefly discuss:

- The institutional, regional and global contexts within which the specific REC/IGO implemented the APA;
- The background leading up to the development of the institutional gender policy; and
- The REC/IGO's assessment of the APA from its vantage point.

### *Evaluation Findings*

This section should contain the following:

- Evaluation findings on the progress that has been made in each of the three areas of focus. These findings should be related as closely as possible, to the strategic objectives, actions, and results indicators laid out in the APA and the M&E tool. Findings from the annual monitoring exercises should be incorporated;
- A discussion of the obstacles and constraints experienced in the implementation of the APA in each of the areas of focus;
- Any other evaluation findings; and

- Lessons learnt about programme implementation, monitoring and evaluation, through the implementation of the APA; and the M&E exercises.

### ***Conclusions and Recommendations***

This section should contain:

- A summary of the work done, stating how well the goals and objectives were attained; and
- Recommendations on the strategic actions to be taken in line with the evaluation findings, so as to realize the full implementation of the APA and the goal of gender equality.

### ***Appendices***

The appendices may include information and statistical data collected.

# Appendix

## Capacity Building for the Implementation of the Monitoring and Evaluation Programme

### Background

The Capacity Building Component constitutes one of the three components of the Monitoring and Evaluation (M & E) Programme developed by ECA/ACGD and centred around the implementation of the African Plan of Action to accelerate the implementation of the Dakar and Beijing Platforms for Action. It is planned to prepare and facilitate the implementation of the M&E Programme within the framework of the regional and global preparations for the Beijing + 10 review meetings in 2004, 2005 and thereafter. The other components include developing the M&E tools at the national subregional and regional levels, and then the actual operationalization of the M&E Programme.

Given the constraints of limited resources in time, finances and human power, by January 2005, 19 countries had participated in this programme. In each country, the number of participating ministries were limited to six, namely finance, planning, agriculture, trade and industry, health and ministries in charge of gender. The choice of these ministries was strategic because, given their specific mandates, their acceptance to integrate gender internally (through the implementation of the African Plan of Action (APA) would have a multiplier effect both on other ministries and on women in general. Some technical non-government organizations that are heavily involved in development work were also invited to participate in the M&E Programme. At the subregional and regional levels, the secretariats of the Regional Economic Communities (RECs), the African Union (AU) and the African Development Bank (ADB) also participated.

The M&E Programme was launched in 2001 when the M&E tools were completed, validated and endorsed by the Committee on Women and Development. This was followed by the capacity building phase on the implementation of the M & E Programme. Training workshops for nominated senior representatives of the participating sector ministries and NGOs were conducted from May 2002 in the North, West, Eastern, Southern and Central African subregions.

### Objectives

The development objective of the capacity building workshops was to build and/or reinforce the capacities of sectoral ministries and participating NGOs to address gender issues within the framework of the APA to accelerate the implementation of the Beijing Platform for Action.

The immediate objectives were:

- To ensure that the participants have a thorough understanding of the M&E tools, how to use them, how to interpret the information collected through them, and how this information should be synthesized into a national report each year; and

- To ensure that participants understand the operational process whereby the M&E programme will be implemented, their specific roles and the inter-linkages among them.
- To discuss resource implications of the implementation of the M&E Programme at the national level and possible responses.

## **Participants**

The capacity building workshops were primarily aimed at those senior officials who have the major responsibility for monitoring various elements of the APA, and coordinating the monitoring and evaluation of the implementation process from the beginning to the end. They are the National Monitoring and Evaluation Officers (NM&EO) in the ministries in charge of gender and women's issues, the Sectoral Monitoring and Evaluation Officers (SM&EO) from the participating sectoral ministries of planning, finance, agriculture, trade and industry and health, as well as representatives from national coordinating non-government organizations (Coordinating NGO) who are responsible for coordinating information-gathering in participating NGOs..

## **Outputs**

By the end of the workshops, the participants had acquired:

- Skills to use the M&E tools in following up the implementation of the APA;
- Understanding and capacity to carry out and coordinate the monitoring and evaluation of the APA in their sectors;
- The capacity to develop an action plan for the implementation of their role; and
- The capacity to synthesize their M&E reports and to discuss the constraints identified with policy makers for corrective action.

# End notes

<sup>1</sup> See Council of Europe, *Final Report of the Group of Specialists on Mainstreaming Gender*, Strasbourg, 1998

<sup>2</sup> Adapted from Council of Europe: *Final Report of Activities of the Group of Specialists on Mainstreaming (EG-S-MS (98)2)* Strasbourg, May 1998.

<sup>3</sup> This form should be filled out by the gender focal points at the division/sectoral level and the results reported to the gender focal point in the mechanism responsible for gender mainstreaming.

<sup>4</sup> 10% of the total divisional/sectoral budget allocated to collection of GDD is a good benchmark.

<sup>5</sup> The assessment should be applied three times, i.e. at the beginning of the M& E programme at the end of 2002 and at the end of 2003.

<sup>6</sup> Benchmark is 10% of total division/sectoral budget

<sup>7</sup> This form should be filled out by the ECA/ACGD staff and should provide information on the status of mechanisms for gender equality in IGOs and RECs.

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