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Gender Issues in Monitoring and Evaluation in Rural Development: A Tool Kit June 2005

Part I
General Guidelines
for Integrating Gender
in M&E

Part II
Thematic Briefs on
Rural Sub-Sectors

Integrating a Gender Dimension into Rural Development Projects —A Focus on Results-based Monitoring and Evaluation Revised June 2005

The World Bank aims to reduce gender disparities and inequalities by enhancing women's participation in economic development. It assists member countries in formulating and implementing their gender and development goals (OP 4.20).

The Bank's rural development strategy (Rural Development: Reaching The Rural Poor, 2003) recognizes the importance of empowering women by establishing their rights and strengthening their political voice.¹ This requires developing an appropriate framework for assessing progress in achieving socially inclusive rural development.

In 2003 the World Bank adopted the results-based monitoring and evaluation framework that constitutes a continuous process of collecting and analyzing information. The framework is a simplified version of the traditional logframe and focuses on the Project Development Objective (PDO) and expected intermediate outcomes from each project component.

The added emphasis on component outcomes helps focus project design and management on results by shifting focus away from monitoring inputs and outputs. The aim is to provide managers and decision-makers with an understanding of project failure or success in reaching its desired outcomes.

The Toolkit for Integrating Gender into Monitoring and Evaluation

has been developed to assist project task teams, borrowers, and partners to recognize and address gender concerns in designing rural development sector projects and to monitor and evaluate results, outcomes, and impact on achieving overall rural well-being.



- Research findings suggest that there are welfare and efficiency gains from improving women's education level, access to resources, and control over income.
- Increasing the economic productivity of the rural poor is largely about enabling women to realize their socioeconomic potential more fully and improve their own and their families' quality of life.

Why integrate gender into rural development projects?

- Women represent the majority of the rural poor (up to 70%), especially where migration, marital instability, male mortality, and single parenthood have left them as heads of household.
- Although many times it goes unrecognized, women play a major role in the survival strategies and economy of poor rural households across all geographical regions.
- Women have proved to be a driving force in achieving project effectiveness and reducing poverty.

Why integrate a gender dimension into monitoring and evaluation?

- Gender-sensitive monitoring and evaluation in a results-based framework reveals the extent to which a project has achieved improvements in the lives and overall social and economic well-being of women and men.
- It also improves project performance during implementation, allows for midterm corrections, and makes it possible to derive lessons for future projects.

Monitoring is defined as “the continuous assessment of project implementation in relation to agreed schedules and of the use of inputs, infrastructure, and services by project beneficiaries”²

Evaluation is defined as “periodic assessment of the relevance, performance, efficiency, and impact (expected and unexpected) of the project in relation to stated objectives”³ (OD 10.70: §2 and 3).

Results-based Monitoring and Evaluation is described further by Kusek and Rist in *Ten Steps to a Results-Based Monitoring and Evaluation System* (World Bank, 2004).

How to Integrate Gender into Monitoring and Evaluation

An effective gender-sensitive monitoring and evaluation system in rural development projects requires that the following key activities be undertaken at different points of the project cycle:

STAGE I—IDENTIFICATION AND PREPARATION

- Ensure that benchmark survey or baseline study is gender sensitive⁴
- Undertake an initial gender study or analysis⁵ to identify the potential negative impacts of project intervention on women as well as men
- Identify gender-related goals and priorities based on available information and consultation with stakeholders
- Conduct a gender-sensitive social analysis/assessment⁶ to broadly cover social, cultural and economic aspects
- Assess the institutional capacity for integrating gender into development activities.

STAGE II—DESIGN AND APPRAISAL

- Ensure gender is integrated into goals and objectives and set clear targets⁷
- Plan for developing capacity to address gender issues and to monitor and evaluate progress and outcomes
- Set up a monitoring and evaluation system
 - Adopt and “engender” the Results Framework⁸ as included in the PAD (Annex 1)
 - Identify and select key gender-sensitive indicators for outcomes and impact⁹
 - Develop/select the “best” data collection methods and decide on timing (Annex 2)



- Organize reporting and feedback processes, clearly identifying who will collect and analyze information, and who will receive it and how it will be used to guide implementation. This includes, as part of the results framework, determining arrangements for results monitoring by establishing target values and data collection/reporting plans for the outcome indicators (Annex 1).

STAGE III—IMPLEMENTATION

- Carry out capacity development exercises for integrating, and for monitoring and evaluating, gender-related issues.

During Supervision:

- Collect gender-sensitive data based on the selected indicators
- Monitor the progress against outcome targets set for the period under evaluation, and feed results back into the system to allow for midterm corrections.

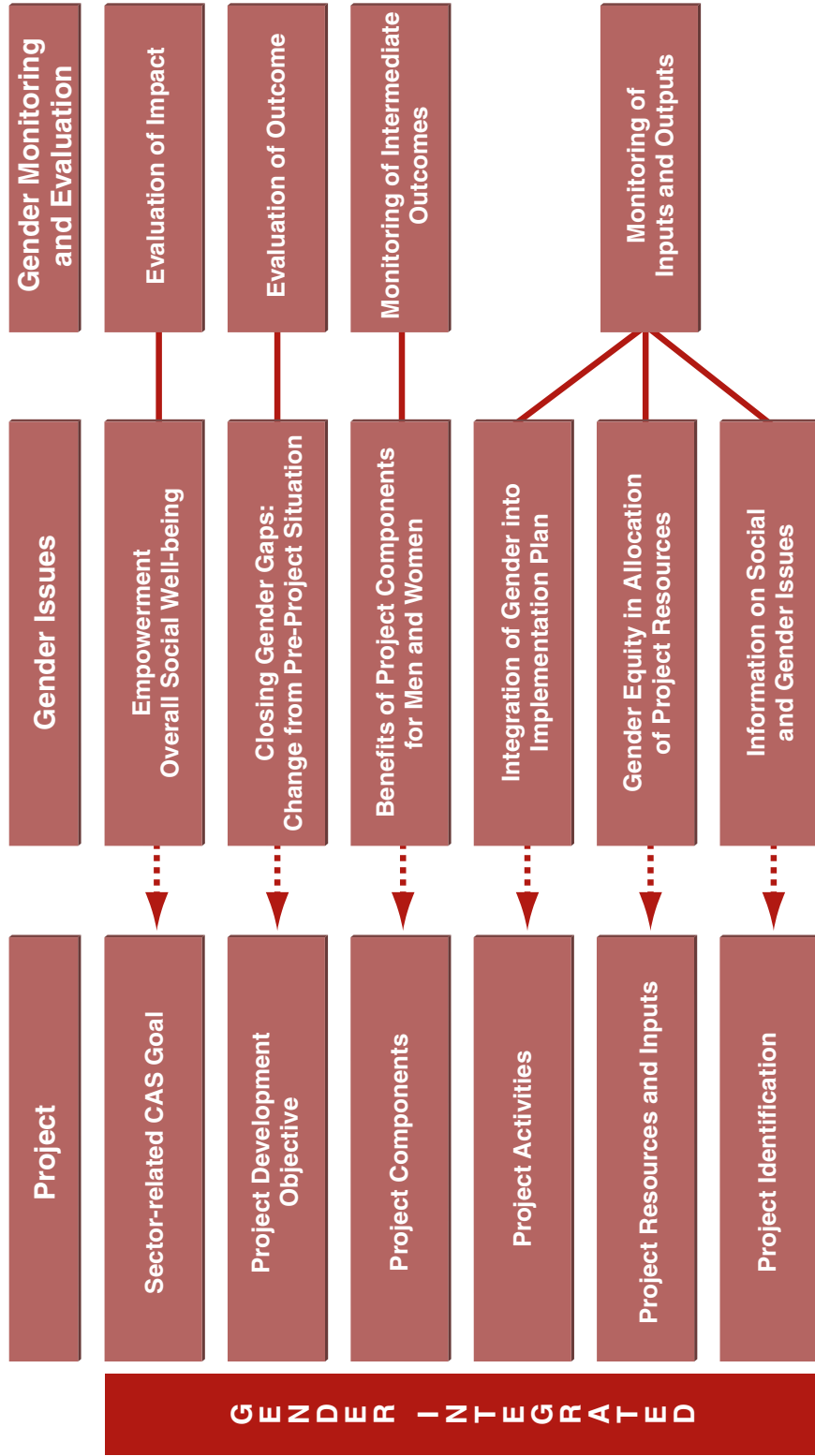
During Midterm Evaluation:

- Assess progress and make corrections if needed to obtain expected gender-related outcomes.

STAGE IV—IMPLEMENTATION COMPLETION

- Assess outcomes and impact of gender integration in the overall project context
- Assess outcomes and impact of project interventions on men and women
- Derive and share lessons that can feed into the overall Rural Development goals and objectives (Annex 3).

Figure I: Levels of Gender Integration into the Project



Key Issues to Consider

Identification and Preparation

- Does the client (country, state, district) have the policy and institutional framework to promote gender equality in development activities?
- Are the project's goals and objectives gender-sensitive: Do they adequately reflect women and men's needs?
- What is the level of participation from men and women stakeholders, local women's NGOs, community-based organizations, and so on, in setting goals and objectives?
- Is baseline information, against which results can be measured, being collected through gender analysis and/or social assessment?

Participatory Rural Appraisal (PRA) comprises a growing family of participatory approaches and methods that emphasize local knowledge and enable local people to make their own appraisal, analysis, and plans. The purpose of PRA is to enable development practitioners, government officials, and local people to work together to plan context-appropriate programs. PRA uses group animation and exercises to facilitate information sharing, analysis, and action among stakeholders. Originally developed for use in rural areas, PRA has been employed successfully in a variety of settings.

Design and Appraisal

- Do the project components and desired outcomes reflect the project's gender-sensitive goals and objectives?
- Is there a credible implementation plan that links courses of action and intermediate targets to expected final outcomes that benefit both men and women?
- Are targets being set in consultation with stakeholders?
- Are gender-sensitive Monitoring and Evaluation indicators being identified in consultation with stakeholders? Have the beneficiaries identified outcome indicators they would like to monitor?

Capacity:

- Do the planning and implementing agencies have the capacity to identify and address gender issues? Has staff received gender-sensitivity training? If not, will they?
- Is there an incentive structure (including rewards and sanctions) to encourage staff to address gender concerns?
- Have guidelines for gender-related activities been developed and implemented?
- Are funds being allocated for gender capacity building?
- Is there a gender focal point or staff in charge of gender concerns within the Project Management Unit and Project Implementation Units, and the concerned ministry of the borrowing country?

Data Collection Methods:

- Do the tools and methods to collect data reflect gender outcomes and impacts?
- Are there male and female data collectors, and have they received gender-sensitivity training?
- Are standard data collection and analysis methods being complemented with qualitative methods such as PRA, focus groups, and so on? Is gender analysis being integrated into these?
- Is the possibility of conducting a stand-alone gender study being considered?
- Does the project design take into account the different Monitoring and Evaluation information needs in terms of how the information will be used and by whom, and are these needs being assessed in light of budgetary and time constraints?

Partnerships:

- Is the possibility of developing partnerships with local women's NGOs, grassroots organizations, research centers, and so on, for data collection and analysis being explored?

throughout the Project Cycle



Implementation

- Are gender-sensitive and -disaggregated data being collected to keep track of component outcomes? From what sources?
- Is the same information contained in the baseline data being collected for outcome indicators at one or several times during the life of the project in order to measure outcomes and impact?
- Are data also collected to establish the stakeholders' perceptions of project benefits?
- Is there thematic unity in all data collection formats and reports?
- Are the data fed back to project personnel and beneficiaries on a timely basis to allow for project adjustments?
- Are local women's organizations, NGOs, research institutes, and so on, involved in monitoring the progress of the project's gender integration?
- Are there specific and adequately detailed references to gender in the project implementation status and supervision reports?
- Are the results/findings being disseminated and shared with stakeholders? How? When?

Implementation Completion—Evaluation

- Did both men and women participate in the project? Did both men and women receive the benefits?
- What were the preliminary indications about emerging outcomes? How did they affect men and women?
- How did different stakeholders perceive changes caused by the project?
- Did the project produce the intended benefits for men and women? How do the outcomes compare to the targets? What factors account for variation in outcomes?
- How did the risk indicators/critical assumptions about gender interact with the project's inputs in support or hindrance of project progress?
- How can gender outcomes and impacts be increased or stabilized?
- How did project beneficiaries, male and female, respond to the interventions?
- What are the realistic prospects of sustaining the benefit stream in the long term?



Participation

Promoting participation in gender-sensitive Monitoring and Evaluation can build consensus among stakeholders on the project's gender goals, and on what gender outcomes to monitor and what impacts to evaluate.

Participatory Monitoring and Evaluation makes it possible to identify problems early in the project implementation stage, and give communities and implementing agencies the ability and flexibility to respond to changing scenarios that may affect the project interventions.

It taps the perspectives and insights of all stakeholders, beneficiaries as well as project implementers. All stakeholders identify issues, conduct research, analyze findings, make recommendations, and take responsibility for necessary action. Stakeholders who are involved in the identification of problems and solutions will develop the all-important ownership and commitment to any corrective actions adopted.

The first steps for integrating gender into the participation process include:

1. Identifying the key stakeholders and ensuring they will all be invited and are able to participate during consultations
2. Assessing the current scope, level and quality of participation. (To what extent are organizations representing both women and men involved, and what are the factors limiting their fuller participation?)
3. Identifying and setting measures to strengthen the capacity of marginalized and vulnerable groups, including women, to participate
4. Assessing the existing capacity of government and other agencies to organize participatory processes. Where necessary, rapid capacity building through training, study tours or technical assistance may be required to ensure that the capacity exists to manage the participatory processes.

Participatory Monitoring and Evaluation (PME) provides task team leaders (TTLs) with feedback on project effectiveness during implementation. TTLs can use this tool to systematically evaluate progress towards desired outcomes and impact throughout the project cycle.



Checklists

Are participatory processes among stakeholders, men and women, being encouraged and how do the stakeholders perceive the benefit of their participation when:

- Planning, implementing and maintaining projects?
- Setting goals?
- Identifying activities, components and indicators?
- Setting targets?
- Selecting the best data collection methods?
- Collecting and analyzing data?
- Monitoring and evaluating?
- Reporting and disseminating results?

Indicators

- What is the percentage of participating stakeholders, women and men, who are satisfied with their own involvement at different stages of the project?
- How many women and men, people from different ethnic groups, members of different castes and age groups, and different economic classes are adopting new farming practices?
 - What factors influence the adoption rates?
- What is the level of voice of local stakeholders, women and men, in influencing key activities? (e.g., setting workshop agendas, determining training priorities, assessing and selecting new varieties).
 - What factors enable or restrict the voice of the stakeholders?
- What is the level of influence of women and men in different institutions (government, NGOs, local stakeholders) to guide their operations?
 - What is limiting or enabling their abilities to exert influence?

Endnotes

¹ **Rural development** is a strategy to alleviate poverty through sustained increases in the productivity and income of the rural poor. Rural development projects strive to promote overall productivity and improve cost-effectiveness by: (i) directly benefiting large numbers of rural poor, (ii) having a sufficiently low cost per beneficiary so that they may be extended or replicated over broader areas, and (iii) capturing the production potential of rural women and men-farmers, livestock managers, entrepreneurs, and so on.

² **Successful monitoring:** (i) provides feedback during the process of implementation; (ii) requires collection of readily available information and minimal processing and analysis of it; (iii) focuses on the current status of indicators; (iv) places appropriate emphasis on project inputs and outputs as well as tracking outcomes and impacts.

³ **An evaluation system** involves the development of a series of data over a time span starting before the project is implemented and continuing well beyond the implementation period. Unlike monitoring, an evaluation requires a longer time span before even tentative conclusions can be drawn. Objectives of evaluation: (i) Determine whether the project objectives set in terms of expected outcomes and impact are being, or will be, met; (ii) establish causality and focuses on the links between inputs and outputs and between outputs and outcomes/impact; (iii) improve the project by sharing the evaluation results while there is still time to make adjustments to the project; (iv) contribute the lessons from evaluation to future rural development projects; (v) identify clearly the external factors that influence project outcomes as well as the true contribution of the project to the development objective.

⁴ **A baseline study** reveals the situation in the project area before the intervention. The resulting benchmark data is used for comparison when using indicators through the project cycle. Baseline data, against which progress and results can be measured, should be disaggregated by gender, socioeconomic and ethnic grouping, and age.

⁵ **Gender analysis** is a systematic approach for determining men and women's often differing development needs and preferences and the different impacts of development on women and men. It examines men's and women's access and control over resources, including the division of labor between genders, and their control over the inputs and outputs (benefits) of their labor. Gender analysis takes into account how class, race, ethnicity or other factors interact with gender to produce discriminatory results.

⁶ **Social assessment** Social analysis enables the Bank to assess whether a proposed program or operation is likely to meet its social objectives and to recommend measures that will ensure that these objectives are met. Social assessment (for a definition) enables the Borrower to examine the sustainability of the project

and to incorporate measures that enhance the project's sustainability. Both processes-analysis and assessment-involve examining the project's socio-cultural, institutional, historical and political context, and stakeholder views and priorities, and including as many relevant stakeholders as feasible in the project cycle. Good social analysis can thus broaden social support for economic and social development. To ensure that social analysis provides a thorough picture of those systems, Bank social scientists use five "entry points," or dimensions of inquiry, to structure their work. Those entry points are: (i) Social diversity and gender, (ii) Institutions, rules and behavior, (iii) Stakeholders, (iv) Participation, and (v) Social risks. Source: Social Development Department, Social Analysis Sourcebook: Incorporating Social Dimensions into Bank-Supported Projects (World Bank, 2003).

⁷ **The target** should be a clear, timebound value against which actual project outcomes and results can be measured. Targets should be realistic and quantifiable statements of expected outcomes. They represent what the project wants to achieve in concrete terms.

⁸ **"Engendering" the Results Framework** requires that the process of planning a project as well as each component of the framework matrix be done through a "gender lens." Preparation of an "engendered" results framework involves project planners, stakeholders, and beneficiaries in analyzing gender relations and addressing questions at each level of the framework. This analysis takes place throughout the course of monitoring and evaluation, keeping in mind that the Results Framework is both adjustable and applicable to long-term project management. The Results Framework is included as a technical annex in the Project Appraisal Document (PAD).

⁹ **Gender-sensitive indicators**, as they measure gender-related changes in society over time, point out how far and in what ways development programs and projects have met their gender objectives. Their usefulness lies in their ability to point to changes in the status and roles of women and men over time, and therefore to measure whether gender equity is being achieved. Indicators can be grouped as:

Implementation Performance Indicators:

- **Input indicators** monitor project-specific resources to be provided for each project item; normally used at or close to the start of the project
- **Output indicators** measure output for each project or component, such as improvements in relation to baseline test data; they determine whether output from project components delivered and are used particularly during implementation

Project Outcome and Impact Indicators

Since 2003 the Bank's Project Appraisal Document only requires the inclusion and monitoring of outcome indicators:

- **Outcome indicators** measure the immediate impacts produced by each of the outputs. Intermediate outcomes are monitored during implementation and evaluated with the overall outcome near the end of the lender's/Bank's

Gender Integration in a Typical Rural Development Project: Results Framework, Annex I of PAD

The Project Appraisal Document (PAD) is the final product of a successful project planning process. For monitoring and evaluation the PAD requires both a results framework and a description of monitoring and evaluation arrangements. The structure is shown by way of a hypothetical example in the tables.

When developing the framework, one should pay particular attention to the following:

- Develop a strong and clear PDO to illustrate the principal outcome with respect to the *primary* target group
- Make sure that the project components contribute to achieving the PDO including through *secondary* target groups
- Select indicators, including those that address gender, for the PDO and each project component
- Decide how tracking results would guide in midcourse corrections of project implementation

Note that additional monitoring and evaluation issues must be featured in the text of the PAD. These include:

- Articulate a clear alignment between the project and higher order strategic, program, or sector goals.
- Provide details on practical arrangements for monitoring and evaluation.
- Discuss critical risks, assumptions, and possible controversial aspects

(See also table below for further suggestions on how to integrate gendering the project design.)

An Example of a Gender Integrated Results Framework for a Rural Development Project

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Statement of Project Development Objective	List of outcome indicator(s) at PDO level	Specify use/purpose of monitoring specific indicators and use of findings (PDO level)
Agricultural producers increase the adoption of profitable and environmentally sound technologies	For example, percentage/number of women and men producers who have adopted environmentally sound technologies by year x	If the rate of technology adoption by women and men is lower than y% by specified target date, the Outcomes 1 and 2 must be reviewed for efficiency
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Statement of outcomes per component	List of outcome indicator(s) per component	Specify use/purpose of monitoring specific indicators and use of findings (component level)
Outcome 1: Extension service providers have an improved understanding of client needs and how to respond to them	For example, percentage/number of women and men producers satisfied with access to and quality of extension services	If the rate of satisfaction is lower than y% by the specified target dates, the activities under Component 1 will be adjusted as needed
Outcome 2: National research institutes have improved capacity to conduct research in identified priority areas	For example, percentage of priority research funds allocated to research in priority areas	If the proportion is lower than envisioned, the situation will be analyzed and corrected

Arrangements for Results Monitoring

Project Outcome Indicators	Target Values						Data Collection and Reporting		
	Baseline	YR1	YR2	YR3	YR4	YR5	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
Percentage/number of women and men producers who have adopted environmentally sound technologies by year <i>x</i>	W: 0% M: 5%	5% 7%	8% 10%	15%	35%	60%	Annual	For example, Project monitoring system consultant field reports; reports; supervision reports; midterm review, case studies, repeated field surveys against baseline	Project Coordination Unit
Project Outcome Indicators	Baseline	YR1	YR2	YR3	YR4	YR5	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
Outcome 1: Percentage/number of women and men producers satisfied with access to and quality of extension services	W: 10% M: 30%	20% 40%	40% 60%	50% 70%	70% 80%	90%	Annual	For example, Project monitoring system reports; farmer satisfaction surveys; supervision reports; annual reports of research institutes, midterm and completion reviews	Project Coordination Unit
Outcome 2: Percentage of priority research funds allocated to research in priority areas	2%	10%	20%	30%	35%	40%	Annual		Project Coordination Unit



Suggested Data Collection and Analysis Methods

Method	Applications	Ease and Cost of Data Collection and Analysis
Quantitative methods		
Household surveys	Household composition and household welfare	Gender-disaggregated questions can be included at no cost, however, applying submodules to individual household members increases interview time and often requires a second visit
Attitude studies	Analysis of attitudes toward different organizations or prioritization of needs and projects	These can be included in the household survey, but they require additional time to administer
Willingness and capacity to pay	Estimates of how much households are currently paying for services such as health, water, education, and transport and assessment of their willingness and capacity to pay for improved services for different household members	Questions can be included in the household survey, but it is essential to interview both women and men; qualitative methods such as direct observation may be required to check the reliability of the information
Time-use studies	Estimating the time women and men spend on collecting water and fuel, traveling to work, domestic activities, unpaid and paid productive activities.	Questions can be included in surveys, but, where possible, this should be combined with focus groups or direct observation; household diaries can also be used
Seasonal labor profiles	Display of quantitative changes in farming cycle and labor allocation when new crops or techniques are introduced; estimate person/days or months for each task during average farming season by gender	It requires 1–2 days
Qualitative methods		
Stakeholder analysis	Identifying main groups affected by or affecting planned or actual policies and determining their interests, influence, and importance	This requires individual interviews, but often with a relatively small number of respondents
Institutional analysis	Evaluating the efficiency and client friendliness of the main public and private sector agencies providing services	Some questions can be included in household surveys, but where possible, this should be combined with focus groups
Focus groups and community forums	Seeking the opinion of community groups on their problems and priority needs and their experience with the projects and programs being provided—a valuable complement to household surveys	Semi-structured interviews, usually taped, and conducted separately with women and men—it can take 1–2 hours/group (or up to 20 people)
Participatory Rural Appraisal and other participatory methods	These methods are used to understand the world of the poor and to listen to their concerns and priorities rather than asking them to respond to a set of survey questions prepared by outside agencies.	Several days and, ideally, at least one week should be allowed for each community studied. It is important to allow sufficient time to understand the community and to gain the trust of residents before the sessions begin.
Group and community interviews	Quick, inexpensive overview of conditions and practices across villages; open-ended questioning of group representing more than one household	It requires 1–2 hours/village
Community portraits	Comparison and contrast between beliefs and practices across villages and between genders	It requires 1–2 hours/village
Agricultural calendars	Qualitative picture of activities for all enterprises and operations	On a monthly basis, identify by gender, family position, and wage status the person(s) responsible for farm and nonfarm tasks—it requires 1–2 days
Photographs and videos	Photographs can provide a dramatic complement to written reports and an effective way to document physical and economic change over time	Photographs are quick and easy to take. Videos are also an excellent way to present findings, but they are much more expensive to produce—particularly if editing is required
Spatial maps	Clear visual picture of participants, beneficiaries, and constraints. Indicate by gender on maps of fields/enterprises who is responsible, provides labor, and controls resources and outputs or benefits	It requires half a day to 1 day
Walking tours	Map locating main agro-ecological zones, farming systems, social groups, and infrastructure; Main problems of community and key informants for various issues	Conducted by interdisciplinary team of rural dwellers and scientists. Separate walks with men and women can be informative. It requires a team and residents for half a day to 1 day.

Adapted from: Bamberger et al., 2002, and Fong and Bhushan, 1996.

Rural Score Card: Assessing Rural Well-being through a Gender Lens

The Rural Score Card is a composite set of indicators that can be used to measure progress in achieving overall rural well-being in a given country. The Score Card is useful in policy dialogues with client countries in focusing attention to areas of need.

The Rural Score Card uses poverty reduction goals to set the indicators of rural well-being and takes into account the expanded connotation of poverty that includes lack of basic needs, services and capacities. It also recognizes vulnerability, powerlessness, and inequality as key aspects in poverty, which are intricately associated with gender issues in rural development.

The framework for the Rural Score Card identifies five specific outcomes of poverty reduction initiatives in rural areas. The corresponding gender-related issues and indicators are useful in assessing how the poverty reduction initiatives address the needs of both men and women (see more details in: Okidegbe, 2000).

Outcome	Gender-Related Issues and Indicators
The proportion of the rural population with incomes below the poverty level is reduced	<ul style="list-style-type: none"> Rural population below poverty line (%) by gender Average income in rural households –male-headed and female-headed Percentage of men and women with income below \$1 a day
Social and physical well-being is improved	<ul style="list-style-type: none"> Percentage of population with access to safe water and fuel Percentage of rural population with access to sanitation Percentage of rural population with access to healthcare Percentage of rural population with access to and use of childcare services Access to rural roads and transport Division of labor in fuel and water collection by gender Rural fertility rate (average number of births per woman) Under-five mortality rates, males and females (Millennium Development Goal) Malnutrition prevalence (percentage of children under 5) Rural HIV prevalence (number by gender) (Millennium Development Goal)
Human development is fostered	<ul style="list-style-type: none"> Percentage of rural women with access to formal education Net primary enrollment ratio, males and females (Millennium Development Goal) Changes in men-women ratio in literacy (15–24 years old) (Millennium Development Goal) Men's and women's access to different types of training Women's access to information
Equity is fostered	<ul style="list-style-type: none"> Men's and women's access to productive resources Women's legal position in inheriting and acquiring lands; gender gap in ownership of agricultural land (percentage of farms in individual ownership owned by women) Access to credit: number and average size of loans to women and men Men's and women's time-use in household and farming activities Men's and women's access to technology and support services in agriculture Men's and women's capacity to adopt improved technology Women's role in decision making in family and farming activities Women's roles in cooperatives, in local planning and decision making Women in leadership positions in village/community level Women's control over income and other household resources Employment in agriculture—ratio of females as a percentage of female labor force to males as a percentage of male labor force Contribution of different household members to the household economy
Food security is enhanced	<ul style="list-style-type: none"> Productivity increase in men and women farmers' fields Per capita food availability—women's and girls' access to food Availability of food in female-headed households Availability of animal protein in diet

Note: This information can be obtained from several sources including household surveys, poverty assessments, Ministry of Education, Ministry of Health and other relevant ministries, women's organizations, legal associations, district data, focus groups, and special studies combining quantitative and qualitative methods.

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For a discussion on participatory techniques see also:
<http://lnweb18.worldbank.org/ESSD/sdvext.nsf/09ByDocName/SectorsandThemesGenderandSocialInclusion>

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Agro-enterprise Development

Agro-enterprise development covers the entire gamut of activities concerning supply of inputs, production, processing, transporting, and marketing of agricultural and related produce. It cuts across various sectors and encompasses the institutions and businesses serving the agriculture, forestry, and fisheries sectors.

Rationale for Integrating Gender into Agro-enterprise Development Projects

One important goal of agribusiness efforts is to improve the productivity of labor. Given that women's representation in the agricultural labor force is increasing, gender concerns need to be addressed to ensure the continued growth of women's productivity in this sector. In this context, gender relations (roles, responsibilities, access, and control over resources and services) assume special significance.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Market Support	<ul style="list-style-type: none"> ✓ Gender differences in access to information ✓ Linkages between big agro-enterprises and small producers, especially women ✓ Differential access by gender to markets and services ✓ Women's participation in trade and producers organizations 	<ul style="list-style-type: none"> ✓ Strengthening market information systems for male and female SMEs ✓ Strengthening roles of women in trade and policy and participatory planning 	<ul style="list-style-type: none"> ✓ Assess and improve participation of women in trade and producers organizations ✓ Improve facilities for women in markets 	<ul style="list-style-type: none"> ✓ Better knowledge about high value added products and marketing among women and men entrepreneurs ✓ Increased income from products
Entrepreneurship	<ul style="list-style-type: none"> ✓ Men's and women's roles in agro-processing and trade ✓ Opportunities and barriers for women's entry in agro-processing and trade ✓ New trends replacing women's home-based enterprises and trade 	<ul style="list-style-type: none"> ✓ Technological and management support to small and medium entrepreneurs, men and women ✓ Support to women/small enterprises in moving from informal to formal status, assistance in licensing and tendering 	<ul style="list-style-type: none"> ✓ Identify and target women entrepreneurs in agro-processing activities and trade ✓ Assess and improve technical and managerial skills among men and women entrepreneurs ✓ Improve access of women entrepreneurs to producers and trade organizations 	<ul style="list-style-type: none"> ✓ Increase in income of men and women from agro-enterprises ✓ Improvement in efficiency and level of women's participation in agro-enterprise
Employment	<ul style="list-style-type: none"> ✓ Opportunities and constraints for women's employment in agro-enterprises ✓ Barriers to women's participation in farm-business linkages 	<ul style="list-style-type: none"> ✓ Project support to improve women's skill levels in processing and trade ✓ Provide access to information on fair wages, protective legislation, etc. 	<ul style="list-style-type: none"> ✓ Increase number of male and female skilled workers ✓ Improve women's level of employment in agro-enterprises 	<ul style="list-style-type: none"> ✓ Increase in efficiency and productivity of labor especially of women workers ✓ Equal treatment/wages by gender
Notes for Task Teams	<ul style="list-style-type: none"> ✓ Given the importance of agro-enterprises for women, assess opportunities for women in the outset of the project ✓ Establish gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Design activities at various levels to close the gap between men and women in opportunities (or access), efficiency, and productivity in agro-enterprises ✓ Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Analyze the changes in the role of women in agro-enterprise activities ✓ Monitor changes compared to gender sensitive baseline data 	<ul style="list-style-type: none"> ✓ Increased role of women in agro-enterprises and market linkages should be assessed ✓ Evaluate changes compared to gender sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> • Percentage/number of women starting their own business • Change in the way women entrepreneurs are viewed in producer and trade organizations • Percentage/number of women in leadership positions • Women's participation and leadership in producer and trade organizations 	<ul style="list-style-type: none"> • Women's wage and employment levels • Wage differentials and skill gaps between men and women • Performance of women's owned and run businesses • Change in women's bargaining power in the household • Interest from trade and producer organizations in hiring women

Example of a Gender-integrated Project: Women Entrepreneurs in Agro-enterprises

The project development objective is to increase the incomes of land users in a sustainable manner by empowering them to obtain equitable access to natural and financial resources.

Background studies show that customary rules leave women without control both over land resources and over income generated on that land. Production of goods to be sold on local or export markets is driven by men while women provide most of the primary labor thereby further adding to their workloads.

The project includes training components for government officials and supervisors, municipalities, and farmer leaders (men and women) on incorporation of the gender dimension. Women are consulted during project design and implementation, and gender studies capture current gender issues and establish a baseline to be monitored over the course of the project.

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
The incomes of rural producers are increased in a sustainable manner by empowering them to obtain equitable access to natural and financial resources	Percentage/number of women and men producers that reach their targeted income levels	If 40% of beneficiaries have not reached their targeted income levels by midterm, the components must be reviewed for efficiency
Intermediate Outcome	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Women and men producers are reaching regional markets with their new products	Share of the new products of men and women producers reaching regional markets	If targets are not reached, beneficiaries should receive more skills training and business mentoring. Identify and remove obstacles to market access
Outcome 2: Equitable division of labor	Share of field labor performed by women and girls	If targets are not reached, reevaluate and adjust strategies for empowering women's control over resources

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percentage/number of women and men land users that reach their targeted income levels	0%	40%	80%	Household survey (women and men interviewed separately) against baseline data
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Share of the new products of men and women producers reaching regional markets	5%	30%	70%	Annual collection by Project Coordination Unit from: consultant field reports; project technical staff supervision reports; special studies, surveys
Outcome 2: Share of field labor performed by women and girls	80%	70%	60%	

Agricultural Knowledge and Information Systems (AKIS): Agricultural Research, Extension and Education

Agricultural Knowledge and Information Systems (AKIS) comprise the institutions and organizations that generate and disseminate knowledge and information to support agriculture and production, marketing, post-harvest handling of agricultural products, and management of natural resources. Most AKIS projects support agricultural research, extension, or education activities, which are increasingly viewed as components of an interrelated system.

Rationale for Integrating Gender into AKIS Projects

While men and women farmers share many responsibilities, they are often active in different production systems, and have different needs and constraints relating to the farming activities. Gender differences at the household level very often lead to different access to knowledge and information, and support services in agricultural production. Lack of attention to these issues in projects therefore leads to inefficient use of human resources, and loss in productivity.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Technology Generation	<ul style="list-style-type: none"> Existing technology to meet gender-specific needs, its appropriateness including cost factors Adoption of technology by men and women farmers 	<ul style="list-style-type: none"> Funding for research on specific technology needs of men and women farmers Funding for research on minor crops and vegetables Emphasis on farming systems' research with a gender focus 	<ul style="list-style-type: none"> Research programs focusing on gender-specific needs Monitor percentage of research funds allocated in priority areas Technologies made simple and non input-intensive for easy adoption Monitor percentage women and men producers who adopt technology 	<ul style="list-style-type: none"> Technologies to address gender needs in place—better use of saved time Increase in productivity through adoption of improved packages by all categories of farmers
Institutional Capacity	<ul style="list-style-type: none"> Existing capacity among research and extension staff to identify social and gender issues Males and females among extension staff Facilities for advanced education in agriculture for women Men and women satisfaction with access to agricultural education 	<ul style="list-style-type: none"> Funding for staff training in gender awareness raising, and gender tools and methods Project support for gender specific activities in research and extension Strengthening facilities for women in agricultural education, inclusion of women in the faculty 	<ul style="list-style-type: none"> Gender training provided to/planned for research and extension staff Quality of training assessed by expert team Research and extension staff trained for increased focus on gender in support services Curriculum developed to meet gender-based needs Percentage women obtaining an agricultural degree 	<ul style="list-style-type: none"> Research and extension system more sensitive to gender-based needs as assessed by expert team Increase in percentage and number of women agricultural graduates in rural areas Improvement in quality of services in extension
Information Dissemination	<ul style="list-style-type: none"> Extension programs, if any, to meet gender-specific needs Appropriateness of extension messages to male and female farmers of different categories Access to technology and extension services by women farmers Participation of women in field demonstrations, FFSS Beneficiaries' satisfaction with current extension system 	<ul style="list-style-type: none"> Project support for dissemination and adoption of advanced technology Strengthening of FFSS to include women Extension messages and training made relevant to the needs of men and women Private sector and NGO involvement in technology testing, dissemination and training 	<ul style="list-style-type: none"> Training and contacts among female farmers In farmer-led extension, women's participation in training and field demonstrations Technology adoption made easy and economical Monitor level of satisfaction with extension services among women and men 	<ul style="list-style-type: none"> Wide adoption of technology by men and women farmers of all categories Improvement in satisfaction with services in extension
Policy Implications	<ul style="list-style-type: none"> Gender sensitivity in research and extension policy—priority on addressing gender needs Differential allocation, access to resources by men and women Strategies to encourage female students from rural areas 	<ul style="list-style-type: none"> Initiatives to promote gender equality in research extension policy Extension strategy to integrate gender consideration in planning and implementation; incentives to staff for gender mainstreaming Incentives and reservation for female students in agricultural colleges 	<ul style="list-style-type: none"> Emphasis on gender in research and extension Adoption rates of advanced technologies by women and under-privileged Women's enrollment in and satisfaction with agricultural courses Rate of reporting of research findings (new knowledge) to government 	<ul style="list-style-type: none"> Increase in men and women farmers' income through improved access to technology and extension Improvement in graduate employment opportunities in rural areas Change in government policies based on project findings
Notes for Task Teams	<ul style="list-style-type: none"> Assess technology and extension needs of men and women farmers, and identify the gaps in services Assess male and female farmers' needs and constraints Develop a core group within the system to ensure gender integration Establish gender-sensitive baseline data 	<ul style="list-style-type: none"> Emphasize participation in identification, planning and implementation of activities Provide options to women farmers for choosing activities Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> Measure gender integration against targets set for research and extension activities Measure satisfaction with progress among women and men beneficiaries Monitor changes compared to gender sensitive baseline data 	<ul style="list-style-type: none"> Evaluate impact in both qualitative and quantitative terms Evaluate changes compared to gender sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> Quality of gender-focused extension messages produced Satisfaction with access to extension services and agricultural education Percentage of research funds allocated to priority areas identified by women farmers Percentage of women among the contract farmers Percentage of women in the governing boards of producer and trade organizations Percentage of women obtaining an agricultural degree 	<ul style="list-style-type: none"> Adoption rates of new practices and technologies among men and women Improvement in income of men and women farmers Number of women graduates employed by the formal sector against baseline Share of national research investments to priorities identified by women Percentage/number of women graduates employed in the formal sector

Example of a Gender-integrated Project: Women and Technology Adoption

The project development objective is to ensure that agricultural producers increase their adoption of profitable and environmentally sound technologies. Background studies indicate that because the percentage of women-headed households in the region is underestimated, women were also not the focus of local extension services. It also recognized women's long working hours as the main constraining factor in their participation in extension activities and in receiving extension support in their diverse activities. Women's low productivity and income appear to be the result of lack of access to productive resources and technical support. Women are consulted during project design and implementation, and gender studies will further capture current gender issues and establish a baseline to be monitored over the course of the project.

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Agricultural producers increase the adoption of profitable and environmentally sound technologies	Percentage/number of women and men producers who have adopted environmentally sound technologies	If the rate of technology adoption by women and men is lower than $\gamma\%$ by specified target date, the Outcome 1 and 2 must be reviewed for efficiency
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Extension service providers have an improved understanding of client needs and how to respond to them	Percentage/number of women and men producers satisfied with access to and quality of extension services	If the rate of satisfaction is lower than $\gamma\%$ by the specified target dates, the activities under Outcome 1 will be adjusted as needed
Outcome 2: National research institutes have improved capacity to conduct research in identified priority areas	Percentage of research funds allocated to research in priority areas identified by women producers	If the proportion is lower than envisioned, the situation will be analyzed and corrected

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percentage/number of women (w) and men (m) producers who have adopted environmentally sound technologies	w: 10% m: 15%	w: 30% m: 30%	w: 60% m: 60%	Annual collection by Project Coordination Unit from: household survey data against the baseline, special studies, and participatory evaluations
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Percentage/number of women (w) and men (m) producers satisfied with access	w: 20% m: 50%	w: 70% m: 70%	w: 100% m: 100%	Producer satisfaction survey; quality of extension services determined by participatory evaluations; annual reports from the research institute
Outcome 2: Percentage of research funds allocated to research in priority areas	20%	30%	40%	

Land Policy and Administration

The land policy and administration sub-sector comprises institutions and activities related to land reform, land administration, land titling and land privatization. Most land policy and administration projects support the design and implementation of land administration systems where private property systems have been either localized, customary, informal, inadequate, or are lacking.

Rationale for Integrating Gender into Land Policy and Administration Projects

Women are often the primary users of land, but they are frequently excluded from land rights. Women's land rights include access to land and other natural resources as well as effective participation in the provision of land administration services. If they are excluded from the benefits of the new systems, intentionally or unintentionally, they may suffer in the transition, losing access to land and failing to obtain (or losing) property rights. Lack of assets also reduces women's access to productive resources like credit and reduces their interest in long term investments in the land such as soil conservation. There is a clear need to understand better the implications of inclusion or exclusion for women's material well-being and social status.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Socioeconomic Issues	<ul style="list-style-type: none"> ✓ Gender distribution of heads of households ✓ Determine what is restricting and enabling the use of land ownership as collateral for further investments 	<ul style="list-style-type: none"> ✓ Gender-inclusive project design—balance in male/female ratio among the beneficiaries ✓ Number of titles issued to men, women, and joint ✓ Marital status of women who obtain land titles ✓ Participation by men and women throughout the project cycle 	<ul style="list-style-type: none"> ✓ Percentage of women using titles as collateral for credit etc. ✓ Monitor men's and women's level of satisfaction with their ability to participate and benefit throughout the project ✓ Monitor changes in economic activities by men and women ✓ Monitor the effect on social and family status of land individual and joint land titling 	<ul style="list-style-type: none"> ✓ Increase in women's and men's ability to use land titles as collateral for investments ✓ Increased satisfaction among beneficiaries with respect to project participation
Legal and Policy	<ul style="list-style-type: none"> ✓ Formal and customary legal status of women and men in land titling and administration ✓ Strategies to encourage women and joint land titling 	<ul style="list-style-type: none"> ✓ Policy initiatives and support to law makers to improve the legal status of women and men ✓ Extension strategy to integrate gender consideration in planning and implementation; incentives to staff for gender mainstreaming 	<ul style="list-style-type: none"> ✓ Recommendations for gender-sensitive legal and policy reforms ✓ Changes in men's and women's formal and customary legal status ✓ Emphasis on individual and joint titling by men and women 	<ul style="list-style-type: none"> ✓ Gender-sensitive legal and/or policy reforms as a result of project initiatives ✓ Improved men's and women's independence and social standing due to obtaining land ownership
Institutional Issues	<ul style="list-style-type: none"> ✓ Capacity of land titling and administration units in dealing with gender issues ✓ Women's and men's level of satisfaction with titling and land administration services ✓ Identify gender-differentiated problems with adjudication 	<ul style="list-style-type: none"> ✓ Gender-sensitive training for administrators and project staff (surveyors) ✓ Develop and test alternatives to adjudication 	<ul style="list-style-type: none"> ✓ Monitor women's and men's level of satisfaction with land titling and administration services ✓ Settling more land ownership conflicts with alternatives to adjudication 	<ul style="list-style-type: none"> ✓ Improved satisfaction with land titling and administration services ✓ Improved conflict resolution
Notes for Task	<ul style="list-style-type: none"> ✓ Identify why women have become heads of household ✓ Establish gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Consider applicability of group/community approaches to land titling ✓ Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Project monitoring should reveal if current land titling and conflict resolution practices incorporate women's needs sufficiently to ensure their participation ✓ Monitor changes compared to gender sensitive baseline data 	<ul style="list-style-type: none"> ✓ Impact of increased participation and land titling to women should be seen in overall context—social, economic, environmental ✓ Evaluate changes compared to gender-sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> • Individual and joint titles issued by gender • Post-titling land sales by gender • Land used as collateral for credit by gender • Degree of diversification of economic activities of women after receiving title to their land • Land administration staff by gender 	<ul style="list-style-type: none"> • Understanding of gender issues among administrators and law makers • Gender responsiveness of legal and policy reforms on land ownership • Economic gain for men and women due to land ownership • Gender awareness in conflict resolution • Effect on social and family status of individual and joint land titling

Example of a Gender-integrated Project: Strengthening and Preserving Women's Rights in Land Titling

The project development objective is to establish a sustainable land administration system that is fair, efficient, cost effective, and decentralized to increase land tenure security.

Women can generally access land for residential and agricultural purposes. However, land ownership by women is heavily dependent on the customary laws exercised by the different ethno-cultural groups. Women right holders may, for example, find it relatively more difficult than men to assert their rights during the titling process, or to make use of the proposed new registration systems effectively. Women's names on the titles are for example seen as defensive measures, protecting them in the event of a change of family status. This includes ensuring that the names of both spouses are recorded on the title of joint family properties. Rural women-headed households are typically poorer than male-headed households, but frequently have greater access to land than women in the male-headed households.

Women are consulted during project design and implementation, and gender studies will capture current gender issues and establish a baseline to be monitored over the course of the project.

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Establish a sustainable land administration system that is fair, efficient, cost effective, and decentralized to obtain increased income and sustainable livelihoods for the land owners	Percentage/number of women land owners who double their income	If target share is not reached by mid-term measures such as further extension and training initiatives will be considered
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Land titling is equitable between men and women farmers	Percentage/number of land titles registered to women	If percentage/number of titles registered to women by year x is below target, the titling process and outreach initiatives must be reviewed and adjusted accordingly
Outcome 2: Land tenure security leads to more diverse economic activities	Percentage/number of women who are able to diversify their economic activity after receiving title to their land	If diversification is below target, focus on supporting activities that overcome the obstacles

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percentage/number of women land owners who double their income	0%	30%	60%	Sample survey against baseline survey results
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Percentage/number of land titles registered to women	5%	40%	70%	Annual collection by standard system reports from the Land Administration Office
Outcome 2: Percentage/number of women who are able to diversify their economic activity after receiving title to their land	0%	30%	60%	Consultant field reports; household surveys

Livestock Development

The livestock subsector comprises activities contributing to sustainable livestock production to reduce poverty, support widely shared growth, and increase food security. Sustainability in livestock production entails the provision of technology, information, supporting services, and enabling policies to ensure growth while increasing the efficiency of renewable resource use.

Rationale for Integrating Gender into Livestock Development Projects

Male and female producers have somewhat different needs for technology and support services, due to gender differences in roles and responsibilities in livestock activities. Women generally raise small stocks and are involved in processing activities while men are responsible for large animals and marketing produce. Livestock projects should take these differences into account in order to increase project effectiveness and sustainability.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Socio-Economic Issues	<ul style="list-style-type: none"> ✓ Gender-based roles and activities in livestock production, processing and marketing; gender relations in control over income ✓ Gender-specific needs in livestock activities ✓ Impact of livestock activities on nutrition and availability of dietary animal protein 	<ul style="list-style-type: none"> ✓ Project activities related to gender-driven small and large livestock production ✓ Gender input into value-added processing and efficient marketing ✓ Gender roles in utilization of animal draught power for farming and transport 	<ul style="list-style-type: none"> ✓ Equitable gender balance in beneficiary selection to reflect project-supported livestock activities ✓ Women's participation in decision making increased ✓ Reduction of women's workloads and new/alternative uses of their time ✓ Monitor level of animal protein consumption at family level 	<ul style="list-style-type: none"> ✓ Improvement in returns from livestock for all categories of producers ✓ Improvement in men's and women's income from livestock ✓ Improvement in consumption level of animal protein at family level
Legal and Policy Issues	<ul style="list-style-type: none"> ✓ Gender discrimination, if any, in livestock ownership and inheritance ✓ Men's and women's access to and satisfaction with livestock support services in extension, healthcare, credit, and insurance ✓ Gender balance in producers' and marketing cooperatives 	<ul style="list-style-type: none"> ✓ Initiatives to mitigate gender bias in livestock policies ✓ Project support to improve access to extension, production inputs, credit, and marketing ✓ Emphasis on women's participation in farmers' groups and marketing cooperatives 	<ul style="list-style-type: none"> ✓ Equitable gender balance in beneficiary selection to reflect project-supported livestock activities ✓ Women's participation in decision making increased ✓ Reduction of women's workloads and new/alternative uses of their time ✓ Monitor level of animal protein consumption at family level 	<ul style="list-style-type: none"> ✓ Men and women's income from and satisfaction with livestock activities increased or at least maintained
Institutional Issues	<ul style="list-style-type: none"> ✓ Assessment of specific technology and training needs of men and women in livestock activities ✓ Existing capacity in livestock support services to address gender-based needs ✓ Gender balance in the provision of livestock services—para-vets, AI services, and so on 	<ul style="list-style-type: none"> ✓ Emphasis on applied research on micro livestock ✓ Capacity development and training on gender issues in livestock activities for research and extension staff ✓ Training of rural women as paramedics, para-vets, and so on 	<ul style="list-style-type: none"> ✓ Increase in women's participation and income from micro livestock ✓ Improvement in number of trained extension workers and para-vets in villages ✓ Monitor level of satisfaction with technology and training initiatives 	<ul style="list-style-type: none"> ✓ Improved efficiency and sustainability of livestock systems ✓ Improved satisfaction with technology and training services
Note for Task Teams	<ul style="list-style-type: none"> ✓ Carry out initial beneficiary survey to identify potential gender issues ✓ Undertake a detailed social and gender analysis only if warranted ✓ Establish gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Integrate gender aspects into all the project components in which roles and needs are demonstrated ✓ Where necessary, appoint a gender specialist to develop a gender action plan ✓ Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Monitor progress in terms of changing roles by women availing support services, access to markets, credit, ownership of animals ✓ Monitor changes compared to gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Impact evaluation should reflect general improvement in health and nutritional status in addition to increase in income ✓ Evaluate changes compared to gender sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> • Percentage of women among livestock producers, especially of cattle • Amount of milk and animal protein consumed by the family members • Level of satisfaction among women and men with veterinary and training services • Number of trained and accredited extension workers by gender 	<ul style="list-style-type: none"> • Improved income levels for women livestock producers • Change in nutritional status of children and women through consumption of milk and animal protein • Change in soil nutrient status in households with livestock production

Example of a Gender-integrated Project: Women and Pastoral Development Initiatives

The project development objective is to promote sustainable natural resource management by establishing improved livestock production and marketing systems that would increase the income and well-being of herders and farmers in the project areas.

Background information indicates that women in the project area play a significant role in livestock production activities but generally have lower status than men. Women are knowledgeable about production characteristics, animal behavior, and the availability of quality feed and local fodder resources. They give importance to feed materials that improve fat percentage in milk and induce heat. In the project, women and ethnic minorities will be targeted with specific training and capacity building activities.

Women's participation in the planning and implementation of activities will be closely tracked through measurable indicators

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Promote sustainable natural resource management by establishing improved livestock production and marketing systems that would increase the income and well-being of herders and farmers in the project areas	Income levels for women and men livestock producers	If income levels do not increase according to targets for women and men, the strategies and project components must be reviewed and adjusted accordingly
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Improved nutritional status of children and women in the family	Amount of milk and animal protein consumed by women and girls	If milk and animal protein consumption by mothers and daughters does not increase according to plan, the capacity building initiative must be evaluated and adjusted
Outcome 2: Access to veterinary and technical support services improved	Percentage/number of women and men that are satisfied with support services	If the rate of satisfaction does not increase according to plan, barriers will be reviewed including the need for more trained and accredited extension workers

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percent change in income levels for women (w) and men (m) livestock producers	w: 0% m: 0% (base)	w: 50% m: 80%	w: 100% m: 100%	Household surveys against baseline values at midterm and completion
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Percent change in the amount of milk and animal protein consumed by the family	0% (base)	50%	100%	Household surveys, special studies, satisfaction surveys
Outcome 2: Percentage/number of women (w) and men (m) that are satisfied with support services	w: 30% m: 50%	w: 60% m: 70%	w: 90% m: 90%	

Sustainable Agriculture and Natural Resource Management

Sustainable Agriculture and Natural Resource Management activities seek to increase agricultural productivity through adoption of practices that maintain the long-term ecological and biological integrity of natural resources. Activities in this sub-sector cut across the rural, social, and environmental issues of natural resource management to sustain significant increases in farm productivity through the efficient use of land and other resources. The goal is to provide better economic returns to individuals and contribute to the quality of life and environmental sustainability.

Rationale for Integrating Gender into Sustainable Agriculture and Natural Resource Management Projects

Strategies for sustainable agricultural development and NRM stress participation and empowerment of farmers and communities, as well as partnership development among all stakeholders. Gender relations at the community and family levels play a crucial role in the success of efforts to harmonize agricultural intensification with environmental integrity and to promote social equity while maintaining economic and production objectives.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Socioeconomic Issues	<ul style="list-style-type: none"> ✓ Division of labor between men and women in farming activities in project area ✓ Constraints men and women farmers face in improving productivity ✓ Men's and women's access and control over resources at household level ✓ Men and women farmers' understanding and capacity to adopt sustainable practices 	<ul style="list-style-type: none"> ✓ Gender-inclusive project activities geared towards meeting specific needs of men and women ✓ Interventions to improve women's access to productive resources within existing social and cultural context ✓ Community mobilization in adoption of sustainable practices and NRM 	<ul style="list-style-type: none"> ✓ Women's farm productivity and their role in decision making ✓ Quality of participation of women in agriculture and NRM ✓ Awareness among men and women about sustainability in farming practices 	<ul style="list-style-type: none"> ✓ Women's role in agriculture and NRM strengthened ✓ Improvement in women and men farmers' income and overall social well-being
Policy and Institutional	<ul style="list-style-type: none"> ✓ Prevailing system in land tenure security and women's land rights ✓ Existing capacity of institutions to provide support to farming needs of men and women 	<ul style="list-style-type: none"> ✓ Project initiatives to address gender differences in land rights ✓ Capacity building in extension and other services to address gender 	<ul style="list-style-type: none"> ✓ Women farmers' access to land ✓ Training of staff trained in gender ✓ Gender balance among staff ✓ Gender focus in extension activities ✓ Women and men farmers' satisfaction with quality and access to extension and resources 	<ul style="list-style-type: none"> ✓ Gender equity in access and management of land resources ✓ Increased satisfaction with the quality of extension and other services.
Technology Development	<ul style="list-style-type: none"> ✓ Farmers' knowledge of sustainable farming and NRM ✓ Gender-specific technology needs to improve productivity and sustainability ✓ Identify why women have become heads of household 	<ul style="list-style-type: none"> ✓ Technical support conservation approaches by community women's groups ✓ Focus on women and the less privileged—productivity increase in degraded lands and post-harvest technology 	<ul style="list-style-type: none"> ✓ Information dissemination on farmer-oriented sustainable practices in agriculture and NRM ✓ Women's participation in field demonstrations and technology adoption ✓ Percentage of women and men who adopt new technologies 	<ul style="list-style-type: none"> ✓ Improved management and sustainability of land resources ✓ Increase in productivity and fertility of degraded land ✓ Increased adoption of new technologies leading to reduced pressure on environment
Notes for Task Teams	<ul style="list-style-type: none"> ✓ Collect background information on men's and women's dynamics in agriculture and NRM to identify gender issues (establish a baseline) ✓ Establish gender-sensitive baseline data (quantitative and qualitative). 	<ul style="list-style-type: none"> ✓ A preliminary gender study or a Gender-integrated PRA is advisable to help identify specific areas of emphasis in the project ✓ Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Emphasis should be given to assessing improvement in the quality of women's participation ✓ Monitor changes compared to gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Impact of women's participation should be seen in overall context—social, economic, environmental ✓ Evaluate changes compared to gender-sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> • Convergence of the roles of men and women in agriculture in project area • Competence of women in soil and water conservation • Percentage/number of women in community and producer organizations. • Awareness about conservation-oriented practices among men and women. • Percentage/number of women and men farmers satisfied with quality and access to extension and resources • Percentage of women and men who adopt new technologies. 	<ul style="list-style-type: none"> • Improvement in land management practices, reduction in land resource degradation • Improvement in productivity of degraded lands • Improvement in women's income • Women's empowerment and overall well-being, nutrition and health improved.

Example of a Gender-integrated Project: Women Participating in Watershed Management

The project development objective is to improve the productive potential of natural resources and increase incomes of rural inhabitants in selected watersheds through socially inclusive, institutionally and environmentally sustainable approaches. The objective includes ensuring equitable participation by all groups—especially the landless and women who rely disproportionately on common-pool resources for fodder, fuel and other forest products. Income generating activities will be aimed at women and other vulnerable groups. Women are to be included during project design and implementation, and gender studies will capture current gender issues and establish a baseline to be monitored over the course of the project.

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Increased incomes of rural inhabitants in selected watersheds through socially inclusive, institutionally and environmentally sustainable approaches	Percentage change in household income (compared to base) in targeted villages disaggregated by gender and socioeconomic class	If target is not reached, review: inhibiting tariffs and subsidies, poor participatory processes, inadequate investment prioritization, inadequate capacity building
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Communities are inclusive and active in prioritizing their own mix of watershed and village development technologies	Percentage of male- and female-headed households satisfied with their inclusion in and influence on the preparation of watershed development plans	If target is not reached, review and improve: mobilization of community and efforts to include all socioeconomic households in village decision-making
Outcome 2: All stakeholders are informed and educated about key design and participation features of the project using targeted messages evolved through a comprehensive communications strategy	Percentage of male- and female-headed households aware of project objectives, activities and methodologies	If target is not reached, review and improve information, education and communication activities
Outcome 3: Vulnerable groups (including women and landless) establish self-help groups and implement income generating activities	Percentage of women-run enterprises still active after 2 years	If target is not reached, review and improve selection of enterprises, support, and capacity building

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percentage change in household income (compared to base) in targeted villages disaggregated by gender and socioeconomic class	0% (base)	50%	100%	Household surveys against baseline data; participatory evaluations
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Percentage of male- and female-headed households satisfied with their inclusion in the preparation of watershed development plans	10%	40%	80%	Annual collection by Project Coordination Unit from: satisfaction surveys; consultant field reports; special studies
Outcome 2: Percentage of male- and female-headed households aware of project objectives, activities and methodologies	2%	25%	50%	
Outcome 3: Percentage of women-run enterprises still active after 2 years	15%	40%	50%	

Rural Finance

Rural finance comprises all types of financial services for households and micro, small, medium, and large enterprises in rural areas. Specifically, rural finance includes providing credit, savings, insurance, transfer payments and other financial services to farm households or off-farm businesses. These services are provided in return for some interest or fee for loaning and safeguarding funds.

Rationale for Integrating Gender into Rural Finance Projects

There is evidence that women use credit as effectively as men, when it is available, and that their repayment rates are generally much higher than those of men. Further, savings are an essential mechanism for managing the risks and variable income patterns typical of rural areas. Yet women have more limited access to formal financial services than men. Overcoming the constraints to women's access to convenient savings, credit and credit-financed inputs is essential for improving their capacity to raise productivity in rural development activities.

Checklist of Gender-related Issues and Activities during the Project Cycle

	Identification and Preparation	Design and Appraisal	Implementation and Supervision	Implementation Completion
Socio-Economic Issues	<ul style="list-style-type: none"> ✓ Farmers using institutional finance and services by rural men and women. ✓ Reasons for low percentage of female farmers receiving credit including access, control and cultural issues ✓ Differential control over assets, income and decision making between men and women 	<ul style="list-style-type: none"> ✓ Gender-inclusive project design—balance in male-female ratio among the beneficiaries ✓ Project design to ensure women's empowerment through access to project incentives ✓ Support to women's savings and credit group formation around productive activities 	<ul style="list-style-type: none"> ✓ Promote female savings accounts, and increase applicants for credit and percentage of approval ✓ Funds disbursed for men and women ✓ Monitor women's usage of and control over credit 	<ul style="list-style-type: none"> ✓ Reduction in dependence on informal money lenders ✓ Women's empowerment—increased role in decision making within family and in the community
Capacity Building	<ul style="list-style-type: none"> ✓ Viable farmers' groups—men's, women's and mixed and their activities ✓ NGOs and other support groups providing technical assistance and grassroots management training to the communities 	<ul style="list-style-type: none"> ✓ Project assistance to NGOs and other grassroots organizations to train women's groups ✓ Provision for leadership training for women on business and financial management ✓ Skills development for men and women in microenterprises 	<ul style="list-style-type: none"> ✓ Training for men and women in managing finances and enterprise development ✓ Monitor beneficiaries' satisfaction with access and quality of training ✓ Increase in microenterprises by men and women 	<ul style="list-style-type: none"> ✓ Increase in women's access and control over financial resources ✓ Increase in level of understanding in managing finances and enterprise development ✓ Improvement in women's capacity to generate income
Institutional	<ul style="list-style-type: none"> ✓ Assess policy level, legal, and procedural constraints to women's access to credit ✓ Reservation among the poor about institutional finance and services—access to adequate information ✓ Capacity within the financial institutions to handle small loans ✓ Sustainability of MFIs serving the poor ✓ Men and women's repayment record 	<ul style="list-style-type: none"> ✓ Policy initiatives to improve access to credit, simplify procedures for poor and illiterate ✓ Design and deliver special line of credit for small loans—raise awareness ✓ Technical Assistance/capacity-building for MFIs, linked to performance and outreach ✓ Community participation and contribution to ensure sustainability and commitment 	<ul style="list-style-type: none"> ✓ Collect gender-disaggregated data on volume and frequency of credit, savings, and repayment ✓ Improve repayment rates by reducing the portfolio at risk ✓ Increase MFIs' efficiency ✓ Monitor beneficiaries satisfaction with financial institutions 	<ul style="list-style-type: none"> ✓ Improvement in financial institutions' services for rural poor ✓ Better access to credit for men and women ✓ More MFIs targeting women in poor communities ✓ Increased levels of satisfaction with financial institutions
Notes for Task Teams	<ul style="list-style-type: none"> ✓ Engender benchmark survey and collect gender-disaggregated data on credit and savings ✓ Gather information on social and cultural norms and gender-based differences in handling finances and decision-making ✓ Establish gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Credit savings societies to be formed around activities ✓ Need for farmers' capacity building in financial skills and management ✓ Establish baseline data on women's and men's roles and level of satisfaction with the current situation ✓ Finalize gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Project monitoring should reveal the extent of control over resources by women in addition to quantitative aspects ✓ Monitor changes in baseline data on women's and men's roles and level of satisfaction with the current situation ✓ Monitor changes compared to gender-sensitive baseline data 	<ul style="list-style-type: none"> ✓ Project's overall impact on men and women needs to be documented separately ✓ Evaluate changes compared to gender-sensitive baseline data

Suggested Gender-related Outcome and Impact Indicators

Outcome Indicators	Impact Indicators
<ul style="list-style-type: none"> • Clients' level of satisfaction with rural financiers (disaggregated by gender) • Percentage of microenterprises managed by women • Repayment rates of loans by men and women • Access to financial services by women and men 	<ul style="list-style-type: none"> • Women farmers expand their livelihood options and derive better incomes • Quality and choices of financial products by banks improved • Increased number of women running their own business • Improved access to rural finance by women's groups continues after the project • Increase in assets held by women

Example of a Gender-integrated Project: Microcredit for Women

The project development objective is to enhance skills, productivity and income of beneficiaries in the project area.

Women in the project area do not normally have access to institutional financing for improving their household, social, and economic welfare. Credits are used to encourage women to form and remain in groups organized around productive activities. The credit strategy promotes entrepreneurship and empowerment by providing additional sources of income. Performance of credit institutions is to be improved to better serve project beneficiaries. The project also emphasizes nonfinancial services like client training to enhance credit management performance.

Women are consulted during project design and implementation, and gender studies are used to capture current gender issues and establish a baseline to be monitored over the course of the project.

Results Framework

Project Development Objective (PDO)	Project Outcome Indicators	Use of Project Outcome Information
Improved income of women beneficiaries in the project area	Percentage/number of women with doubled income	If target is not reached, review and adjust of microcredit schemes and strategy for empowerment and client training
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Outcome 1: Improved credit management performance among all project beneficiaries	Repayment rates of loans by men and women	If repayment rates are below target, review and adjust initiatives toward nonfinancial services to improve credit management
Outcome 2: Increased quality of services provided by rural finance institutions	Percentage of women and men who are satisfied with services provided by rural finance institutions	If target is not reached, review and improve training of staff in finance institutions to better serve both men and women in the community

Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Percentage of women who doubled their income	w: 0% m: 0%	w: 40% m: 60%	w: 70% m: 70%	Household survey against baseline data; special studies
Intermediate Outcome Indicators	Baseline	Midterm	Final	Data Collection and Reporting
Outcome 1: Repayment rates of loans by men (m) and women (w)	w: 50% m: 30%	w: 70% m: 60%	w: 80% m: 80%	Bank records. Customer satisfaction survey
Outcome 2: Percentage of women (w) and men (m) who are satisfied with services provided by rural finance institutions	w: 20% m: 50%	w: 50% m: 70%	w: 90% m: 90%	