

Project Implementation Plan

Session 2: Gender and Cross Cutting Issues



In partnership with
Canada



SPUR
CHANGE

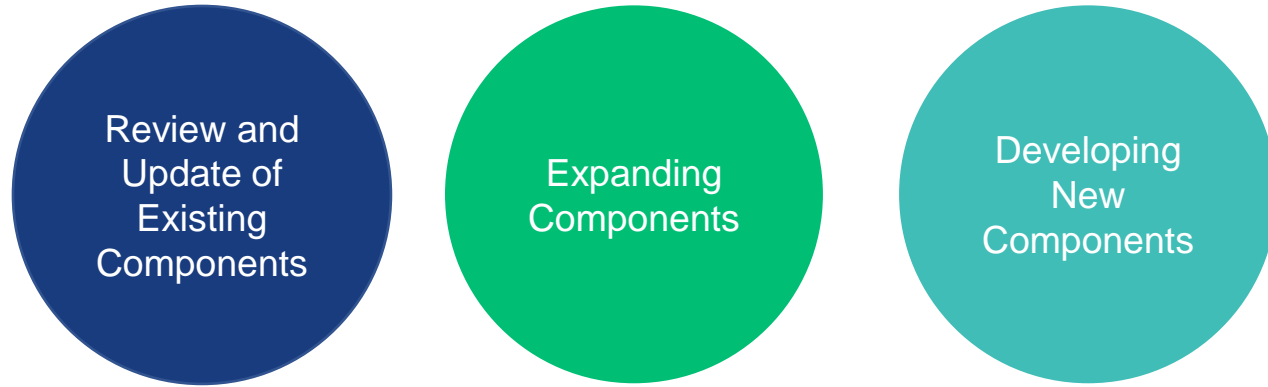
ACTIVER LE
CHANGEMENT

Small Shop.
Big Impact.

Overview and Agenda

Session # (2 hrs)	Description of Topics to be covered
Session 1 – Introduction and Logic Model	Introductions/Expectations Overview of GAC PIP/AWP Template Context Changes Project Summary Revisions Logic Model Review and Revision (Brief RBM)
Session 2 – Theory of Change and Cross Cutting Issues (including Gender)	Theory of Change – Risks, Environment and Human Rights Geography and Reach Gender Equality Strategy
Session 3 – Monitoring, Evaluation and Learning (MEL) and Work Planning	Reviewing the PMF M&E Plan Outcome Based Schedule (Work Planning)
Session 4 – Communications, Finance and Other	Project Management and Governance Communication Plan Budgets and Finance

What is a PIP?



Purpose:

To provide GAC with the required components to obtain approval and begin project implementation.

To provide YOU with the detailed plans YOU need to oversee implementation of the project and fulfill reporting requirements later.

To provide YOUR STAFF/PARTNERS with the specifics/details they need to effectively deliver project activities and conduct project monitoring.

Theory of Change



RESOURCES ON THEORY OF CHANGE:

- Center for Theory of Change - www.theoryofchange.org
- Better evaluation - <https://www.betterevaluation.org/en>
- <http://learningforsustainability.net/theory-of-change/> - A compilation of some leading articles on TOC

GAC TOOLS:

RBM – How to Guide - https://www.international.gc.ca/world-monde/assets/pdfs/funding-financement/results_based_management-gestion_axee_resultats-guide-en.pdf Page 13, 51, 70, 78

Summary

What does the Theory of Change mean for GAC?

- The assumptions, risks and contributing factors that explain how activities will lead to the expected ultimate outcome.
- The TOC should be developed iteratively with the logic model and focus on what is not explicit in the logic model.
- A theory of change is not a narrative of the logic model: the content **should be focused on the linkages and assumptions**, not an explanation of the results themselves.
- **For the PIP, you need to UPDATE the Theory of Change**

Theory of Change

Updating the Theory of Change



1. Start with the existing TOC that you already have and enhance it!
2. The background, context and project description may need to be updated
3. Update the approaches, integrate evidence, best-practices and lessons learned
4. Update the text if there are changes to your logic model
5. Briefly update the preliminary GE analysis, human rights analysis (maybe environmental section)
6. Update risks and mitigation strategies
7. Sustainability

Theory of Change

Considerations for Theory of Change Sections:

- Human rights are "the basic rights and freedoms to which all humans are entitled"
- Some key aspects :
 - Civil and political rights
 - Economic, social and cultural rights
 - Equality and non-discrimination are other key features of human rights
 - Marginalized groups, people living with disabilities



PRINCIPLES

- Equality
- Non-discrimination
- Participation
- Inclusion
- Accountability
- Transparency

Theory of Change



Considerations for Theory of Change Sections:

HUMAN RIGHTS ANALYSIS

- Which human rights will be addressed through the project?
- Who are the key stakeholders associated with these human rights and who will be involved in the project (rights-holders, duty-bearers and responsibility holders)?
- Among the rights-holders identified, who are **the most** marginalized or vulnerable?
- What are the capacity gaps of the key stakeholders identified?

See GAC resource – Advancing Human Rights

ACTORS AND RESPONSIBILITIES

- **Rights-holders** are all people.
- **Duty-bearers** are State actors who have legal obligations to respect, protect and fulfill human rights.
- **Responsibility-holders** are actors who have, or could have, a positive or negative influence on the human rights issue under consideration, on those responsible for human rights violations, as well as on rights holders' and duty bearers' capacities.

Theory of Change

Considerations for Theory of Change Sections:



- An Environmental Impact Assessment maybe required – Use GAC’s Environmental Integration Process (EIP) Screening Tool
- Environmental analysis required except where environmental risks and opportunities are negligible – see list of generic activities where screening tool is not required
- Environmental consideration for health projects:
 - WASH – Water and Sanitation Health;
 - Medical waste disposal – incinerators and placenta pits
 - Rehabilitation of health facilities

Theory of Change

Considerations for Theory of Change Sections:



If required, Environmental Analysis should include:

- Describe the environment - what environmental factors are important to consider for this project – ecologically sensitive features, government policies, legal requirements
- Describe what potential negative and positive effects your project may have on the environment
- Present mitigation measures
- Present the conclusions and recommendations of the analysis
- Provide information on your organization's capacity to manage environmental impact and your organization's applicable environmental policies

Theory of Change

Considerations for Theory of Change Sections:



SUSTAINABILITY:

- What will ensure sustainability?
- Examples to consider:
 - policy change
 - local actors
 - integration into local systems and budgets
 - advocacy
 - not creating parallel structures
 - post-project continuity

Risk Management

- What is a Risk?

Global Affairs Canada defines risk as the effect of uncertainty on expected results (outcomes).

- Can you give an example of a risk?



Risk Management

Purpose is to complete register elements as needed, confirm risks identified are still relevant based on context, add newly identified risks and update mitigation plan.

Risks are “known issues:

Most Common Types of Risks:

External:

- political or social strife, elections, security etc.
- natural disasters (earthquakes, floods),
- health risks e.g. disease outbreaks

Internal:

- human resources – staff shortages and motivation
- government support/restrictions
- community support, motivation of volunteers

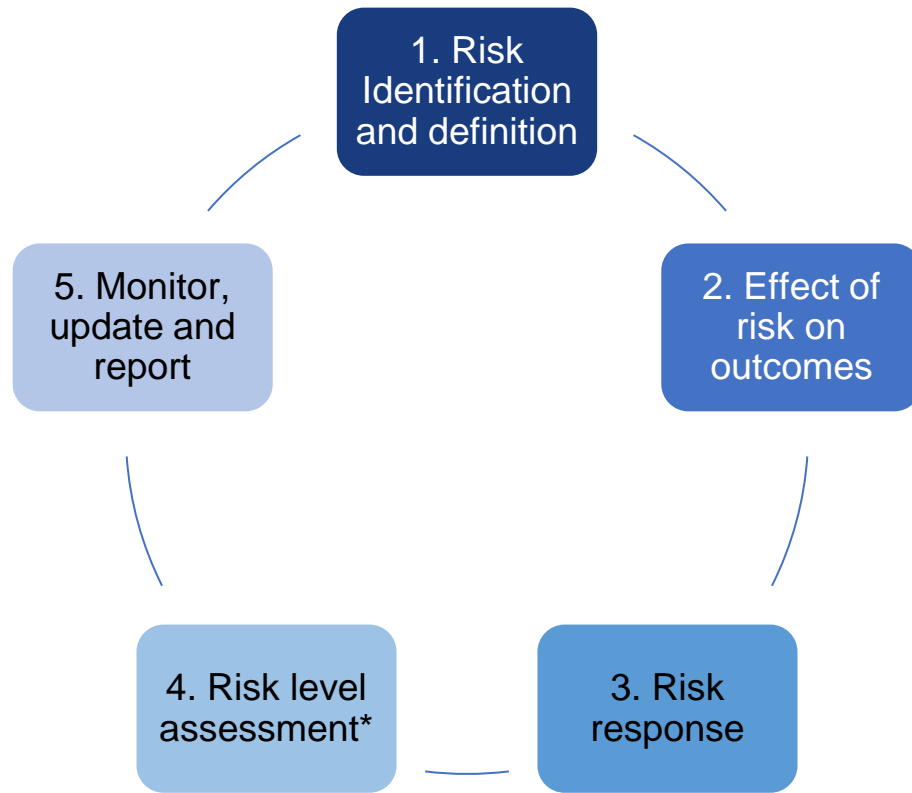
Note: some Risks are overlapping

Format not specified by GAC

Recommend presenting in a format that will be easy to implement and report on.

Must address the 5 steps of risk management (per risk GAC management guidance)

Risk Management

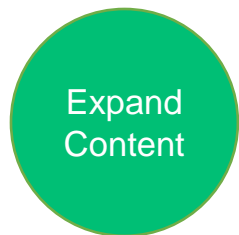


*4 – point scale assessing Likelihood and Impact

Some Considerations:

- Is it presented in an appropriate format?
- Is it complete?
- Are risks still relevant and are the levels of risk still accurate?
- Do mitigation plans still make sense? Will you manage or prevent the risk?
- Note: This will be a part of reporting requirement as part of the CA

TIP: If the entire project is affected by the risk, reflect it as part of the ultimate outcome. However, if you can specify lower-level outcomes, it would help to target response measures



Geography



Considerations for reviewing your geographical target region:

- Is your proposed Geography realistic?
- Has anything changed in the situation?
- For Health project – geography revolves around Health Facilities
- For Education projects - geography revolves around Schools
- For other projects like agriculture, it revolves around household or villages
- The more specific your geography and information, the easier it is to plan

Region/Province/State	Districts	Commune/County/Sub-district
MOPTI		
TOMBOUCTOU		
GAO		



Reach



Draw a table



Use census or population data – DHS or other data to the lowest geographic tier



Breakdown beneficiaries by age group and sex (for direct)



Indirect is the total population of the targeted community



Do not forget to count intermediaries – community volunteers, leaders



Do not forget to count health workers, teachers etc.



Reach



Beneficiary Type	Female	Male	Total
Adolescents (10-19)			
Children (primary school age – 5, 6 or 7 to age 14)			
Out-of-School (15 +) or secondary school			
Teachers			
Health Workers			
Community Health Workers/Promoters/Volunteers			
Community Leaders			
Government/Key Decision makers			
Others: Specify e.g peer educators			
<i>Estimated community population (indirect)</i>			

Gender Equality Strategy

What is Gender Equality?



Gender equality is achieved when women and men enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when the different behaviors, aspirations and needs of women and men are equally valued and favored

Gender Equality Strategy

What do you observe here?



Gender Equality Strategy

3 Objectives of GAC's Gender Equality Policy



To increase participation of women and girls in ***equal decision-making***

To enhance protection and promotion of ***human rights of women and girls***

To give women and girls more ***equitable access to and control over resources*** they need for equality

Linked to FIAP

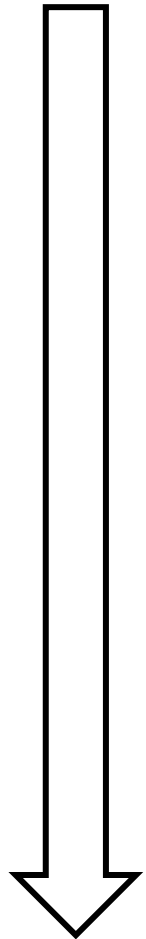


Gender Equality Strategy

GAC Gender Equality Coding and Assessment

GE Code	Explanation
GE-3	Targeted: GE is principal objective; project designed specifically to address GE; all outcomes in logic model are GE outcomes
GE-2	Fully Integrated: There is at least 1 <i>Intermediate</i> GE outcome that will achieve observable changes in behaviour, practice, or performance to contribute to GE
GE-1	Partially Integrated: There is at least 1 <i>Immediate</i> GE outcome that will achieve change in skills, awareness, or knowledge to contribute to GE
GE-0	None: There are no GE outcomes

Gender Equality Strategy



Gender Sensitive:

- Goes beyond awareness to recognize needs of men and women, girls and boys

Gender-Responsive:

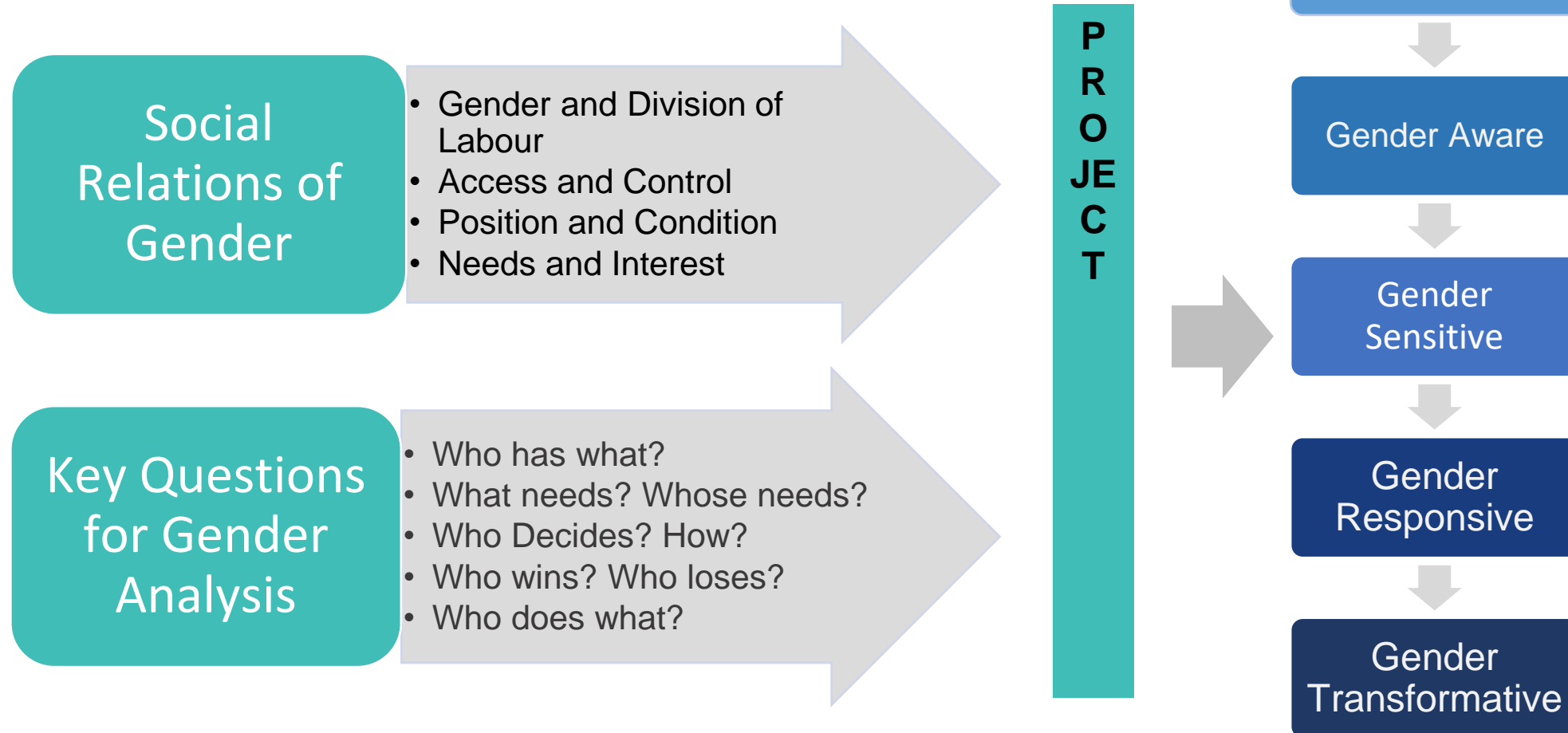
- recognises and addresses differences between men and women, girls and boys
- ensures that women and girls will benefit equitably

Gender-Transformative:

- also aims to transform *power structures* that underlie unequal gender relations and norms in order to improve outcomes
- encourages men and women to examine gender norms that are harmful
- encourages new behaviours to create more equitable roles/relationships

Gender Equality Strategy

Gender Analysis Framework





Gender Equality Strategy

Guiding Considerations for your GES:

- The analysis should be specific to the nature, scope and size of your proposed project
- Beyond the general status of women in the larger context (national or regional) and specific to targeted locality or context where the project will be implemented.
- Consultations are an essential step in the analysis (Who was consulted?) utilize a variety of methods to understand the relationships, roles and responsibilities, activities, participation and access between and among diverse men and women, boys and girls e.g literature review, other gender studies, focus group discussions, key informant interviews, calendars
- It outlines power relationships and identifies disparities along gender lines. It assesses how these gender disparities are influenced and differ by other intersecting identity factors such as age, class, religion, ethnicity, sexual orientation and ability.
 - What are the gender dynamics and power relationships in the targeted population(s)?
 - Who are the most marginalized between and among them?
 - Who hold power/influence, who discriminates, who are discriminated against?



Gender Equality Strategy

Guiding Considerations for your GES (con't):

- Identifies deeply rooted harmful attitudes, practices and beliefs that perpetuate gender inequality. Remember, the discriminatory and rights violations identified in the gender equality analysis can be further developed in the human rights analysis.
- Considers community structures as well as institutional and legal structures
- Identifies how gender inequalities and differences are relevant to and affect the achievement of the proposed project outcomes.
- Which gender equality issue or barrier will be addressed through this project which are essential to the success of the project?
- What are the sensitivities, threats or risks (including backlash) in working on the identified gender equality barriers? What are the strategies to minimize these risks?
- What institutional linkages or partnerships will the project have to address the identified gender equality barriers? For example, women's rights organizations or networks, other groups working for gender equality
- What are best practices or lessons learned that inform the approach of addressing the identified gender inequalities?



Gender Equality Strategy

What does this mean for the PIP?



A gender equality strategy needs to be developed using GAC's GE Framework



GAC tools for this (ILO/SEAPAT's Online Gender Learning & Information; CanWaCH Gender Transformative Programming); CARE's Rapid Gender Analysis; GBA+ guidance from GAC



Adapt tool from the Gender Guide/ Questions and Recommendations



Hire a local consultant (but develop a clear TOR) – Need to a desk review, and some consultation and interviews in intervention areas, use national policies and review laws



These can be costly depending on the extent of your design and can also take some time and require expertise



Gender Equality Strategy

Gender Equality Strategy Outline (per FIAP Tool 10)

- **Overview of gender-based analysis**
- **Gender Equality Outcomes**
- Expected Outcomes
 - Specific approaches/key interventions
- Capacity Building
- Monitoring and reporting
- Resources and budget

A summary of the gender-based analysis and validation of gender inequalities

Description of how gender equality outcomes at the ultimate, intermediate and immediate outcome levels in the LM will address the identified gender inequalities.

This information would be integrated into the theory of change section of the proposal or PIP.



New
Content

Gender Equality Strategy

Gender Equality Strategy Outline (per FIAP Tool 10)

- Overview of gender-based analysis
- Gender Equality Outcomes
- **Expected Outcomes**
 - **Specific approaches/key interventions**
- Capacity Building
- Monitoring and reporting
- Resources and budget

A plan of the specific approaches and key interventions that will be taken to achieve each immediate outcome and would inform the outputs, activity matrix and work breakdown structure sections of the PIP.

- Involvement of women and girls and women's organizations that advance women's rights.
- Special measures to achieve targets for participation by women (or girls) e.g., incentives for women and for employer/organization, skills/knowledge upgrading and leadership training programs, gender-sensitization of employers/decision-makers, mentoring)
- Development of tools and methodologies to guide staff, partners and stakeholders for the achievement of gender equality outcomes
- Gender equality issues (such as zero tolerance of harassment and sexual and gender-based violence awareness-raising) to be included in information or advocacy activities.



Gender Equality Strategy

Gender Equality Strategy Outline (per FIAP Tool 10)

- Overview of gender-based analysis
- Gender Equality Outcomes
- Expected Outcomes
 - Specific approaches/key interventions
- **Capacity Building**
- Monitoring and reporting
- Resources and budget

Plan for training and capacity building on gender equality and the empowerment of women and girls for project staff, partners and implementers. This would be itemized in the budget and activity matrix of the PIP.



Gender Equality Strategy

Gender Equality Strategy Outline (per FIAP Tool 10)

- Overview of gender-based analysis
- Gender Equality Outcomes
- Expected Outcomes
 - Specific approaches/key interventions
- Capacity Building
- **Monitoring and reporting**
- Resources and budget

An outline of how the project will use sex-age disaggregated baseline data for indicators to set relevant targets; and how the project will collect data on gender-sensitive indicators in the PMF to monitor progress toward results.

See - GAC Tip Sheet 4.1 – Gender Equality Results and Indicators



Gender Equality Strategy

Gender Equality Strategy Outline (per FIAP Tool 10)

- Overview of gender-based analysis
 - Gender Equality Outcomes
 - Expected Outcomes
 - Specific approaches/key interventions
 - Capacity Building
 - Monitoring and reporting
 - **Resources and budget**
- means for implementing the gender equality strategy, including identification of responsibility at the management level; inputs of technical expertise in gender equality; training for project staff and partners; financial resources to adequately cover gender equality expertise, training and project activities that support gender equality.
 - This would be included in the PIP budget and the staffing/technical assistance plan of the PIP.
 - Recommend to hire locally to help with the gender analysis part and then separately to develop the GE Strategy

Gender Equality Strategy

Fatuma's Story

You can customize a story for your audience and have participants do this exercise in the PIP workshop



End of Session 2

Any additional questions?

