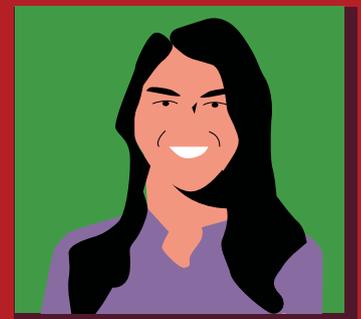


# Gender Mainstreaming Checklist

Guiding Document for Gender Focal Points  
and Technical Staff of GIZ Egypt



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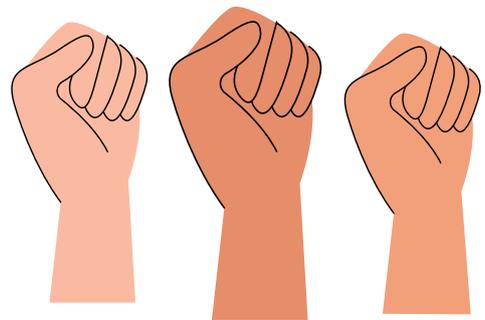
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Although some improvements have been achieved by [GIZ](#) and its partner countries, [gender equality](#) is still [far from becoming a reality](#). Different national and international frameworks serve as reference for the promotion of [gender equality in development corporation](#) and thus also for GIZ. GIZ's Gender Strategy governs the implementation and achievement of the gender equality within the company. This strategy lays out a framework and sets the goal of promoting gender equality across the board – throughout the company, within the scope of GIZ's commissions and with the support of every staff member inside and outside Germany.



In support of the gender strategy and its implementation in commission management, GIZ's Management Board has introduced [a Safeguards+Gender Management System](#) a mandatory company-wide minimum standard for all commissioning parties and clients and all business sectors. It provides a two-stage appraisal procedure for projects with respect to [gender sensitivity](#), to enable the early identification of unintended negative impacts and risks, and to provide for appropriate steps to be taken to respond to these. With respect to gender, it is standard practice to identify potentials as well for actively promoting gender equality and empowering women, going beyond the 'do no harm' principle in risk assessment.<sup>1</sup>

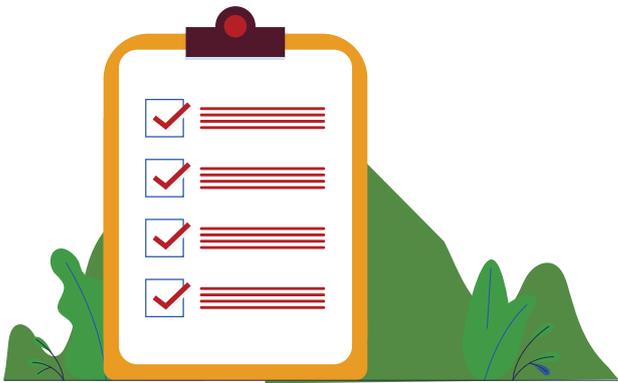


To achieve gender equality, [gender mainstreaming](#) needs to be promoted systematically throughout [all steps of the project cycle](#). gender mainstreaming is a strategy and approach that integrates women's and men's different concerns and interests into the planning, implementation, monitoring and evaluation stages of all policies, projects, and laws at all levels and in all economic, political and societal spheres. It thus ensures that projects are analyzed and evaluated regarding their impacts on gender equality and that appropriate action is taken to achieve gender equality so that persons of all genders<sup>2</sup> benefit equally.

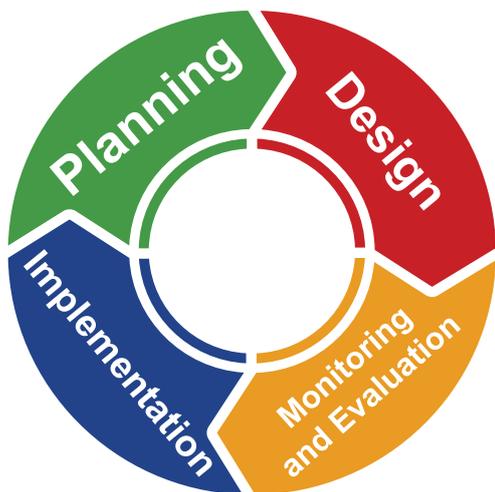


<sup>1</sup> GIZ, 2017, [Gender Responsive Project Management](#)

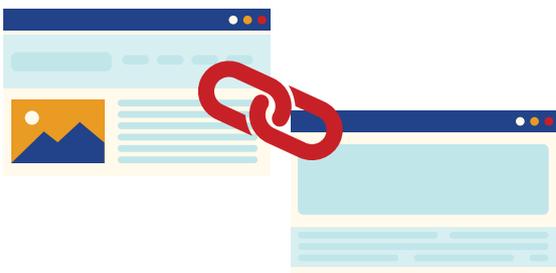
<sup>2</sup> Persons of all genders includes women, men, and LGBTQI community members (lesbians, gays, bisexual, transgender, queer and intersexual)



The [Gender Group of GIZ](#) Egypt in 2020/2021 developed this gender mainstreaming Checklist to guide GIZ Egypt's staff -[Gender Focal Points of the projects](#) as well as other technical colleagues from all focal areas- in how to concretely promote gender mainstreaming during all phases of the project cycle. This Checklist is a practical user-friendly tool for technical and administrative colleagues taking them step by step along the project cycle. Technical colleagues are thus encouraged to use the Checklist during design, planning, implementation and monitoring and evaluation of their respective project to ensure gender mainstreaming.



The Checklist is divided into four chapters: [1. Design](#), [2. Planning](#), [3. Implementation](#), [4. Monitoring and Evaluation](#). Each of them entails a set of questions that technical staff of GIZ Egypt could ask themselves prior to entering each phase with their respective project. The Checklist is a guiding document to help projects reflect on their gender mainstreaming work; and to urge them to make different choices in their approach to mainstream gender more effectively. The questions can be answered either with “yes” or “no” and a third “recommendations section” leaves space for suggestions for corrective actions to foster gender mainstreaming. Ideally the gender focal point of the respective project comes up with these suggestions. The gender mainstreaming Checklist is generic and should give general guidance to gender mainstreaming to all projects. More [specialised sectoral questions](#) should be developed to respond better to gender-particular needs in each project.



However, also the [Gender Focal Point on country level](#) or colleagues from the sectoral departments at headquarters can be involved. Moreover, it is advised to go through the chapters and questions more than once during each phase of the lifetime of a project to ensure adequate gender mainstreaming. To maintain a user-friendly version of the Checklist, hyperlinks were embedded in the body of the Checklist and in footnotes leading to supporting documents. Users are encouraged to go through the links for further clarifications and guidance. The Checklist is intended to be an interactive tool that can be amended periodically based on users' recommendations. Furthermore, capacity building workshops on the use of the Checklist will be planned and implemented to ensure the highest benefit can be attained from this document.

# Chapter 1: Design

To guarantee gender mainstreaming from the start of the project cycle, the design phase needs to integrate [gender perspectives](#) as often as possible and as early as possible in the project process. This section of the Checklist entails questions that equip those involved in future- or follow up projects' design with information on how to mainstream gender during the appraisal mission, when conducting a [gender analysis](#), during composing all necessary [ZUK and ZAK](#) documents and in dealing with the [Safeguards+ Gender Desk \(S+G\)](#). For the project design phase, mandatory guidelines for gender are included in the S+G process, which you find in the [General User Guide S+G Managements System](#), and in the [S+G Management Checklist](#).



## Tips

- Organise (informal) meetings with members of all gender groups (and/or those who represent them from the civil society), including women, girls and people of diverse genders women organisations, persons with disability (PwD) and other relevant stakeholders in a convenient place and time to stimulate a participatory project design.
- Integrate boys and men as relevant beneficiaries and partners to achieve gender equality or reduce gender-based violence and discrimination.
- Analyze cultural and logistical barriers to participation of persons from all genders.
- Identify community resources, analyze who has access to these and which obstacles hinder equal access of different (vulnerable) groups (young women, young men, elderly, PwD, ), etc.
- Compile a list of available and anticipated resources (e.g. human, funds, information, time, community efforts and local NGOs) that could enhance gender equality and enable women and girls to participate in and benefit from the project.



### Design Phase: Gender Mainstreaming Checklist

Yes

No

Recommendations

## Appraisal mission

Is gender balance and knowledge considered and available in the appraisal team?

Do meetings planned with all relevant stakeholders allow for gender balanced participation? (i.e. accessible venue, suitable time, letter sent to stakeholders encourages gender balanced representation, gender-sensitive and inclusive language)

Do questions prepared for these meetings allow for substantiated understanding of the stakeholders' stance on gender equality?

Are meetings planned with entities mandated with gender equality in the country? (e.g. Egyptian National Council for Women etc.)

Are meetings with target groups of different genders and age brackets planned (i.e youth of different genders etc.)?

Do questions prepared for these meetings sufficiently explore the challenges in applying gender mainstreaming in the project scope?

Have disadvantaged groups (e.g. girls and illiterate women etc.) been given the opportunity to influence the design of the intervention so that their interests are considered?

Is the information provided by the gender analysis on gender-specific potentials, challenges and risks and on the specific contributions towards promoting gender equality reflected in the design and the results model of the planned project?

## Gender Analyses 3

Are the perspectives of the project's gender focal point and of the future project manager involved in drafting of gender analyses?			
Is the <a href="#">standard ToR</a> for drafting gender analyses used in hiring consultants to compose the gender analyses?			
Is the new GIZ standard structure and work aid on how to compose a gender analyses used to ensure quality?			
Are local consultants involved and onboarded to compose gender analyses according to GIZ standards?			
Can <a href="#">old and country- or sector specific gender analyses</a> of GIZ or other donors be used as a base to compose a new one?			

## ZUK and ZAK

<a href="#">Is gender-sensitive language</a> applied in all ZUK and ZAK documents?			
Are all documents formulated in a gender-sensitive and gender specific instead of gender-neutral way (e.g. by addressing the needs and perspectives of boys and girls, men and women where and whenever appropriate)?			
Are the data used in the ZUK and ZAK documents sex disaggregated?			
Has the country and/or project's gender focal point been involved in offer preparation?			
Have GIZ internal gender resource persons and/or external gender experts been involved in the offer preparation?			
If the project is aimed to be a <a href="#">GG0</a> one, does it nevertheless pursue a Do No Harm approach (to not increase or provoke gender inequalities or discrimination)?			
If it is pursued to become a <a href="#">GG1</a> project, have at least one gender-sensitive or gender transformative output and at least one outcome indicator been formulated for the project?			
If the project is aimed at to be a <a href="#">GG2</a> one, are all gender-sensitive and transformative indicators on outcome and output level formulated?			
Could GG0, GG1 and GG2 projects also take into consideration other discrimination factors in addition to gender-based inequalities (e.g. class, educational level, special needs etc.)?			

<sup>3</sup> Check out the [standardized outline](#) to find out how to write a good gender analysis and find the [template and guide](#) for writing gender analyses here, as well as [other useful resources](#).

Does the project offer relate to national and international gender strategies, policies or action plans?			
Are gender-based inequalities mentioned and discussed in the offer, in the chapter on the core problem of the sector the future project will focus on?			
Does the analyses chapter on the target group in the project offer entail information on the different needs and situation of women and men, boys and girls in the sector of the future project?			
Are also marginalised groups of women and girls included in the target group of the future project?			
Does the methodological approach explained in the offer focus on gender inequalities that have been highlighted in the situation- and target group analyses?			
Does the methodological approach provide information on the foreseen activities to foster gender equality, to reduce gender-based discrimination or to avoid negative and unintended effects on gender equality?			
Does the project offer relate to the gender capacities and expertise of the partner organisations?			
Does the personnel concept on the offer consider gender expertise and -balance?			

## Project Offer: Safeguards + Gender

Is the Gender Focal Point on the country level included in all email to <a href="#">the Safeguards + Gender Desk</a> ?			
Is the preliminary Safeguards+ Gender Checklist filled out and handed in together with preliminary Gender Analyses to the Safeguards+ Gender Desk 10 working days before the appraisal mission starts (in case of BMZ commissioned projects)? <sup>4</sup>			
Has the Gender Focal Point on the country level commented and signed the preliminary Safeguards +Gender Checklist before it is sent out to the Safeguards and Gender Desk?			
Is the in-depth Gender Analysis (if required) handed in 15 working days prior to the ZAK at the Safeguards+ Gender Desk (if there is no ZAK 15 working days before the offer is handed in to the commissioning party)? <sup>5</sup>			
Has the Gender Focal Point on the country level been provided with enough time to comment on the final version of the gender analysis before it is handed in to the Safeguards+ Gender Desk?			

<sup>4</sup> Concerning all projects with other commissioning parties: Is the preliminary safeguards and gender checklist filled out and handed in together with preliminary gender Analyses to the safeguards and gender desk 10 working days before the project outline is handed in to the commissioning party?

<sup>5</sup> In the case of BMU and AA commissioned projects: Can the project be designed without a gender analyses being drafted and instead with a gender scan being conducted and handed in to the safeguards and gender desk?

## Chapter 2: Planning

In the planning phase of projects, gender mainstreaming is crucial. It lays the ground for gender-sensitive project implementation; and streamlines the findings of the gender analysis, guaranteeing a solid gender dimension that the project partner would sign on to. This section of the Checklist offers guidance on how to ideally mainstream gender during operational and annual planning, stakeholder mapping and planning activities with partners. It also relates to gender-sensitive budgeting and planning gender-sensitive Human Resources Management of a new or follow up project.



### Tips

- The project's activities should reflect gender equality enabling opportunities and underline mitigation schemes to the gender equality obstacles pre-identified in the gender analysis
- Ensure that the project team is capacitated with gender knowledge, tools and expertise.
- Allocate budget for gender mainstreaming activities.
- Test planned activities against the feedback of different (vulnerable) groups (e.g. different groups of girls and women etc.), collected during the design phase (Gender Analysis).



Planning Phase: Gender Mainstreaming Checklist	Yes	No	Recommendations
<b>(Operational) Planning</b>			
Is gender treated as a cross cutting topic in operational planning workshops?			
Does the (annual) planning take into account new gender related issues and demands that may emerge or arise?			
Does the operational plan reflect the gender-sensitive project design and objectives?			
Have gender-related obstacles (as per the Gender Analysis) been mitigated?			
Does the operational plan (and monitoring system) incorporate the measures developed in the gender analysis?			
Do planned activities reflect the needs and interests of all genders (and intersectionality disadvantaged groups e.g. illiterate women, girls from marginalized areas, etc.)?			
Are any additional activities needed to ensure that a gender perspective is explicitly integrated, as it might have been suggested in the gender analysis (e.g. gender training, additional research, etc.)?			
Are project services provided designed to be equally accessible to men and women (online/ offline, choice of areas for project implementation, etc)?			
Is gender equality considered in the steering structure of the project?			

## Stakeholder Mapping/Analyses, Partners

Is the stakeholder analysis gender responsive, through identifying stakeholders' views and interests regarding gender equality and through identifying further stakeholders such as gender equality advocates or women's organizations?			
Have less powerful stakeholders (such as women's organizations) been identified and included in the planning process?			
Are the partners selected based on equal gender participation (of the teams GIZ is cooperating with)?			
Do the partners have tools and methodologies for gender-sensitive or gender-transformative implementation?			
Can partners' approaches of gender mainstreaming be identified that might be (a) useful (base to build on) during the cooperation?			
How could the partners in the future be supported in integrating gender in all measures and activities of the project and in their organization? <sup>6</sup>			

## Budgeting

Are sufficient time and money allocated for the genderfocal person(s) in order to enable them to perform their duties?			
Is there budget allocated for gender-related capacity building of staff?			
Is there a budget allocated for gender responsive or gender transformative activities?			
Is a gender approach applied to the overall budget of a project; beyond financing gender-related activities?			

<sup>6</sup> Kindly refer to chapter 4 of the Gender Analyses on partners.

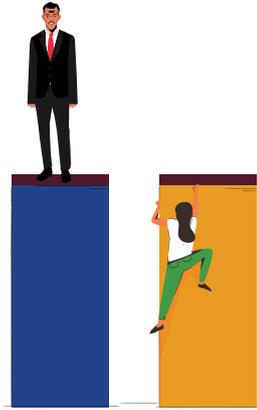
## Human Resources<sup>7</sup>

Is the personnel concept gender-sensitive?			
Do job advertisements include gender competencies as a basic requirement for candidates?			
Are the selection processes of staff (e.g. job interviews and screening of CVs) focused on keeping/achieving a gender balance in the (new) team?			
Is language used in job adds that may discourage men or women from applying?			
Is the (existing or new) team gender-balanced across the different bands?			
Does the team possess appropriate (GIZ) gender knowledge and (basic) gender awareness across all bands? If not, what capacity building measures could be offered?			
Has a (or several) gender focal point(s) been appointed for the project?			
Has the project tried to promote men as gender focal points or to engage them in annual gender goals?			
Do staff assessment and development talks take into consideration defining gender-related individual goals of staff and individual gender training needs?			

<sup>7</sup> Kindly also have a look at chapter 5 of the Gender Analyses on Human Resources.

## Chapter 3: Implementation

If gender mainstreaming has been systematically integrated into the design and planning phase, the basis for it throughout the implementation of a project is already created. However, there remain challenges to ensure that the execution of the project safeguards gender mainstreaming in all aspects. The Checklists might thus be used as a yardstick here to guide the projects' advisors as well as the consultants in their work with all stakeholders -partners, beneficiaries etc.- to guarantee gender mainstreaming in the realization of all activities, knowledge management, communication/PR, capacity development, procurement and onboarding.



### Tips

- Include gender in the terms of reference of consultants.
- Make sure that sensitization and awareness raising includes different age groups of all genders.
- Ensure that gender sensitivity is part of the training design, materials, and arrangement (.e.g. through timing, choice of location, trainers' competencies and the content/concept).
- Set a gender-sensitive communication strategy with material that takes into consideration the popular customs of the targeted community through "culturally positive" language, photos, graphics etc.



Implementation Phase: Gender Mainstreaming Checklist	Yes	No	Recommendations
<b>Implementation of Activities</b>			
Do the project activities and interventions ensure equal participation- and access for women and men, girls and boys (e.g. regarding mobility, time, venue, safety, financing etc.)?			
Do both women and men (professionals and target groups) participate in implementation (e.g. services provision, events etc.)?			
Is it socially acceptable for women and girls to access the services, activities and events provided?			
Do project activities and interventions deal with stereotypes or structural barriers that prevent full participation and access of women and girls?			
Are tools and methods used to improve full participation and access of women and girls?			
Are topics like gender-based violence and discrimination treated in a way that they are not re-enforced but minimized?			

Are the timings of activities (e.g. field visits, conferences etc.) adapted to the schedules of persons from all genders from the targeted age group?			
Do the implementing partners have tools and methodologies for gender-sensitive or gender-transformative implementing?			
Does the project consider childcare arrangement for participants (beneficiaries, partners and own staff)?			

## Knowledge Management

Is knowledge on gender equality in our interventions, teams and partner institutions promoted?			
Are changes relevant to gender equality, continuously tackled (in new GIZ work documents, national legislation, policies, commitments on gender equality or lessons learned from others)?			
Is updated sector information on gender, integrated in the project's activities (be it e.g. PR or capacity building etc.)?			
Are we frequently updating and exchanging on gender platforms, such as the gender network on IDA etc.?			
Does the project cooperate with partners (e.g. other donors, partner institutions, research institutes) to generate data on gender?			

## Communication and Public relations

Is the communication strategy of the project informed by how gender and gender relations have affected relevant institutions; does it recognize relevant power relations (privilege/discrimination/ dominations/ subordination)?			
Which gender implications do the key messages of communication material have (are women empowered through them, are men and women described as equals, is abuse of women and girls mentioned etc.)?			
Do all members of the target group – women, men, boys, girls – have equal access to communication products or events? (e.g. print media, campaign materials, internet, e-media, and movies)			
Would the communication material need to be introduced and spread differently to men and women, since they might use it differently?			
Are the different needs of women and men reflected in the content and style of communication strategies and products?			
Does the communication content (including in photos and illustrations) avoid (discriminatory) gender stereotypes and instead maybe stimulates transformation of gender relations (e.g. photos of men carrying babies, introduction of female business leaders and safe spaces for girls etc.)?			
Is all data used in communication material and events sex-disaggregated?			

Is gender-sensitive and non-sexist language used in communication products and events (no matter which language is applied)?			
Are examples of good practices or lessons learnt on successful aspects of the work on gender equality published?			

## Capacity Development

Does a constant dialogue allow women and men to reflect on their respective priorities for and perspectives on change as it comes to gender equality (self-awareness/ consciousness-raising process)?			
Are different training settings necessary for different genders and groups e.g. female farmers versus female politicians etc.?			
Do different stakeholders require specific capacity building measures to effectively integrate gender aspects in learning processes?			
Is capacity development among partner institutions and other relevant stakeholders on gender equality promoted?			
Are there efforts to contribute to or enforce gender mainstreaming in the work of the project's partners?			
Are men encouraged to get involved in the gender discourse in gender trainings?			
Is gender training part of the capacity building for staff dealing with the public?			
Is there gender balance in the participants of capacity building measures?			
Is the timing of the capacity building measures mindful of families and social customs (nursery drop off or school pick-up times etc.)?			
Are the meeting arrangements of capacity building measures socially adapted to cater to the different needs of women and men (e.g. separation of gender in different rooms, safe appropriate transport to the training venues etc.)?			
Are gender specific needs covered in curricula etc. (e.g. sexual harassment for women in cases of job preparation sessions etc.)?			
Is gender-sensitive language used during the capacity building measures by facilitators and participants?			
Are the capacity building methods used gender-sensitive evaluation tools?			

## Procurement and Onboarding

Are female-led consultancies consciously invited/ encouraged to equality apply and participate in tenders?			
Can consultancy teams be composed gender balanced?			
Is the gender consultancy base known and used in procurement processed by the project?			
Are gender aspects integrated in ToRs for staff and consultants ensuring that gender equality is a part of every mission and assignment and reflected in the results/ deliverables?			
Are personnel and consultants hired that possess (basic) gender knowledge and awareness and that generally support gender equality and women empowerment (are gender background and knowledge mentioned as requirements of ToR, job adds, tender evaluation schemes)?			
Are gender resources ( <a href="#">GIZ gender strategy</a> , <a href="#">gender starter Kit</a> , <a href="#">anti-sexual harassment policy</a> , gender Focal Points etc.) part of the staff onboarding folder and processes?			
Is also non-technical staff (e.g. support-, or admin and finance staff) sensitized on gender (-resources) during the onboarding process?			

## Chapter 4: Monitoring and Evaluation

To reveal whether a project addresses the different priorities and needs of women and men and to determine and increase its (positive) impact on gender equality, gender mainstreaming should be integrated into the necessary monitoring and evaluation processes of projects. Thus, this section of the Checklist focuses on fostering gender-responsive and -mainstreamed results-based [monitoring](#) during regular- and end of the project M&E as well as during (final) reporting through gender mainstreaming.



### Tips

- Integrate into the M&E system perspectives and questions that aim at measuring achievements in gender mainstreaming.
- Include qualitative gender-related questions in participants' feedback mechanism (including questionnaires)
- Monitor who is effectively participating in project activities, who is left behind, and why (e.g. socially disadvantaged girls, women as business owners, etc.)
- Hire M&E consultants who have proven knowledge in monitoring and evaluating gender mainstreaming.



#### M&E Phase: Gender Mainstreaming Checklist

Yes

No

Recommendations

### M&E (Regular and Final)

Is the results-based monitoring system gender-sensitive?			
Does the gender-analysis serve as a baseline for sub-sequent monitoring and evaluation?			
Are there gender biases in existing data, or in data collection methodologies etc. ? <sup>8</sup>			
Are women involved in monitoring and evaluation of data (e.g. in data collection and interpretation)?			
Are women and men equally involved in the setting of (sub-) indicators and data requirements?			
Have appropriate mechanisms been developed and implemented to guarantee participatory monitoring that includes the perspectives of women and girls?			
Are qualitative and quantitative gender (disaggregated) data collected (on a regular basis) to monitor and evaluate the impact of the project on different genders and/or on women empowerment and gender equality?			
Does the project monitoring assess equal access of women and men, boys and girls to project services and activities?			
Do the Terms of Reference for the (final) project evaluation include gender-sensitive questions and methodologies?			

<sup>8</sup> Please keep in mind that patriarchal structures often unconsciously influence the formulation of (research) questions and that non-disaggregated data do not accurately reflect different needs and voices etc.

Are the teams for the project evaluation qualified to conduct a gender-sensitive data collection and analysis?			
Are the evaluation teams comprised of different genders?			

## Reporting (Annual, Final)

Is <a href="#">gender-sensitive language</a> used throughout the report?			
Does the report focus on gender dimensions (e.g. gender disaggregated data, gender-related project successes etc.)? <sup>9</sup>			
Does the report include means of mitigating or eliminating negative impacts on gender equality, women empowerment?			
Are the perceptions of men and women about the impact of the activities on gender relations, women empowerment featured in the report?			
Have there been any internal and/or external factors contributing to the success/failure of gender mainstreaming within the project?			
Did the project contribute to increased gender awareness? Can long-term effects in terms of gender sensitivity be expected?			
Have the recommendations of the evaluation report been critically reviewed and have lessons learned been drawn regarding gender equality to be included in follow up measures?			

<sup>9</sup> Try to review different levels of outcomes of the project in terms of gender: did the project contribute to increased gender awareness? Can long-term effects in terms of gender sensitivity (i.e. with partners) be expected, etc.



Implemented by:

