



## Gender Equality/Social Inclusion (GE/SI) Integration in Project Cycle

The experience of Canadian International Development Agency programme/projects shows that integration of gender equality/social inclusion (GE/SI) in programme/projects should ensure that gender equality and social inclusion are integrated in all aspects of development process to achieve the vision of a gender and socially inclusive society where women, men and all other sections of society can equally contribute to and benefit from development. It should aim to bring transformation in the existing discriminatory practices, situations and institutions, thus bringing about change in society. Usually, integration of GE/SI in programme/projects entails raising awareness and increasing the involvement of women and the socially excluded in programme/project activities. However, this is a limited effort towards full integration of GE/SI in programme/projects. Integration of GE/SI should aim to bring about substantial change in the community through effective participation of both women and men, especially socially excluded groups, both qualitatively and quantitatively. The programme/projects should ensure that resources and benefits made available by it is made accessible to all irrespective of gender, class, caste, ethnicity and age, and there is enabling environment for these groups to articulate their needs and priorities, as well as influence decision making. Also, programme/projects should ensure the promotion of human rights of both women and men, especially socially excluded, marginalized and disadvantaged groups. The integration should not be limited to integration within programme/projects but also within the organization in terms of approaches, roles and responsibilities in bringing real transformation in society. However, in Nepal, due to diversity among people there are both vertical and horizontal differences in terms of caste, class, ethnicity and race, which often act to exclude or marginalize certain sections of society. In order to address this, development programmes/projects should aspire towards affirmative action or positive discrimination to bring these

excluded and marginalized communities to the level of other sections of society in the development mainstream. GE/SI can be achieved if the following conditions exist:

### GE/SI in Programme/Project Identification

At the planning stage, GE/SI should be incorporated in the identification of problems and needs (need assessment); collection and processing of data (base line data); formulation of goal, purpose, results and indicators; and in the selection of activities. This should be ensured by answering the following:

- At the time of data collection/conducting of baseline study, was an effort made to collect disaggregated data by gender and other social/economic categories?
- In the identification of issues, problems and needs, was there active participation of men and women, disadvantaged and socially excluded? Were their views solicited in the identification and decision-making processes? If yes, to what extent?
- Has the programme/project identified obstacles/constraints that women and socially excluded people face on their development?
- What is the condition and position of women and socially excluded people in the programme/project area? What are the gender and other social inequities, inequalities and cultural biases that exist in the programme/project area?
- Has the programme/project analysed the current situation or problems from both GE and SI perspectives? Has the programme/project identified specific needs and priorities of women<sup>1</sup> and other socially excluded groups of people using GE/SI analysis tools?
- Has the programme/project considered different layers of discrimination and disparity existent in its target areas? For example, double, triple and multiple forms of discrimination that certain groups of people face in society? Will these be addressed by the programme/project?
- Has the issues to be covered and addressed by the programme/project been identified?

### GE/SI in Programme/Project Planning

- Was there active participation of women, *dalit* (the so-called lowest castes in the Hindu caste hierarchy, who are considered impure and thus untouchable) and ethnic groups in the planning process of the programme/project (in defining goals and purpose, in the development of

programme/project components, activities, approach, methodology and in identifying possible risks and mitigation strategies)? If yes, to what extent?

- How will the programme/project involve women and other socially excluded groups as its target beneficiaries? Were they involved in the decision-making process and were their views solicited?
- Does the programme/project address both practical needs and strategic interests of women and other socially excluded people? If yes, how and to what extent?
- Does the programme/project aim for the overall transformation of society to achieve equality and social justice of all people? Are partners (CBOs, local groups) selected on the basis of their commitment and capacity to promote GE/SI?
- Has the programme/project taken any affirmative action/positive discrimination for the inclusion of women and other socially excluded groups in it? Will they all have access to and control over the programme/project resources and benefits?
- Is there a specific strategy (clearly defined roles and responsibilities) and budget provided to support the achievement of GE/SI?
- Does the programme/project have clear, measurable and achievable results to identify objectives related to GE/SI? Are other results GE/SI-sensitive?
- Are indicators (qualitative and quantitative) developed to measure the gaps between women and men, as well as between the advantaged and socially excluded people?
- Were gender equality specialists involved from the start of the planning process?

### GE/SI in Programme/Project Implementation

- Are women, dalits and janajatis actively involved in the management and implementation of programme/projects?
- How are target groups involved in programme/project implementation? Are they part of the programme/project implementation team? If yes, to what extent?
- Has any affirmative action been taken to include women and the socially excluded in the project management, implementation and decision-making positions?
- Does the programme/project's methodology encourage the participation of women and socially excluded people at all its levels—from the imple-

mentation to management and monitoring?

- How will the programme/project affect gender and other power relations? Does the programme/project challenge existing power relations in terms of roles, relations, responsibilities, opportunities, division of labour, and access to and control over resources at different level such as within household or community or national institutions?
- Does the programme/project contribute to developing partnership/collaboration with organizations, key persons, decision makers and other leaders who believe in and promote social change?
- Does the programme/project have GE/SI capacity-building programmes for the management team and partners?

### GE/SI in Programme/Project Monitoring

- Has the programme/project addressed GE/SI concerns?
- To what extent has the programme/project: (i) increased women, dalits and ethnic groups' access to and control over development resources and benefits, (ii) advanced their participation as decision-makers, and (iii) promoted their rights?
- Has the programme/project been using disaggregated data by gender, caste, ethnic group, etc., and measuring its positive and negative impacts on women and men, especially socially excluded people?
- Has the project been collecting, measuring and reporting on both quantitative and qualitative indicators?
- Has the programme/project been using participatory approaches and facilitating the participation of women and men, especially socially excluded people of the target population, in the monitoring process?
- Has the programme/project been soliciting feedback and suggestions from women, socially excluded, target groups and other stakeholders while monitoring its activities?
- Does the programme/project implementation team include GE/SI experts?
- As social change takes time, has the programme/project a long-term perspective?

### GE/SI Integration in Organization

- Is GE/SI treated as an objective in itself?
- Does a GE/SI policy exist on programme/projects, training and organisation's vision, mission, objectives, values, approaches, strategies? Is there an accountability framework to ensure that the policy is implemented?

- Does the hiring policy of the organization consider issues of GE/SI? Has the organization developed any affirmative policies for GE/SI for hiring staff?
- What is the composition of human resources (staff, board members) in terms of gender, caste, ethnicity and age? And in what positions?
- How are roles, responsibilities and tasks assigned to different members of staff?
- Does all staff have access to same information irrespective of gender, caste, ethnicity and age?
- To what extent the resources (office, furniture, finance, vehicles, telephone, computer and other material resources) of the organization accessed by members of staff (irrespective of gender, caste, ethnicity and age)? Who has control over the organization's resources?
- Is the physical infrastructure of the office sensitive to GE/SI (spaces, safe environments/hours, toilets)?
- Is a GE/SI expert/specialist available in the organization (especially locally-based ones) to provide inputs at programme/project or at different level of the organization?
- Do all staff members get equal chance and opportunity to enhance their capacity and build on their potentialities through various training and exposure opportunities?
- What is the decision-making process of the organization (board of directors, members)? Who decides and how views and opinions of all staff members—men, women and socially excluded groups—taken into account? Is the senior management committed to GE/SI?
- Is there mutual respect, trust, equality, inclusion in the relationship among the members of staff of the organization?
- Is there an enabling environment for discussion, action or transformation within the organisation to promote GE/SI?
- Do the organization and its staff show equality and inclusion in terms of language used, jokes and comments made, procedure of meetings conducted and policy on sexual harassment?

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