

Gender-Responsive Results-Based Management



Results-based management (RBM) is defined as a management strategy by which all development actors on the ground ensure that their processes, products and services contribute to the achievement of desired results of outputs, outcomes and goals. RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, including reporting on performance (UNDG, 2009).

Gender refers to socially defined roles, responsibilities, rights and power structures associated with women and men. Gender roles and relations define much of life's opportunities for women and men. However, gender roles and relations are not static, but rather change over time and are context-specific. The needs of women and men are often not the same, and women and men face diverse situations and constraints. Various development interventions affect women and men differently, and women and men perceive project interventions differently because of their unique priorities.

Why is gender often missing from M&E systems?

Gender is often missing from project designs due to a lack of understanding of the importance of gender at higher levels in the organisational hierarchy; lack of participation by women in project design; poorly conducted needs analyses; lack of baseline data on key gender differences relevant to the specific project and failure to address gender issues in project objectives. Even when gender is emphasised at the project design stage, it might be de-emphasised in the routine of project implementation. Day-to-day project activities usually focus on project results rather than cross-cutting issues, such as gender or knowledge management.

When donors, project designers, project management or other key project-related stakeholders at the leadership arena are gender-blind, they may not value the contribution that gender equality might make in achieving project results. If a gender agenda or gender-sensitive indicators are absent from project design and the project logframe, gender-based problems will not be addressed in the course of project implementation.

During the project life cycle, monitoring of project activities and evaluation of project impact receive less than the desired attention as attention gets diverted to the implementation of activities. Sometimes, project monitoring is conducted only because it is required by donors, and, if donors do not insist on gender-disaggregated data, projects usually will not collect it. Often, staff give insufficient attention to gender simply because they lack knowledge on how to include gender elements into project management: staff are not trained in gender mainstreaming in project activities, collecting gender-sensitive data or interviewing women in order to record their opinions. Often, women are not present in meetings or are not confident enough to speak in mixed groups or do not speak the language of enumerators. As a result, the voices of women are neither heard nor their views recorded.

Gender-integrated RBM

- Has a gender equality vision and ensures that gender-sensitive results are achieved
- Has a positive impact on women by improving their access to development benefits
- Addresses the desired outcomes based on the different needs and constraints of women and men
- Addresses gender differences in vulnerability and external pressures on women and men
- Identifies opportunities to empower women by improving their confidence, self esteem as well as leadership and organisation capacity
- Identifies the trends that lead to women's empowerment and replicate them in programmes
- Ensures that gender-related activities are not fragmented and that all activities are aimed towards the overarching goal of promoting gender equity
- Involves women's advocates and groups in planning and monitoring, at both local and national levels, to ensure that women's issues are addressed in the programmes
- Ensures evaluation of gender agendas in internal and external project evaluation

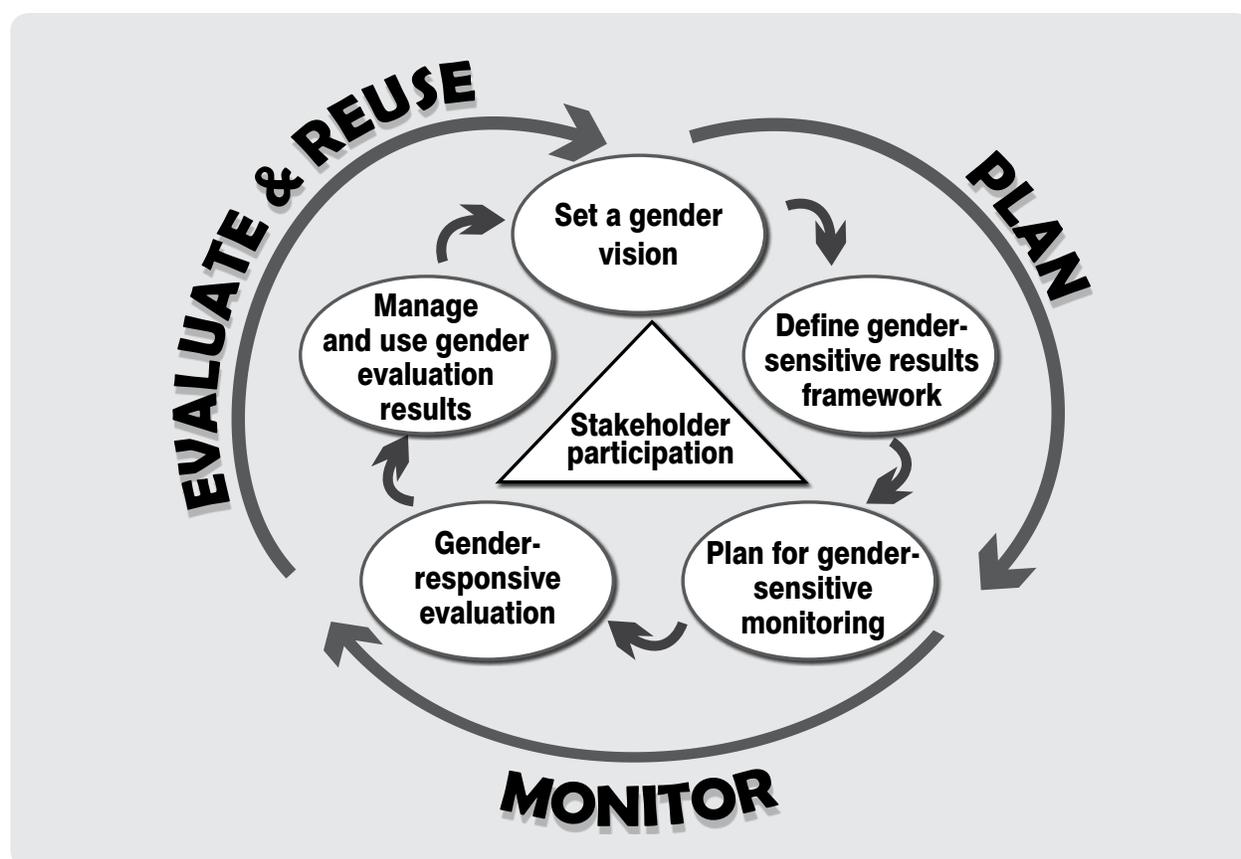
The gender-responsive RBM life cycle

RBM is seen as a life cycle approach, starting with elements of planning, such as setting the vision and defining the results framework, as seen in Figure 1. Once there is agreement on the desired results, implementation starts, with monitoring as an essential component. M&E provides valuable information for decisionmaking, providing lessons learned for future action (UNDG, 2010).

A gender-responsive RBM ensures that there is a clear vision regarding the desired gender-sensitive impacts. This vision helps define a gender-responsive results framework (outputs, outcome and goals). It also guides the integration of gender into projects with gender-sensitive planning, implementation and M&E.

A gender-sensitive project guided by gender-responsive RBM brings equal benefits to women and men. It ensures that the different needs of men and women are efficiently addressed, achieving the set objectives for men and for women. At the same time, it also reveals the different experiences of men and women as well as the different impacts of intervention measures.

Figure 1. Gender-sensitive RBM (UNDP 2009).



Ensuring gender-sensitivity: a checklist for effective RBM

The following checklist can help in the drafting of a gender-sensitive results-based framework:

- Is there a clear gender vision in the organisation and a clear gender objective of the project?
- Is the project's result framework gender-sensitive—i.e., does the project have clearly defined gender-sensitive outcomes, impacts and goals?
- Have the project's gender-sensitive goals been communicated to all stakeholders?
- Are gender-disaggregated baseline data available?
- Has the project included gender-specific objectives and indicators (e.g., violence against women), regardless of the main objective of project (agriculture, forestry, natural resource management, etc.)?
- Has the project developed operational procedures, manuals, guidelines and training for the staff and enumerators in the use of M&E methods and tools for gathering gender-disaggregated data?
- Are both quantitative and qualitative data being collected?
- If disparity in impact along gender lines is discovered in the course of project implementation, are there mechanisms in place to analyse the causes and adjust the activities in order to ensure equal benefits to both women and men?
- Are participatory monitoring methods implemented and are there separate group discussions for women and men?
- Are women's and men's groups consulted in the course of project evaluation?
- Are RIMS, RIMS+ indicators and surveys gender-sensitive?
- Does the TOR of the mid-term review ensure participation of a gender consultant?

References

UNDP–United Nations Development Programme. 2009. Handbook on planning, monitoring and evaluating for development results. Available online at <http://www.gesci.org/assets/files/Media/UNDP%20Handbook%20on%20ME%202009.pdf>

UNDG–United Nations Development Group. 2010. Results-based management handbook, available online at <http://www.un.org/files/UNDG%20RBM%20Handbook.pdf>

World Bank, FAO and IFAD. 2009, Gender in agriculture source book. Available online at <http://www.ifad.org/gender/pub/sourcebook/gal.pdf> or <http://www.fao.org/docrep/011/aj288e/aj288e00.htm>

Bio-sketch and contact details

Ms. Jagriti Shankar

Gender & KM Officer, Gender and Development Studies,

Asian Institute of Technology, Thailand

Email: jagriti@ait.asia

Ms. Jagriti Shankar is working as a 'gender and knowledge management officer' with the IFAD-funded Asian Project Management Support Program-Gender Sensitive Management Project, under Gender and Development Studies, Asian Institute of Technology, Thailand. She has been working with regional and international donor organisations for development projects related to gender, agriculture, poverty alleviation, MDGs, etc. She has interest and experience in mainstreaming gender into development projects, gender-sensitising M&E systems, capacity building in gender and knowledge management areas, etc.