



Gender Mainstreaming through the Good Governance Programme

From Political Will to Practical Implementation

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Acronyms

AVAP	Anti Voter Apathy Project
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung Federal German Ministry for Economic Cooperation and Development
CS	Civil Society
CSO	Civil Society Organisation
CSOs	Civil Society Organisations
CSPR	Civil Society for Poverty Reduction
DED	Deutscher Entwicklungsdienst, German Development Service
DW	Development Worker
GFP	Gender Focal Points
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit, German Technical Cooperation
JCTR	Jesuit Centre for Theological Reflection
KfW	Kreditanstalt für Wiederaufbau, German Development Bank
NGO	Non Governmental Organisation
PPMT	Provincial Planning and Management Team
ToR	Terms of Reference

Acknowledgement

The external gender consultant would like to express her appreciation to the Good Governance Programme and to the four partner civil society organisations JCTR, CARITAS, AVAP and CSPR that made it possible to undertake this review and the subsequent compilation of the findings into a comprehensive report, which will form the base for the next concrete steps for gender mainstreaming of the Good Governance Programme. This work was commissioned on behalf of the Programme State, Democratisation and Civil Society – Good Governance Programme and with sedulous support by the programme's Gender Focal Point.

Executive summary

This report is a product of the work of the gender consultant, Julia Gruhlich, contracted by the German Development Cooperation (GTZ), Lusaka country office, in March/May 2010. The main objective of the mission's assignment was to provide expert input to the gender mainstreaming strategy of the Democratisation, State and Civil Society (Good Governance) Programme. The approach used was to conduct a desk review of partner multi-year plans to assess gender mainstreaming interventions and identify – in cooperation with the partners – possible interventions of the Good Governance Programme for gender mainstreaming in partner institutions. The analysis took the form of a mutual learning exercise with a strong focus on consultations with civil society organisations (CSOs) and with the individual Good Governance Programme staff.

1 Introduction

The GTZ Corporate Strategy on gender mainstreaming 2006-2010 recognises gender mainstreaming and states that *'Women and men derive equal benefit from the development policy contribution provided through technical co-operation and can participate equally in designing it.'* In this regard, the Good Governance Programme 'State, Democracy, Civil Society' in Zambia that pursues the objective *'Governance reform processes and the poverty reduction policy are supported responsibly by civil society organisations and networks'* has made considerable efforts towards gender mainstreaming. Indeed, this process is based on the long-lasting principles of gender quality within the work of GTZ, but nevertheless, there are still deficiencies when it comes to practice, especially in the transfer of gender mainstreaming from the strategic-political level to the implementation level. There is no recipe for gender mainstreaming, not only *one* right way; best practices provide new ideas and stimulate creative solutions, but as every organisation, every given social context differs from another, instruments and interventions need to be adjusted to the given situation.

The quality of the way in which the gender dimension is addressed by the civil society partner organisations in Zambia differs depending on the thematic focus of their work. In this regard, the Good Governance Programme is challenged by the question 'how to mainstream gender into civil society organisations?' Thereto first it is necessary to clarify the status quo of gender mainstreaming within the partner organisations and second to develop a common approach within the Good Governance Programme in order to coherently connect and integrate gender as cross cutting theme with other issues and activities of the programme.

The Good Governance Programme systematically analysed possibilities to further integrate gender in planning, coordination, implementation and M& E processes of four of its partner organisations and conducted with the support on an external gender expert a review of strategic and annual plans of partner organisations and assessed possibilities for the Good Governance team to enhance the mainstreaming of gender in interventions of partner organisations. In doing so the programme is breaking new grounds. This gender consultancy was only the first prelude to a series of next steps that were worked out during the meetings and following internal discussions. This report presents the results of the consultancy and highlights the next steps for the adjusted gender mainstreaming of the Good Governance Programme.

Structure of the report

The structure of the report is as follows. Firstly, Chapter 2 gives a sketchy overview of the institutional background at the level of the German development work in Zambia with regard to gender equality and gender mainstreaming. Chapter 3 provides insights into the methodical steps of a gender analysis of organisations and the principals that guided the consultancy with CSO-partners. Chapter 4 provide an analysis of the four partner CSOs (AVAP, Caritas, CSPR, JCTR) that have been analysed from a gender perspective. For each organisation constraints and future steps for an improved gender mainstreaming are highlighted. As such, this chapter provides information on the individual climate within the organisations with regard to gender equality and gender mainstreaming as translated into their strategic plans and the organisational structure and examine examples of concrete gender mainstreaming in each organisation. Chapter 5 reflects on the lessons learned , chapter 6 makes recommendations for the capacity development approach of the Good Governance Programme that integrate a gender perspective and finally, chapter 7 provides the conclusion.

The appendices content (1) the Terms of Reference (ToR) for the gender consultancy, (2) the dates and schedules of internal and partner meetings, (3) the individual schedules of the meetings and exemplary the power point presentation of the feedback meeting with AVAP and (4) the task responsibilities of the Gender Focal Point of the Good Governance Programme.

2 Background of gender mainstreaming in German Development work in Zambia

2.1 Good Governance Programme

The Good Governance Programme 'State, Democracy, Civil Society' in Zambia aims on having positive impact on gender equality and thus, is one of the G1-programmes¹ of the GTZ. During the programme's progress review (PPR) and the planning stage for the second phase of the Good Governance Programme in 2009, the Good Governance Programme was confronted to a number of constraints and suggestions for improvement of its gender mainstreaming.² Since then the integration of gender within the Programme highly improved. In the course of the Progress Review 2009 and Planning for Phase II 2009-2012, the Good Governance Programme formulated a gender indicator that reads:

At least two gender and HIV/AIDS themes (e.g. improved access to justice for women and girls, increased political participation of women, HIV/AIDS workplace programmes) are processed in all multi-year implementation plans of the civil society partners; at least three recommendations for action are implemented in committee work (source: documentation of the responsible partner organisations, evaluation).

Subsequently, necessary steps were undertaken in order to support gender mainstreaming:

The lead of the programme committed frankly to gender mainstreaming and gives greater attention to gender and HIV/AIDS which becomes apparent through the new availability of resources needed (in terms of funds, time and staff).

A Gender Focal Point and HIV/AIDS Focal Point were established. This arrangement replaces the former assignment where one person was responsible for the cross-cutting issues HIV/AIDS, gender and environment. By this step the Programme redefined the role and competences of the gender and HIV/AIDS Focal Points.

The Good Governance Programme tasked an external gender expert with an analysis of the yearly strategic plans of its four main civil society partners, feeding the results of this analysis back to them and putting them up for discussion in order to integrate gender (and HIV/AIDS) into partners' indicators, action plans and annual plans.

2.2 German Development Cooperation (GDC)

Additionally to the GTZ gender mainstreaming, the German Development Cooperation (GDC) Organisations (BMZ, KfW, GTZ, DED) committed to promote women's and human rights in its policies, programmes and activities.³ In this context the Good Governance Programme of the GTZ got the mandate – amongst others – to raise the awareness of selected partner organisations on the interface between gender and their areas of policy advocacy (legal reform, poverty reduction process, election cycle etc.). The objective of the Good Governance Programme is formulated to be: *Programmes are designed and implemented to reduce the incidence of gender based violence, and HIV related discrimination. Legal rights issues and female political participation are actively addressed.*

¹ The GTZ (2006) distinct between three levels of gender integration within the programmes these are:

G0: The development intervention has no potential to advance the cause of gender equality

G1: The development intervention has positive impact on gender equality that can be inferred from the concept. However, gender equality is not the main objective of the development intervention

G2: gender equality is one of the main objectives of the development measure

² GTZ (2009): *Civil Society for Good Governance. Looking Back and Way Forward. Progress Review 2009 and Planning for Phase II 2009-2012*, p. 42

³ The organisations of GDC recognise gender as a cross-cutting issue that must be addressed in its sectors and operations in Zambia which is based on the recognition of the state of inequality between men and women, boys and girls and formulated their political will in a Gender Strategy Draft 'Towards Equality' in March 2010.

The performance management framework for monitoring this gender strategy includes three indicators, whereupon two of them were tackled through the present gender consultancy:

- 1) **Assess and conduct gender mainstreaming interventions with partner organisations**
- 2) **AVAP's strategic plan and plan of action are gender-sensitive in order to ensure political participation of women**

Furthermore, indicators mentioned in the draft Gender Strategy concentrate on HIV Workplace Policies and women living with HIV and were thus discussed during the meetings with the CSO partners. These HIV Workplace Policies should prevent and respond to sexual abuse and harassment.

3 Methodology

3.1 How to conduct a gender analysis from the strategic plans?

For the Analysis of the strategic plans, a simple analytical framework was used that related the organisational structure and the main activities of the organisation to its internal and external gender mainstreaming activities. **Internal gender mainstreaming** aims to integrate gender as a priority into employer and employee relationships, described in gender workplace policies and programmes. The concept of **external gender mainstreaming** refers to the process where each sector of the organisation analyses how gender impacts on them and determines how each sector should respond to the lasting gender inequalities on its core activities and comparative advantages.⁴

Questions asked within the desk-analysis were the following:

Organisation, gender knowledge, ideology, values and norms

- On which ethical principles and aims the organisation is based up on?
- Who is the target group? (What is the gender division of the target groups?)
- Are all relevant statistics differentiated by gender?

Management and staff structure, institutionalisation of gender⁵

- Which organisational levels do exist?
- How many men and women are to be found within the management? How many women hold a leading and decision-taking position?
- Are there more women or more men concentrated around certain types of activities?

⁴ Restrictively, it needs to be emphasized that the following insights and conclusions drawn during this consultancy can give only a grainy picture of the organisational culture and structure of each organisation. A deeper and more profound gender analysis can be provided only through an individual organisational study which was not conducted for the present analysis. Thus, this report cannot claim to be exhaustive and should be regarded under its constraints.

⁵ 'As a matter of fact, organisations are always being influenced by gender factors that contribute to shaping them. Gender affects an organisation at every one of its working levels: in its culture, structure, processes and procedures; in its systems, infrastructure and beliefs; in its individual and collective practices and behaviours' (GTZ 2001:10). Questions that help to reveal the influence of gender in organisations have been mentioned in chapter 3 and can be found in the GTZ publication 'Gender and Change in the Organisational Culture'.

- Is there a clear gender mainstreaming structure within the organisation? (e.g. Departmental Focal Point for Women, Gender Programmes, Gender Focal Point)
- Are there any guidelines or targets set with regard to equal opportunities? (E.g. Gender Workplace Policy, gender specific indicators in the contracts, special recruitment guidelines as for example quotas?)

Task-oriented work

- Is gender to be found at the level of activities, indicators and objectives?
- Are there gender responsive monitoring and evaluation systems?
- What may restrict the implementation of gender (internal and external)? (e.g. high turn over of staff, cultural or religious beliefs, lack of organisational structure (level of institutionalisation) and organisational culture)

3.2 Guidelines for the feedback meetings

After the desk-analysis of the Strategic Plans feedback meetings were held in order to inform the partners on the ongoing gender mainstreaming process and to get a second perspective by their appraisal on the results of the analysis. It was presumed that the strategic plans do not reflect the empirical reality of the partner's work: Gender responsive activities may have not been mentioned whereas others were not accomplished. Insofar the feedback by the partners completed the analysis of the strategic plan.

The meetings were held with the representatives of the partner CSOs, the Gender Focal Point of the Good Governance Programme and the external gender expert.⁶ For the meetings the following principles served as guidelines:

- **Dialogue at the same eye level:** An equal partnership on the basis of trust, respect and transparency is the basis for mutual understanding and cooperation. Therefore it is needed to listen. By this means participants will be taken seriously and encouraged to participate on open discussions and reflection.
- **Avoid acting as 'gender police':** The partner's work in mainstreaming gender equality is not being judged. Instead, the meetings and working groups serve to assist the self-evaluation of the partner's gender capacity and to support them in the identification and formulation of their specific needs.
- **An experiential and participatory learning approach:** This will allow participants to share information and to raise awareness of gender issues in the specific context of their programming areas.

The accomplishment of the meetings was based on four main **principles**: Awareness, transparency, participation and interaction. The accomplishment of the meeting with AVAP that included working groups based on three additional aims:

- 1) Awareness (e.g. of the relation between gender and the field of politics & governance: What are obstacles to women's political participation?)
- 2) Knowledge (e.g. about various forms of discrimination against women)
- 3) Skills (e.g. in using a gender sensitive language, in analysing projects from a gender perspective).

⁶ For the schedules of the meetings see annex 3.

4 Outcomes of the meetings with partner CSOs and way forward

The written strategic plans and the comments by the CS-partners build the basis for the follow-up and the rough evaluation of their gender mainstreaming level as presented below.

4.1 The Jesuit Centre for Theological Reflection (JCTR)

The Jesuit Centre for Theological Reflection (JCTR) is a faith based organisation, conducting research, education, monitoring and advocacy always linking Christian faith and social justice. JCTR is characterised by the **(comparatively) best integration of gender** among the four compared CSOs and presented itself during the meetings as independent and self confident organisation. There seems to be not only a strong organisational culture and common values among the staff, but also a well-organised structure in terms of responsibilities, capacities and institutionalised ways of communication. Three of the four major programmes were re-presented at the meeting: 1) Church's Social Teaching Programme (CST), 2) Social Conditions Programme (SC) and 3) Economic Governance Programme (EG). The representative of the fourth section, the Organisation Development and Management Programme (ODM) was not able to participate due to other appointments.

In its strategic plan JCTR seems **very aware of gender as cross cutting issue**, uses a gender sensitive language and mention gender also in a sector that is not genuine "feminine" (e.g. in trade relationships, p. 5). Indeed, **reference to gender may be more often made explicitly** (use of a gender sensitive language), but in general JCTR acknowledge the importance of gender as it integrates gender not only in its activities, but also in its indicators.

Constraints have been detected in the area of the **missing institutionalisation of gender mainstreaming** and the efforts the organisation undertakes in order to become a gender equal organisation in terms of numbers (how many women and men are working at JCTR?) and positions (Are women to be found on decision-taking positions?)⁷ as well as in terms of gender capacity (Is the staff trained in gender?).

The meeting revealed that instead of an institutionalised gender mainstreaming and formal requirements on gender JCTR's work is based on a strong organisational culture and member's identification with Christian values that embrace gender equality. JCTR describes its perspective not as genuine a gender one, but a human one: JCTR is **looking at the individual** and take different social aspects into consideration (e.g. gender, HIV/AIDS, youth). In this manner JCTR describes itself as internally and externally aware of gender and e.g. always tries in their internal work to mobilise women and men for meetings and having gender mixed outreach teams. Regarding their external activities JCTR mainstreams gender on the macro-economic level insofar as they gather gender-data within their social condition programme. At the level of the social condition programme (there the basket analysis is produced⁸) the gathering of gender disaggregated data is restricted as far as they select the households randomly and do not dispose over the needed number of household-data in rural area.

Because the analysed strategic plan ends this year, the meeting served for emphasising the importance of gender and JCTR is taking care that the **upcoming strategic plan will be gender sensitive** again. Furthermore, JCTR will **consider gender in their upcoming teaching plan** (that is valid for the next three years). On the whole, JCTR appreciated the feedback, but did not express need for further support.

⁷ These issues should take part of a Gender Workplace Policy. Often, a Departmental Focal Point for Women monitors and emphasizes the adherence of this policy.

⁸ The JCTR has become well-known and appreciated for its research and advocacy around issues of people's living and surviving conditions (Basic Need Basket, BNB) which is surveyed and published monthly for rural and urban areas.

Next steps for the Gender Focal Point:

- **Feedback of the results of the gender analysis to JCTR:** Information sharing is the basis for transparency and trust.
- **Offering a gender workshop** in order to formulate a gender-sensitive HIV/AIDS Workplace policy and/ or a Gender Workplace Policy. Eventually this may be interesting for JCTR because they aimed in their internal mainstreaming activities to sensitise and train around gender violence in faith communities.
- **Platform on gender:** Inviting of JCTR, AVAP, Caritas, CSPR, DED, GoGo, GTZ programmes for exchange of knowledge and experience: JCTR may report from its experiences with their way of integrating gender internally and externally. As there is not only one right or 'the' best way to mainstream gender in organisations, sharing best practices as well as negative experiences is a good manner to get inspired and detect strengths and weaknesses of gender concepts and strategies.
- **Follow-up the development of the next strategic plan:** Asking JCTR to get a look on their upcoming strategic plan and the integration of gender: Are there gender indicators? If yes, is there eventually further support or assessment needed?

Conduct annual evaluation to assess gender mainstreaming.

4.2 Caritas Zambia

Caritas Zambia is a Catholic organisation, its mission is to build a better world, especially for the poor and oppressed. In regard of the institutionalisation of gender Caritas is **the most advanced** of the four CSOs analysed: Internally Caritas developed an internal and external gender mainstreaming through the **institutionalisation of a gender programme**, in regard of their external mainstreaming interventions **gender is integrated in central sectors and is to be found not only in the activities, but even in the indicators**. Within the strategic plan Caritas describes the different constraints women face in society and the importance of female empowerment and demonstrates **awareness of the linkage between gender inequalities and HIV/AIDS** (covered through the development of workplace policies on gender and HIV/AIDS).

Even if gender is mentioned several times and integrated within the objectives, during the reading of the strategic plan **the gender programme appeared to be quite isolated**. Caritas confirmed this first impression of the desk review in the meeting: Caritas build up a 'gender, HIV and AIDS Programme' to enhance orientation and implementation capacity for mainstreaming gender, HIV and AIDS in programmes both at Caritas Zambia and Diocesan levels. **The setting up of this programme provoked that gender is no longer treated as cross cutting issue:** First, not everyone feels responsible for gender and second, gender is mainly located within the health sector and human resource management. The institutionalisation of gender mainstreaming through designated gender experts (Gender Focal Point, gender programme) always harbours the risk of a separation of gender from other issues and thus do not have any impact on the daily work and its routines.

Within the meeting, the challenge to hinder the sectioning of gender was openly discussed and Caritas reflected very discerningly on its challenges and even constraints. The **willingness to put the organisational structures and the own work up for negotiation** appeared already in their strategic plan, where they wrote: 'The Churches in Africa are aware that, in their own internal affairs, justice is not always respected with regard to men and women working for the Church'. During the meeting it was this **open and critical, but constructive discussion** that characterised their individual approach and stand out very positively.

Caritas already undertook a lot of steps (gender programme, development of gender checklists, workplace policy on HIV/AIDS and gender) that now need to be linked with each

other and promoted within the organisation. As gender Mainstreaming is a top-down instrument, there is now **need for a strong commitment of the board** as well as **accountability mechanisms** in order to ensure that gender is covered in the day to day work of every employee.

Besides the existing **church structure that limits the equal integration of women and men at all organisational levels**, Caritas has only **limited capacity to mainstream gender** among the program staff and is confronted by **cultural beliefs among the grassroots** (target group) that inhibit gender mainstreaming at sub national level. Thus, Caritas faces difficulties to realise some of its planned activities, e.g.: Internally Caritas facilitates the holding of community dialogues regarding gender, HIV and AIDS workplace policies. Externally Caritas Zambia will provide technical support to the dioceses to develop HIV/AIDS work place policies and other Action Plans to improve the social well-being of particularly women and female-headed households.

As gender and HIV/AIDS are **integral issues in operational objective 4⁹** GTZ should provide capacity building and especially give advices (experience sharing) how to enhance the deeper institutional implementation of gender (How an organisation can ensure that elaborated gender checklists are going to be used by every member?).

Caritas expressed the following needs to integrate gender:

- Conduct Capacity building for the technical staff (training) at Diocesan level
- Conduct awareness raising in the Dioceses
- Supervisors of various programme units to follow up mainstreaming during the planning and implementation level
- Learn how to formulate gender responsive indicators to be incorporated in their planning stages of various activities beginning at strategic plan level
- Train national Programme staff in gender mainstreaming
- Review the Work Place policy regularly (according to strategic periods?)
- Ensure that the Work Place policy is included in the orientation of each new staff member

Next steps for the Gender Focal Point:

- ➔ **Feedback of the results of the gender analysis to Caritas:** Information sharing is the basis for transparency and trust. At this occasion Caritas might express how they plan to go further in order to orient on their most urgent needs.
- ➔ **Providing of a gender training** in order to learn to know institutional mechanisms an organisation might use in order to ensure the implementation of gender instruments (e.g.: How Caritas ensures the implementation of their Gender Workplace Policy they worked out a year ago in cooperation with the Good Governance Programme?).
- ➔ Providing assessment or training on the **formulation of gender responsive indicators**. As this need was expressed several times by different organisations and even the GTZ staff, a common workshop for the planning staff may be useful.
- ➔ **Platform for exchange of knowledge and experience on gender** with Caritas, JCTR, AVAP, CSPR, DED, GoGo, GTZ. The GTZ level of gender implementation is quite

⁹ To strengthen the technical and institutional capacity of Caritas Zambia and 50% of Diocesan partners to address and integrate gender and HIV/AIDS issues in their implementation programmes, by the end of 2011.

elaborated and developed; therefore it would be instructive to share the experiences with the gender internal strategy of the GTZ with the CSO partners.

- Conduct **annual evaluation** to assess gender mainstreaming (e.g.: Did Caritas make use of supervisors of various programme units to follow up mainstreaming during the planning and implementation level?)

4.3 Civil Society for Poverty Reduction (CSPR)

Civil Society for Poverty Reduction (CSPR) was established in 2000 and since then, CSPR's work is appreciated by the donors and the general public. The network's **mandate is still very important** as the NGO is an umbrella organisation with a network of over 140 organisations working for pro-poor development in different parts of Zambia. Regardless of considerable achievements in the contribution to governance reform from civil society perspective (over the years, CSPR is confronted with some constraints that influence its functioning as an umbrella and lead network organisation and its gender mainstreaming approach in particular: Volatile **organisational structure** (comparatively weak membership structure, weak membership administration)¹⁰, **internal communication problems**¹¹, lack of **institutionalisation of knowledge**. During the meeting with the consultant it was expressed by a CSPR representative the he/she could remember that 'somebody sometimes' worked on a Gender Workplace Policy; however, it is quite unlikely that somebody will remember who this was, where to find the draft of the gender workplace policy and how the knowledge was institutionalised.

The desk analysis of CSPR's strategic plan revealed that though gender related aspects were mentioned, in reality gender mainstreaming is **rather a rhetorical strategy**: Being gender sensitive and treating male and female as equal human beings is part of the organisational values. Contrary, **gender mainstreaming is not institutionalised**: no gender focal person, no Gender Workplace Policy; and even the HIV/AIDS workplace policy of CSPR does not meet the respective indicator. **Gender is not integral part of the indicators**.

At the moment, CSPR is confronted with a **lack of resources** (in terms of funding) and thus argued during the meeting that without adequate and additional resources the organisation would not see any possibilities to plan any further implementation of gender. The crucial point in this discussion was that first gender needs to emerge in CSPR's activities and indicators after which there would be a basis to discuss possible ways to meet these targets. It seemed that CSPR was only aware of gender, when **gathering gender disaggregated data and monitoring the national budget with regard to HIV/AIDS and gender** (strategy plan p. 47; 60). At the moment, there are no gender trainings initiatives or specific gender mainstreaming measures conducted, e.g. gender checklist and initiatives at PPMT level. Hence, it is not clear how CSPR intends to meet the gender activities addressed in their strategic plan.¹² CSPR mentioned some **constraints** that inhibit gender mainstreaming, as follows:

- Limited capacity to mainstream gender among the program staff
- Lack of a gender work place policy

¹⁰ CSPR mentioned these constraints very self-critically within its Strategic Plan.

¹¹ The two representatives from the board and Secretariat apologized for not being able to bring the other technical staff within CSPR due to their busy schedules at the time.

¹² Activities until 2010:

- 1) Conduct assessment of Government allocation, disbursement and expenditure on pro-poor development programmes with added regard to HIV/AIDS and gender
- 2) Conduct pre- and post-budget analysis to identify key pro -poor issues to be addressed in the National Budget with added regard to HIV/AIDS and gender
- 3) Conduct periodic monitoring of Government's adherence to the National Development Plan (NDP) with added regard to HIV/AIDS and gender
- 4) Networking and information management: Facilitate and co-ordinate CSOs' participation in the NDP process including those involved in issues of gender and HIV/AIDS

- Lack of a Gender Focal Point person in C SPR

During the meeting with the consultant, different possibilities were discussed in order to react on the challenging situation of C SPR. One idea promoted by the GTZ Good Governance programme looked at C SPR's network that includes also women organisations and organisations working invariably on gender: An exchange of lessons learned and best practices on gender among these organisations might stimulate a constructive competitive spirit and an exchange of knowledge and experience. However, C SPR reacted reserved to this suggestion.¹³

C SPR mentioned the following needs to integrate gender:

- Conduct a needs assessment on gender mainstreaming in C SPR
- Conduct capacity building for the technical staff (training)
- Conduct awareness raising for partners especially at sub national level (PPMT)
- Learning lessons from other CSOs
- GTZ Good Governance Programme to provide technical expertise to assist C SPR to assess gender mainstreaming in their strategic plan
- C SPR to assess whether they would need human resource with gender expertise to be the focal point person in C SPR
- C SPR to utilise internal expertise within the network

Sustainability is hardly achievable unless capacity is built and trained staff remains with the organisation. Additionally, sustainable gender mainstreaming requires adequate communication and knowledge structures aiming at maintaining knowledge in the organisation. It is recommended that C SPR will **concentrate on its internal mainstreaming** in order to achieve consolidation. The establishment of a new gender policy bears the risk – at least to some extent – of failure as experienced with the first policy on HIV/AIDS. Instead of an inflationary dissemination of policies, C SPR should focus to **engender its HIV/AIDS policy** and figure out how this can be implemented in a sustainable manner at the level of the national secretariat and through the sub-national PPMTs.

Next steps for the Gender Focal Point:

- ➔ **Feedback of the results of the gender analysis to C SPR:** Information sharing is the basis for transparency and trust. At this occasion the GTZ Gender Focal Point could highlight some of the mentioned needs and suggest further steps that stand in line with them: C SPR might express how they plan to go further in order to orient on their most urgent needs.
- ➔ **Providing technical expertise** to assist C SPR to assess gender indicators in their strategic plan.
- ➔ **Organising a gender workshop** in order to formulate a gender-sensitive HIV/AIDS Workplace policy and/ or a Gender Workplace Policy. Additionally, the workshop needs to focus on institutional mechanism an organisation might use in order to ensure the implementation of a gender instruments (e.g. gender checklist, Gender Workplace Policy).
- ➔ **Platform for exchange of knowledge and experience on gender** with Caritas, JCTR,

¹³ An explanation for this reluctance at this point can only be a guess, but it seemed that gender again is perceived as core issue and not as cross cutting theme and thus may soften the profile of an organisation tighten the competition between the numerous organisations.

AVAP, CSPR, DED, GoGo, GTZ. This platform goes in line with CSPR's interest in learning lessons from other CSOs.

- **Conduct annual evaluation** to assess gender mainstreaming (e.g. Does the next strategic plan entails gender indicators? Is there a gender-sensitive HIV/AIDS policy implemented? Did CSPR meet with organisation from within the network in order to create synergies and exchange on experiences and knowledge?)

4.4 Anti-Voter Apathy Project (AVAP)

The Anti-Voter Apathy Project (AVAP) is a NGO that was established in 1995. AVAP is actively involved in the promotion of enhanced democracy, respect for human rights, voter and political participation, advocacy and other good governance related issues. As AVAP has a relatively broad representation in the field (3 provincial coordinators, 22 district information officers, 17 community civic educators) and has community-based activities countrywide, there is a strong link between the different organisation levels.

AVAP's strategic plan 2009-2012 (33 pages) is a **completely gender-blind document**; it did not contain any gender expressions and **no hint of any gender dimension**. Therefore the first conclusion drawn was that AVAP is not conscious of and has no knowledge about gender.

However, the meeting revealed that **there is more knowledge and even concrete activities in regard of gender hidden** than their Plan unveiled. The first part of the meeting consisted of group work that discussed the possible constraints – in this case especially – women face in the political arena. The results of these working groups were presented and discussed in plenum and may serve AVAP for a **short gender chapter within their strategic plan in order to demonstrate awareness** on the constraints different social groups (especially women) face in politics.

The discussion showed that AVAP is (1) **aware of gender inequalities** and (2) **works with women on the ground**, but (c) has **no institutionalised and systematic gender mainstreaming** approach. Thereafter, the possibilities and advantages of a **gender sensitive language** were presented and discussed. This is often linked with the availability of gender disaggregated data and thus restricted, e.g. from AVAP's strategic plan: 'A total of 3.94 million people registered to vote in the 2006 elections'. AVAP explained that the voter registration process is not gender sensitive, thus in future AVAP aims at providing gender sensitive information, e.g. how many women, how many men are registered, relation of women to me in contesting for office?).

Within the following working groups AVAP was asked to take its core activities¹⁴ and try to connect the knowledge on the constraints women face in politics with their programmes and to reformulate them gender sensitively. In regard of the short time given, the starting point at zero in terms of gender and the missing practice working with planning frameworks, the results of the working groups have been **surprisingly creative and useful for the formulation of future gender indicators**. All in all, AVAP presented himself as **open and receptive in regard of gender, participated actively and fruitfully** within discussions and working groups. In the following the outcomes of two of the group works conducted by together with the CSO partners of the Good Governance Programme are mentioned:

1) Bridging the Urban-Rural Divide (decentralisation raising awareness campaign & training program for key implementers of the decentralisation)

¹⁴ The four working groups were build around the following activities:

- 1) Survey on Voter Apathy (conducting an in depth research)
- 2) Monitoring the Election Cycle (dissemination of new messages, testing of new tools of mobilization)
- 3) Bridging the Urban-Rural Divide (decentralization raising awareness campaign & training program for key implementers of the decentralization)
- 4) Viable multi-party democracy (Training of young politicians)

How to address and integrate women and girls specifically?

Suggestions:

- Women's clubs holding meetings at AVAP Democracy Information Centres
- Publishing of Information Education and Communication materials
- Dissemination and Information sharing with rural based women's groups/organisations
- Identify special days where women-only activities will be organised by AVAP in their Information Centres
- Stock publications on women's manifesto in the Information Centres
- Simplify and translate the decentralisation policy in collaboration with other CSOs
- Hold roundtable discussions/Insaka
- Conduct civic engagement activities
- Provide a rural vote platform
- Conduct workshops with CSOs working on decentralisation
- Organise Community Radio programmes on gender related issues
- Initiate women's Fire Camps for information sharing through open discussion

2) Viable multi-party democracy (training of young politicians)

Target group: Young Politicians from active political parties (50% female & 50% male)

- AVAP will ensure that political parties meet the target of participation as stated above, failure to which they risk losing out on the training
- AVAP will outsource trainers with gender expertise and also ensure that the participants of the workshop are gender balanced

Topic for the training:

- Gender friendly topics for the training workshops will be selected
- The topics will centre around encouraging partnership and mentorship between the young and old in running of political parties
- The language during the training and in training materials (manuals) will be gender sensitive and user friendly

Objectives:

- To impart leadership skills to young people (upcoming leaders)
- To sustain political party leadership through shared leadership
- To increase the number of youths in political ranks

Methodology:

- Conduct interactive and participatory workshops

AVAP mentioned the following challenges that inhibit gender mainstreaming:

- Limited capacity to mainstream gender among the program staff
- Lack of a gender work place policy
- Lack of resources to conduct gender related activities
- Lack of information materials on gender mainstreaming
- Lack of expert skills in gender mainstreaming
- Lack of tools to mainstream gender in AVAP
- Negative perception of gender as a concept
- Political parties do not allow 50% equal participation of men and women.

AVAP mentioned the following needs to integrate gender:

- Training of management and technical staff in gender mainstreaming at national and sub-national levels
- Developing of an AVAP Workplace Gender Policy
- Enhancing the capacities to mainstream gender by providing external expertise or (volunteers) to assist in gender mainstreaming within AVAP
- Providing technical and financial support to enhance gender mainstreaming
- Providing of materials on gender mainstreaming.

Next steps for the Gender Focal Point:

- ➔ **Feedback of the results of the gender analysis to AVAP:** Information sharing is the basis for transparency and trust. At this occasion the GTZ Gender Focal Point could highlight some of the mentioned needs and accordingly suggest further steps.
- ➔ **Request the chapter on gender within the current strategic plan:** In fact this should be an easy exercise as AVAP seemed to be totally aware of the constraints women face in governance processes.
- ➔ **Reminding AVAP on gender indicators and monitoring of the next strategic plan in regard of gender activities and gender responsive indicators:** If needed the Gender Focal Point may give advices or initiate a working meeting to assist AVAP to assess gender mainstreaming into the strategic plan.
- ➔ **Organise a gender workshop** in order to formulate a gender-sensitive HIV/AIDS Workplace Policy and/ or a Gender Workplace Policy. This step has no priority in the case of AVAP as they first have to integrate gender into their strategic plan.
- ➔ **Platform for exchange of knowledge and experience on gender** with Caritas, JCTR, AVAP, CSPR, DED, GoGo, GTZ. This platform may help to undermine the negative perception on gender as a concept, because all participants admit the importance of equal rights and opportunities for women and men and address this issue in their organisations and through their work.

- **Conduct annual evaluation** to assess gender mainstreaming (e.g. Does the next strategic plan entail gender indicators?)

4.5 German Development Service (DED)

Additionally to the meeting with the four CSO-partners, a short meeting was held with the German Development Service (DED) in order to get an insight of what was being done in terms of gender mainstreaming and to identify overlaps in the work of GTZ and DED with the CSO partners. In general, the DED seems to face similar challenges and constraints for gender mainstreaming as the revised CSOs:

- There is no common practical/ operational strategy by the GDC: So far the knowledge on gender rests on a political level (see the GDC draft on the common gender mainstreaming policy).
- The contracts from the DED Development Workers are usually limited to 1-3 years, thus there is a regular staff turnover that limits the holding of gender knowledge and capacity.
- The DED Zambia has no institutionalised gender mainstreaming (e.g. there is no Gender Focal Point) and is confronted with the lack of resources for capacity building on gender.
- Accordingly, there is no awareness and no operational knowledge on gender among the DED staff.

Next steps for action the DED mentioned during the meeting were:

- Recruitment of a Gender Focal Point;
- Providing gender trainings/ workshops for Development Workers & management;
- Facilitating exchange of information with GTZ (What happens on the CSO's side? Where are opportunities to create synergies between DED and GTZ?).

5 Lessons learned

Below are the lessons learned by the gender consultant:¹⁵

Planning

The role of the head of programme in giving a thought-provoking opening speech legitimates the topic of gender and certainly helps participants justify investing their time.

An external expert is often perceived to be more neutral than an internal person, may have more credibility and legitimacy than an inside person, and can bring fresh content and ways of approaching challenges of gender mainstreaming.

Having the Gender Focal Point co-facilitate the meetings also reinforces the 'value-added' and expertise s/he could bring to programme specialists. It also created a natural transition for their collaboration in following up the meetings.

Men should be encouraged to take part in the meetings and future trainings/workshops. Their

¹⁵ These conclusions correspond to the lessons learned the UNESCO published (see 'Tips and Good Practices for conducting Gender-Training for UNESCO-staff': www.portal.unesco.org/en/files/15779/10649056949Gender_training_-_Lessons_learned.doc/Gender%2Btraining%2B-%2BLessons%2Blearned.doc)

participation is not only necessary to promote the integration of gender issues in GTZ's programmes it also brings new perspectives to the issues being addressed.

Design and implementation

The participatory and interactive approach proved to be a very effective way to get participants to open up and engage actively in discussions. This approach builds the basis for mutual learning processes.

During the session the participants develop ownership when they are given the opportunity to develop a 'product' that they will be able to use when they go back to their workplace (in this case: recommendations for future actions).

The experience of working in small groups to review a project from a gender perspective proved especially useful in workshops (case of AVAP). It was surprising that AVAP got so quickly a gender perspective and concrete ideas. It was just a question of clarifying the focus on gender. The same results could not have been achieved through passive listening.

Follow-up

The meeting increased demands and expectations of the Focal Point and the Governance Programme in general. Resources need to be foreseen to respond to the demands for gender technical assistance that gender training and advocacy generate.

6 Recommendations: How to continue?

One essential part of the gender consultancy was one-to-one meetings held with the individual Good Governance staff. The outcome of these discussions helped to formulate future steps that stand in line with the GTZ's gender mainstreaming strategy.

Promoting the cross cutting nature of gender by a common strategy

A general but main problem observed among the CSOs is the perception of gender as new core issue that is imposed by donors. To fight this misperception, the cross cutting nature of gender needs to be emphasised by naturally referring to gender in the different topics and activities the Good Governance Programme pursues.

There are some points that are to be kept in mind:

Gender inequalities, HIV/AIDS and corruption (the three main mainstreaming themes of the Good Governance Programme) are strongly interlinked.¹⁶

There is a large willingness and potential on the partner's side to learn more about these issues and their interwovenness. The partners should not be underestimated: Often there is already a lot of knowledge that only needs to be revealed and embedded into a broader context.

¹⁶ Literature on corruption and gender:

Goetz, Anne-Marie (2003): Political Cleaners: How Women are the New Anti-Corruption Force. Does the Evidence Wash? Institute of Development Studies

GTZ (2009): Gender & Corruption in Development Cooperation. Factsheet: www.gtz.de/de/dokumente/gtz2010-en-fs-gender-and-corruption.pdf

Nordic Consulting Group (2009): A Gender Analysis of Corruption- forms, effects and eradication strategies. Case Studies among the poor in urban and post conflict settings. The Royal Danish Embassy

Schimmel, Bianca and Pech, Birgit (2004): Corruption and Gender: Approaches and Recommendations for TA. GTZ: www.gtz.de/de/dokumente/en-corruption-gender-2004.pdf

For further information on HIV/AIDS at the workplace and the GTZ initiatives in this area see: www.gtz.de/en/themen/uebergreifende-themen/hiv-aids-bekaempfung/2980.htm

Even if there is a task division within the Good Governance Programme the different issues (as for example Gender, HIV/AIDS and Corruption) are interconnected and need to be handled in this way in order to fight their isolation.

The following steps are required in order to create a common strategy and a coherent performance:

The communication between the different team members need to be strengthened, e.g., if the responsible person for anti-corruption communicates the importance of a code of conduct in order to fight corruption to a partner organisation and at the same time the responsible person for HIV/AIDS works out a HIV/AIDS workplace policy with the same organisation, they might refer to the respective other process in order to demonstrate the linkage between the two issues and to act coherently as a programme.¹⁷

Each team member and especially each Focal Person should be aware of the current ongoing processes within 'his' or 'her' partner organisation. Therefore, at first it is needed to know what the colleagues are doing. This information can be gained through the weekly held meetings of the Good Governance team.

In the contact with the partners the communication should follow the guiding principles used for the meetings (chapter 3) and the team member should strengthen other topics – even if they are not the 'own' ones (e.g. the importance of gender or of a gender workplace policy can be positively emphasised in a meeting on anti-corruption).

The planned CS gender workshop (in order to work on the gender workplace policies) will be the first occasion to create awareness on the intersection of the three mainstream issues and at the same time to write it down into policies. Therefore, all three Focal Points should be attendant at the workshop.

The most important step is the impact evaluation and measuring. Therefore, the partners should imperatively include gender indicators into their strategic plan and report on it. The Gender Focal Person can be consulted to assess or provide assessment of a gender specific perspective.

The Gender Focal Point is the main responsible for the follow-up of the meetings. The recommendations for the follow-up mentioned above (see chapter 4) stand in line with her scheduled tasks (see annex 4). Moreover, she should pay attention to the different ongoing processes within the Good Governance Programme and ask regularly and well-directed (during the team meetings) for a gender perspective.

In order to empower the Gender Focal Point to detect hidden gender perspectives and to be able to assess for example the gender aspect of the strategic plans gender training is recommended.

The CS-participants expressed interest in a good understanding of gender, gender analysis skills, appreciation of the implications of gender in project outcomes and knowledge of how to integrate gender into their work. Trainings to tackle these needs are easy to provide but their impact is hard to measure. In order to ensure a sustainable impact of capacity building measures there has to be at first a clear structure of responsibilities within the organisations and a plan how to further disperse the gained knowledge within the organisation. Gender training must be part of an organisational overall strategy for gender equality. **Therefore, it is recommended for the Good Governance Gender Focal Point to:**

Hold individual one-to-one meetings with the partners in order to provide feedback on the presented analysis and discuss well thought-out future steps.

¹⁷ The responsible person for anti-corruption is very aware of the interwovenness of gender inequalities and corruption and might share this knowledge with the team (through a short input during one of the regularly internally held meetings).

Consider two levels separately: Firstly, the internal level, secondly, the external. If the CS-partner has interest in a deeper integration of gender mainstreaming,

Internally a Gender Workplace Policy could be a first step in order to make a commitment to the importance of gender equality at work.

Externally the activities and objectives that are mentioned within the strategic plan need to be gender responsive (in order to – as in the case of AVAP – reach the target group that persist of at least 50% female voters).

7 Conclusion

The gender analysis revealed that the four partner organisations were at different stages of implementing gender in their work; every CSO faces its own challenges and developed a specific gender mainstreaming approach that need to be strengthened at different levels. With the desk analysis of the strategic plans and the feedback meetings with the CS-partners the Good Governance Programme created an opportunity to identify institutional and capacity gaps that will be addressed in the future. The meetings were appreciated by all the participants and again the Good Governance Programme made a considerable step forward in the lasting process of gender mainstreaming.

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Glossary

Departmental Focal Points for Women	<p>The main role of the Departmental Focal Point for Women is to create and make use of opportunities to improve the status of women in their departments or offices. In order to promote gender equality within the organisation s/he is taking care of the promotion of gender balance, work/life issues, harassment, including sexual harassment and a gender sensitive work environment. Insofar, a Departmental Focal Point for Women has different tasks and responsibilities than a Gender Focal Point.</p>
Empowerment of Women	<p>Empowerment means providing resources to people in disadvantaged situations, so that they can strengthen their own capacities in order to fully participate in the community and to articulate their interests. Empowerment requires the full participation of all affected people in the formulation, implementation and evaluation of decisions that determine the well-being of societies. Empowerment of women is a 'bottom-up' process of transforming gendered power relations as well as social, economic, legal and political institutions. Increasing women's participation and improving their shares in resources, land, employment and income relative to men, are necessary and sufficient for lasting changes in their economic and social position. (GTZ 2009a: 18).</p>
Gender	<p>Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Gender roles are individually learned. Gender roles are determined by the social, cultural and economic organisation of a society as well as by dominant religious, moral and legal conceptions. Whereas biological sex is determined by genetic and anatomical characteristics and might also change, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender roles are also influenced by social and family status, ethnic and religious belonging. Gender is relational and refers not simply to either women or men, but to the social relationships between them. Gender roles are not neutral, but connected with different options, rights and decision-making possibilities. In most cases these tend to be in favour of men (GTZ 2009a: 14).</p>
Gender Equality	<p>Gender Equality refers to the premise that women and men should equally benefit from resources, services and chances within their societies. Gender equality does not mean 'sameness' of women and men, but that women and men must have equal rights, chances and opportunities in all areas of the economy and society if real sustainable economic and social development is to be achieved. Because of existing inequalities between women and men, the same treatment of women and men is not sufficient in order to achieve gender equality. Gender equality also includes change in institutions and social relations, which often maintain gender inequalities. Empowerment of women is one strategy to achieve gender equality. At the '4th World Conference on Women', the concept of gender equality replaced the former concept of gender equity (GTZ 2009a: 17).</p>

Gender Focal Point	In general a gender focal point position has the role to support managers to carry out their responsibility to implement gender mainstreaming in the substantive work programme. The work of a gender focal point is to support gender mainstreaming by advocating, advising and supporting professional staff and monitoring and reporting on progress – if necessary through the use of / support from consultants or external specialists. Dissemination of information and competence development, through training and seminars, is also part of the work of the gender focal points.
Gender Mainstreaming	Gender Mainstreaming is the integration of a gender perspective into every stage of organisational, programme and policy processes – design, implementation, monitoring and evaluation – with a view to promoting equality between women and men. It implies the strengthening of political will at the local, national, regional and global levels. This is a way to make gender equality a concrete reality in the lives of women and men creating space for everyone within the organisations as well as in other spheres of public and private life (GTZ 2009: 18).
Gender Training	A Gender Training is more theoretical funded than a Gender Workshops as it aims at developing a common understanding of gender and related concepts. It sensitises for the implications of gender on particular issues and enhances additionally practical gender analysis skills as a basis for identifying gender issues in different sectors. Gender Training is an instrument of the organisational human resource development that aims at building knowledge and provides tools of integrating gender into technical training.
Gender Workplace Policy	A workplace policy means a voluntary agreement against gender specific discrimination and a commitment to a personal/family well-being and general work-life balance. Establishing workplace policies is important for an organisation, as it sets clear boundaries, protecting both employees and employers. One or more broad guidelines on action need to be foreseen to achieve the formulated purposes. The consequences for violating a workplace policy vary, depending on the policy.
Gender Workshop	The purpose of a Gender Workshop is to train the participants on how to incorporate a message of gender into their everyday work. Thus, it is a highly interactive and participatory process that includes the use of analytical instruments (e.g. Gender Oriented Project Planning-framework). Usually, during the workshop the participants work out specific products they expressed interest in and which can be used in their day-to-day work (e.g. Gender Checklist, Gender Workplace Policy).
HIV/AIDS Workplace Policy	The purpose of an HIV and AIDS Workplace Policy is to provide a framework and guidelines for employers and employees on how to deal with HIV and AIDS and related challenges in the workplace, to attain a working environment free of prejudices against HIV infected and affected individuals, and facilitation of prevention of new HIV infections.

Annex

Annex 1: Terms of reference for gender mainstreaming consultancy

1. Background

The GTZ Corporate Strategy on Gender Mainstreaming, 2006-2010 recognises gender mainstreaming and states that ‘Women and men derive equal benefit from the development policy contribution provided through technical co-operation and can participate equally in designing it.’

In this regard, the Good Governance Programme has made efforts towards gender mainstreaming by assigning a gender focal person and providing capacity development to partner organisations to raise their awareness on the importance of the gender dimension in relation to their work. Thereby the quality of the way in which the gender dimension is addressed by partner organisations differs depending on the thematic focus of the latter’s work.

The capacity development support provided to the Paralegal Alliance Network (PAN) and civil society organisations working in the field of legal aid contributes to a better protection of rights of women and disadvantaged men. It is in particular the disproportionate number of young men who have been convicted of crimes and are serving sentences in Zambian prisons, who benefit from the services provided by PAN member organisations. PAN member organisations also address sexual and gender based violence, which particularly affects poor women and girls. In the framework of the government Access to Justice Programme **PAN engages in policy dialogue and makes an important contribution in advocating for the protection of poor men and women’s rights.**

The cooperation with the Non Governmental Organisation Coordinating Council (NGOCC) – an umbrella organisation of 87 women’s organisations – aims at enhancing networking among women civil society organisations at national and sub-national level whose work address governance issues. By offering professional, human and financial resources to the network, **GDC aims at improving the ways in which the gender dimension is addressed in governance reform processes.**

The support to specific women’s organisations is complemented through capacity development measures to partner organisations, which engage in the FNDP / SNDP process, the constitution building process as well as in the election cycle. Through ongoing consultations, counselling and provision of subject expertise, the programme contributes to the **identification of interfaces between gender and other policy reform issues.** The contribution of CSOs to the upcoming Sixth National Development Plan represents a good practice example for gender mainstreaming. The CSO draft for the SNDP considers the gender dimension for every sector.

However, the challenge in gender mainstreaming among CSOs is the lack of systematic planning, coordination, timely implementation, monitoring and evaluation especially in response to the implementation of the National Gender Policy and the Strategic Plan of Action. This was emphasised in the evaluation report of the Good Governance Programme following the end of Phase I, where the level of gender mainstreaming by the project was assessed. The Programme therefore wants to further systematically analyze possibilities to further integrate gender in planning, coordination, implementation and M& E processes of partner organisations.

2. Objective

Conduct a review of strategic and annual plans of partner organisations and assess possibilities for the Good Governance team to enhance the mainstreaming of gender in interventions of partner organisations. The assessment and the hands-on practical advice to and mentoring of Good Governance Programme team members will contribute to the achievement of the Good Governance Programme indicator that reads: *Two gender and HIV/Aids themes are processed in all multi-year implementation plans of CS partners; three recommendations for action are*

implemented in committee work.

3. Target Institutions

Caritas Zambia, Anti Voter Apathy Project, Jesuit Centre for Theological Reflection and the Civil Society for Poverty Reduction

4. Timeframe

Two weeks beginning **1 to 14 April, 2010**. The final report will be received not later than **16 April, 2010**

5. Proposed consultant and expertise required

Ms Julia Gruhlich based in Germany

6. Specific tasks of the Consultant

While in Germany

- Conduct a desk review of partner multi-year plans to assess gender mainstreaming interventions
- Identify possible interventions of the Good Governance Programme for gender mainstreaming in partner institutions
- Compile a report of not more than ten pages of findings of the desk research

While in Zambia

- Conduct a mentoring session one-to-one with the individual Good Governance Programme staff. Assist individual programme staff in developing a capacity development approach that integrates a gender perspective.
- Hold individual meetings with partners and also CPs and identify ongoing capacity development and needs to enhance the integration of a gender perspective.
- Hold a feedback session to share and discuss the findings of the desk review and the work in Zambia with CSO partners, the Good Governance team and other organisations, e.g. CPs with the aim to outline common initiatives for gender mainstreaming.
- Present a final report to the Good Governance Programme, which mentions the next action points, which will be taken by each team member to better incorporate a gender perspective and the roles and responsibilities of the gender focal person.

7. Materials to be availed to the consultant

Partner strategic plans, Progress Review 2009 and Planning for phase II 2009-2012 Report and the specific tasks for the gender focal point person and all the other Good Governance team members.

Annex 2: Dates and schedule of internal and partner meetings

Date	Time	Item	Organisation	Responsible/ participants	Status
29 th April	14:00	Arrival of Julia and pick up from the Airport		Marion/Mr. Phiri	Confirmed
29 th April	15:30	Meeting	Go-Go team members	Precious and Marion	Confirmed
	17:00	Individual meeting with Kaputo	Go-Go team members	Kaputo	Confirmed
30 th April	10:00 to 12:30	Feedback session with Caritas Zambia	Caritas Zambia	Kaputo, Precious & Marion, Makani	Confirmed
3 rd May	08:30	Meeting with the Team Leader		Precious	Confirmed
3 rd May	09:00 to 11: 00 hours	Feedback session with CSPR	CSPR	Marion, Precious & Makani	TC
3 rd May		Julia prepares for the following day session and works with the team internally for upcoming meetings		Precious	
4 th May	08:30 to 16:30	Feedback workshop with AVAP	AVAP	Precious, Makani & Marion	Confirmed
5 th May	09:00	Individual meeting with Makani	Go-Go team members	Makani	Confirmed
	11:00	Individual meeting with Precious	Go-Go team members	Precious	Confirmed
	14:00	Individual meeting with Marion	Go-Go team members	Marion	Confirmed
6 th May	09:00	Feedback to Team Leader checks and balance			
6 th May		Julia prepares for final feedback to Go-Go team			
7 th May	09:00 to 11:00	Feedback session with JCTR		Kaputo, Precious, Marion, Makani	Confirmed
7 th May	12:00 to 13:00	Go-Go Team Feedback session with consultant		Lunch and end	Confirmed
8 th May		Julia travels back		Mr. Phiri	

Annex 3: Schedules of individual meetings

Caritas: Schedule for the feedback session with Caritas, 30th April 2010

10:00 – 10:15	Introduction: Our program for today
10:15 – 10:35	Presentation of the Gender Mainstreaming approach of GTZ
10:35 – 10:50	Reasons for Gender Mainstreaming
10:50 – 11:10	Presentation of the results of the Gender Analysis of Caritas' Strategic Plan 2010 - 2013
11:10 – 11:20	Tea & Coffee Break
11:20 – 12:20	Challenges <ul style="list-style-type: none"> • High Staff turnover: Discussion in plenum • Equal representation of women and men within the organisation: Discussion in plenum • Gender in Research & Analysis: Recommendations
12:20 – 12:45	Constraints & Needs: Discussion in plenum <ul style="list-style-type: none"> • What may hinder you integrating Gender? • What measures are needed to integrate Gender? • What support you may need in order to integrate Gender?
12:45 – 13:00	Feedback Round

CSPR: Schedule for the feedback session with CSPR, 3rd May 2010

9:00- 9:15	Introduction: Our programme for today
9:15- 9:45	Presentation of the Gender Mainstreaming approach of the GTZ
9:45-10:45	Presentation of the results of the Gender Analysis of CSPR's Strategic Plan
10:45-11:15	Constraints & needs <ul style="list-style-type: none"> • What may hinder you integrating Gender? • What measures are needed to integrate Gender? • What support you may need in order to integrate Gender?
11:15 -11:30	Feedback

AVAP: Schedule and power point presentation for the feedback session with AVAP, 4th May 2010

9:00 – 9:30	Arrival & round of introduction
9:30 – 11:00	Part 1: Introduction <ul style="list-style-type: none"> • What is GTZ's reason conducting a Gender Analysis of partner's Strategic Plans? • Presentation of the Results of the Gender Analysis of AVAP's Strategic Plan
11:00 – 12:30	Part 2: Gender in Project Planning <ul style="list-style-type: none"> • Cartoon: Different social backgrounds of women and men • Working Groups: What are obstacles to women's political participation?
12:30 – 13:30	Lunch break

13:30 – 15:00	Part 3: Engendering of AVAP's project planning initiatives <ul style="list-style-type: none"> • Short Input: Exploring language alternatives • Working Groups: Engendering AVAP's projects
15:00 -15:40	Presentation of the group work in plenum <ol style="list-style-type: none"> 1) Survey on Voter Apathy (conducting an in depth research) 2) Monitoring the Election Cycle (dissemination of new messages, testing of new tools of mobilisation) 3) Bridging the Urban-Rural Divide (decentralisation raising awareness campaign & training program for key implementers of the decentralisation) 4) Viable multi-party democracy (Training of young politicians)
15:40-16:00	Part 4: Challenges & Needs

JCTR: Schedule for the feedback session with JCTR, 7th May 2010

8:30- 8:45	Introduction: Our programme for today
9:45- 9:00	Presentation of the Gender Mainstreaming approach of the GTZ
9:00 – 10:00	Presentation of the results of the Gender Analysis of JCTR's Strategic Plan
10:00 – 10:30	Constraints & needs <ul style="list-style-type: none"> • What may hinder you integrating Gender? • What measures are needed to integrate Gender? • What support you may need in order to integrate Gender?
10:30- 11:00	Feedback

Good Governance Programme: Schedule for the feedback session, 7th May 2010

11:00 – 11:35	Part 1: Findings of the desk review and the meetings with CSO partners <ul style="list-style-type: none"> • Caritas • CSPR • AVAP • JCTR • DED • Common needs of the partners
11:35- 11:45	Part 2: Feedback of the partner CSOs & follow up
11:45 – 12:00	Part 3: Feedback round

Annex 4: Task and responsibilities of the Good Governance gender focal point

	Themes and Activities	Processes	Institutions
1	Gender	Mainstreaming	GoGo, selected partners, DED
	Analyse strategic plans, networking		AVAP, JCTR, Caritas, CSPR, DED, GoGo
	Conceptualise, organise, facilitate and document	Platform for exchange of knowledge and experience	AVAP, JCTR, Caritas, CSPR, DED, GoGo, GTZ programmes
	Participate in trainings, meetings, field visits		Partners and networks, DED
	Organise bi-monthly internal meetings on gender mainstreaming		
	Conduct annual evaluation to assess gender mainstreaming		AVAP, JCTR, Caritas, CSPR, NGOCC, ZNWL, JWOP, DED
	Mobilise professional expertise		Through GTZ HQ
2	Media	Cooperation, learning and innovation	
	Support community media	Community media networking	MISA Zambia, PANOS and DED, Media Council of Zambia (MECOZ)
	Training and technical support	Efficient use of media by CSOs: Partners in the eyes of the media	Partner CSOs, Community media institutions
	Assess CSO web sites	CSO media platform	
	Media platform concept note, dialogue		
	Participate in donor consultative meetings on media regulation in Zambia		
3	Legal aid	Dialogue, cooperation, networking	
	Organise feedback session on JWOP's evaluation and design a new support project		JWOP
	Organise internal bi-monthly meeting on legal aid		Good Governance team
	Organise and participate in legal aid networking meetings		AtoJ, PAN, CCCI, JWOP
	Organise learning visits locally and regionally		AtoJ, PAN, CCCI, JWOP, GoGo Kenya
	Support the development of a case management system to track impact		PAN, CCCI, JWOP
	Support code of conduct for JWOP.		PAN, JWOP, AtoJ
	Facilitate the development of a strategic plan for the JWOP network		JWOP
	Support the review of JWOP's network constitution		JWOP
	Contribute to the development of a CSO		PAN, LAB, AtoJ and

	proposal for a legal aid policy		CSO partners
4	Knowledge management	Innovation and learning	
	Facilitate and organise quarterly talks on priority themes	Governance talks	Core CSO partners, MISA Zambia, Community Media networks, FES, Media Council of Zambia (MECOZ)
	Video documentary on the work of GoGo		GoGo and partner CSOs
	Factsheets on gender and legal aid		
5	Management, Monitoring, Administration	Steering structure	
	Follow-up receivables		

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