

# PHAMA Gender Equality and Social Inclusion Strategy

## PHAMA Gender Equality and Social Inclusion Strategy

Client: Department of Foreign Affairs and Trade

Prepared by

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ABN 20 093 846 925

25 July 2017

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## Quality Information

Document PHAMA Gender Equality and Social Inclusion Strategy

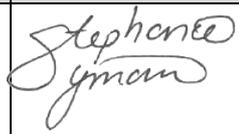
Date 25 July 2017

Version 2.0

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Reviewed by Stephanie Symon (AECOM Project Manager) and Di Barr (PHAMA Team Leader).

### Revision History

Revision	Revision Date	Details	Authorised	
			Name/Position	Signature
V1.0	29 June	FINAL	Stephanie Symon, AECOM Project Manager on behalf of Geoff Moyle, AECOM Contractor Representative  Approved by DFAT (Ma'ake Komailevuka, Program Manager Regional Growth) on 29 June 2017	
V2.0	25 July 2017	FINAL – format update	Stephanie Symon, AECOM Project Manager	

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## Abbreviations

Abbreviation	Description
AAF	Activity Approval Form
ASP	Annual Strategic Plan
DFAT	Australian Government Department of Foreign Affairs and Trade
GESI	Gender Equality and Social Inclusion
GESI AP	Gender Equality and Social Inclusion Action Plan
IWG	Industry Working Group
MAWG	Market Access Working Group
M&E	Monitoring and Evaluation
MFAT	Ministry of Foreign Affairs and Trade
PHAMA	Pacific Horticultural and Agricultural Market Access Program
WEE	Women's Economic Empowerment

## 1.0 Introduction

### 1.1 Pacific Horticultural and Market Access Program (PHAMA)

The Pacific Horticultural and Agricultural Market Access (PHAMA) Program is an Australian Government initiative, co-funded by the New Zealand Government. It is designed to help six Pacific Island countries (Fiji, PNG, Samoa, Tonga, Vanuatu and Solomon Islands) to:

1. Increase employment,
2. Increase rural incomes, and
3. Protect jobs.

To do this, the program contributes towards increasing exports, increasing prices and protecting exports. PHAMA works across multiple value-chains and countries, and with a diversity of public and private sector stakeholders. Activities undertaken by PHAMA to reach the three key program outcomes include:

- Technical studies to assist stakeholders to better understand market access related issues
- Facilitating industry coordination around export development
- Promoting public-private partnerships to address identified issues
- Facilitating the formation of industry development strategic plans
- Developing systems and procedures to improve compliance and quality in export pathways
- Building capacity of public and private sectors to gain, maintain and improve international market access and terms of trade.

### 1.2 Program Context

Agriculture is central to the livelihoods of many people of the Pacific Islands. Historically, the region has been economically disadvantaged, with limited development opportunities and characterised by civil unrest and political instability. With challenges such as climate change, rapid population growth and an increasingly competitive international trade environment, it is imperative that development opportunities are improved and the region becomes economically secure.

Increasing economic growth and improved rural livelihoods can be realised in these predominantly agricultural and resources-based economies through taking advantage of overseas market opportunities and increasing exports of primary and value added products.

## 2.0 Strategy Purpose

AECOM and the PHAMA team recognise that gender equality and social inclusion (GESI) are goals of the PHAMA program. Women's empowerment and social inclusion is not only the right thing to do, it makes business sense and is critical to achieving PHAMA's key outcomes. It is vital to economic growth and poverty reduction for all. Furthermore, gender equality and social inclusion are priorities for the Australian Government's Department of Foreign Affairs and Trade (DFAT), and should therefore guide our work.

The PHAMA GESI Strategy and associated GESI Action Plan (GESI AP) have been developed to guide efforts for the remainder of the Program. The Strategy outlines how PHAMA contributes towards gender equality and social inclusion, and how gender and social inclusion considerations will be further integrated throughout the program life cycle; from the planning and implementation phases through to monitoring, evaluation and reporting. Both documents align to DFAT's framework and priorities for gender and social inclusion.

The primary audiences for these documents are: PHAMA team members; Market Access Working Groups (MAWGs); Industry Working Groups (IWGs); DFAT; and the New Zealand Government Ministry of Foreign Affairs and Trade (MFAT). The GESI AP is a 'living' document and will be refined

and updated regularly as the practical, step-by-step plan for the who, what, when, where and how to mainstreaming GESI.

### 3.0 Key Definitions

**Gender:** Is a socio-cultural expression of particular characteristics and roles that are associated with certain groups of people with reference to their sex. The social definitions of what it means to be a girl, boy, woman or man may vary across cultures and can change over time.

**Gender equality:** Can be defined as the equal representation of women and men. It does not imply that women and men are the same, but that they have equal value and should be accorded equal treatment. Women often have less control over assets, limited opportunities to take on decision-making roles, and fewer chances to benefit from activities when compared to men. Furthermore, men and women play different roles, have different responsibilities, and access information and opportunities at different levels across societies. This is of particular relevance to PHAMA since gender inequalities in access to and control over resources are persistent within the value chains PHAMA engages with and between the six Pacific island countries the program supports.

**Social inclusion:** Is the process of improving the terms for socially excluded individuals and groups to take part in a given activity or program, and to take advantage of burgeoning opportunities. 'Socially excluded' groups can include the poor (men, women, youth, children), people with disabilities, lesbian, gay, bi-sexual, transgender and queer, ethnic minorities and the geographically isolated.

Conversely, 'socially included' refers to people who have the resources, opportunities and capabilities they need to learn, work, engage and have a voice.

Exclusion is context dependent; for example not all women or all people with disabilities are poor or excluded. In different countries, or even within countries, there are different rules of the game and so a one size fits all approach is unlikely to be effective.

**Women's economic empowerment (WEE):** Is the process of supporting women to improve both their income and their ability to make economic decisions.<sup>1</sup> WEE has been shown to have a catalysing impact on families, community wellbeing and national per capita income. In order to empower women, programs must address the underlying cultural, political and economic factors which inhibit their economic advancement.

### 4.0 Rationale

Whilst the PHAMA design lacks a specific gender or social inclusion objective, it is recognised that:

- Gender equality and social inclusion are basic human rights and have value in and of themselves<sup>2</sup>.
- There is a business and economic case for addressing gender and social inequities. For example, when women and other marginalised groups have access to human, financial, social and physical resources, economic growth accelerates.
- Ensuring women and other socially excluded groups are included throughout the PHAMA program cycle will allow for fairer and wider distribution of program benefits. This is particularly relevant for women, since they tend to invest additional income in their children and families and therefore create broader positive change.<sup>3</sup>
- Effective and sustainable development cannot be achieved if women or other marginalised groups are excluded, particularly because of the specific knowledge and experience they bring to development processes, as well as the critical contributions they are already making.

By better understanding women and other socially excluded groups' roles, responsibilities, and access to information and opportunities, PHAMA will be better placed to design inclusive activities that

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<sup>1</sup> International Centre for Research on Women, 'Understanding and Measuring Women's Economic Empowerment', 2011

<sup>2</sup> World Bank, 'Gender in Agriculture Sourcebook' 2003.

<sup>3</sup> International Centre for Research on Women, 'Understanding and Measuring Women's Economic Empowerment', 2011

respond to their diverse needs and have maximum positive impact. The Program will also be better placed to 'do no harm', by understanding the intended and unintended impact of our work, and mitigating against negative impacts. The PHAMA GESI Strategy will help the program to both maximise impact and create an enabling environment for growth and development that can continue long after PHAMA ends.

## 5.0 Background

In 2016, an Independent Evaluation Review of PHAMA was undertaken by a team of external consultants. This review highlighted that while PHAMA has had some GESI related success in Phase 2, gender has been addressed in an *ad hoc*, rather than systematic way. The review team made the following key recommendations:

- Additional resources should be provided to mainstream gender and social inclusion across PHAMA
- Training should be provided for permanent PHAMA team members (e.g. Project Management Office staff), and MAWG/Industry Working Group (IWG) members
- Sex disaggregated data should be collect, and gender and social inclusion analysis should be continued for value chains.

The PHAMA GESI Strategy and GESI AP have been developed as a response to these recommendations. Both documents are based on a rapid analysis undertaken by a GESI Adviser engaged by AECOM in late 2016 which assessed the context within which the program operates, including its successes to date, and its current gaps. This analysis relied on input from AECOM, PHAMA team members, and PHAMA stakeholders including MAWGs and IWGs. It was undertaken through: sharing of lessons learned (including weaknesses and strengths); workshop feedback; remote meetings and discussions; and the results and products from previous monitoring and evaluation and communication work. Inclusion of PHAMA stakeholders in this analysis helped to extend the "common approach" to GESI and strengthen partnerships (promoting participation), build conceptual clarity, apply best practices, lessen risks and see activities and stakeholders work towards mutual GESI goals and outcomes.

The following observations and recommendations were made based on this analysis:

### **GESI Competency:**

- PHAMA team members, and stakeholders, including activity end users, recognised there are different levels of understanding, experience, approaches and degree of priority for GESI mainstreaming
- PHAMA should prioritise capacity building, participation and benefit sharing for stakeholders (e.g. MAWGs and IWGs). Gender competency development is an important first step and should be rolled out for PHAMA team members as well as program stakeholders
- PHAMA GESI Focal Point(s) should be appointed from within the existing PHAMA team to ensure the program has access to a long-term GESI resource and that GESI is firmly embedded within the program. In addition, the in-house AECOM Gender Adviser should remain available to provide remote guidance to the Focal Point and across the PHAMA team.

### **MAWGs/IWGS:**

- There is low representation of women on MAWG and IWG committees (30% on average across all six PHAMA countries as at 16 June 17), with the exception of PNG where women make up 50% of group members. This is yet to be addressed systematically and may result in inadequate consideration being given to GESI during the assessment, design and implementation of MAWG/IWG activities.
- PHAMA will provide more assistance to MAWGs and IWGs with identifying ways in which activities can integrate gender and social inclusion into their design and implementation. It

may also be appropriate to identify gender-sensitive activities which could provide benefit to marginalised groups, provided underlying activities are commercially viable.

- MAWG and IWG planning tools should be revised in consultation with PHAMA to help these groups better integrate and address GESI.

#### **Activities:**

- Previously, a GESI lens was being applied to activity design and implementation on an *ad hoc*, rather than systematic basis.
- A number of technical reports focused on gender and social inclusion issues have been prepared on specific value chains. These reports have been well received by partners and provide some key recommendations. This type of work should continue.
- PHAMA planning tools such as the Activity Approval Form (AAF) will be adapted to assist the PHAMA team with considering: how activities may or may not benefit women and other marginalised groups; what the intended/unintended consequences of the activity may be; how the program will mitigate against risk; and, how impact for women and socially marginalised groups will be monitored and reported against. These changes should also help the team identify ways to adjust activity implementation or design so that the benefits to end-users such as women are increased

#### **Communications:**

- Opportunities exist for PHAMA to further integrate the communication and promotion of women's economic rights, gender equality, women's leadership and independence.
- PHAMA should continue to focus on identifying good news stories which demonstrate the effectiveness of GESI initiatives and develop GESI communication guidelines.
- The PHAMA Communications Officer and Communications Adviser should undertake GESI training with the GESI Adviser.

#### **Monitoring and Evaluation (M&E):**

- GESI indicators need to be mainstreamed across PHAMA's monitoring and evaluation system. Monitoring these indicators will measure the effectiveness of GESI initiatives relating to: activity outcomes, social change, leadership change and provide DFAT with information and evidence for PHAMA planning, both for Phase 2 and future phases.
- At a minimum, key data will be disaggregated by sex.
- Issues of division of labour, workloads, access to resources and decision-making power, (who is doing what, who has access to what, who makes the ultimate decisions) have to be assessed for their differential impact on women and men of different social identity groups.
- Key policies, programming and budgeting; institutional arrangements; human resources issues; and M&E systems must be assessed from a GESI perspective by those designing the program or policy and then presented and discussed with stakeholders from the government, program team members, partner organisations and community groups.
- Targets and indicators on gender equality act as a powerful stimulus for action. When girls and women are visible in data collection and reporting, governments and donors invest more in gender equality. There is an urgent need for ongoing investment in statistical capacity building and monitoring to improve the measurement of gender equality indicators and the collection of data disaggregated by sex.

## **6.0 Approach**

Our approach to GESI has been developed based on DFAT's gender equality and social inclusion priorities, AECOM's Gender Integration and Social Inclusion Framework, and our GESI analysis work.

Although gender equality and social inclusion are goals of the PHAMA Program, we recognise that PHAMA alone cannot achieve this. Therefore, through programming which is gender sensitive and includes the socially marginalised, PHAMA will seek to contribute towards these goals.

PHAMA will adopt a program life-cycle approach; integrating GESI from research and planning through to implementation, monitoring and reporting. GESI considerations will be mainstreamed across both operational systems and program activities. By mainstreaming gender and social inclusion we will seek to contribute towards gender equality by transforming the balance of power between men and women, and the socially included and socially excluded. At a minimum, we will apply a gender lens to ensure our work does not harm or disadvantage marginalised groups.

Given PHAMA's focus on horticultural and agricultural value chains and exports, the Program will contribute to gender equality and social inclusion through:

- Promoting women's economic empowerment: Through PHAMA's activities, ensure that greater numbers of poor people (both men and women, but with a particular focus on women) and socially excluded groups, are assisted to build their asset base (knowledge, financial, physical etc) so they are able to participate in, and benefit from, trade and export.
- Strengthening the enabling environment to support GESI through raising awareness of GESI issues among key PHAMA stakeholders (MAWG & IWG members) and changing attitudes towards women and the socially excluded.
- Increasing representation of women and socially excluded individuals on MAWGs and IWGs.

The essentials of our approach to gender equality and social inclusion are:

<b>Gender does not unequivocally mean 'women'</b>	We think of gender as a frame of analysis, where we are not only designing activities that target women, rather we examine the differences in power and how gender relations reinforce inequality. We emphasise not using 'gender' synonymously with 'women', as we have seen that this has consequences, and can prove to be divisive.
<b>Context</b>	Contextual analysis rather than assumptions about gender relations will inform program interventions. At all times, our work will draw on local knowledge to develop solutions that are appropriate to the context in which they apply.
<b>DFAT policies and priorities</b>	We will align with DFAT's GESI policies and priorities.
<b>Identify the excluded</b>	We will identify the socially excluded and the reason for their exclusion from access to opportunities and resources (financial, human, social and physical) in the sector.
<b>Identify and address barriers</b>	We will design policy and/or program-level responses that attempt to address the barriers in the program cycle.
<b>Targeting women</b>	Development activities have a gender impact, and will not automatically benefit men and women equally. Activities which specifically target women will be implemented.
<b>MAWG, IWG and community leadership</b>	We will engage MAWG, IWG and community leadership and foster dialogue around gender equality and social inclusion.
<b>Monitor, evaluate and learn</b>	We will monitor and evaluate to check planned resources and actions have reached women and the excluded. We will monitor and evaluate outcomes against objectives. Through this process we will also assess the intended and unintended consequences of our activities and adjust / redesign as required.
<b>Learning and coaching</b>	We will prioritise a learning and coaching environment for PHAMA team members, partners and stakeholders. We will provide GESI resources (toolkits, case studies and gender competency materials), and foster an environment of information sharing between our partners.
<b>Senior level 'buy-in'</b>	For GESI mainstreaming to be relevant and effective, it should be

	embraced by the organisations and communities involved. People at all levels must be committed to and support the implementation of gender mainstreaming, given that this process of change takes place within complex social and political environments. We will work with MAWG & IWG leadership to engage them in the GESI mainstreaming process.
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## 7.0 Implementation

### 7.1 GESI Action Plan

GESI will be mainstreamed across PHAMA, and the GESI AP will provide the key tool for guiding this work. A GESI Program Life Cycle Checklist has been attached as Annex A to guide team members and stakeholders.

In addition, the GESI AP sets out specific tasks, timeframes, responsibilities, priorities, resources, risks and risk mitigation strategies. It has been developed following extensive consultation with the PHAMA team and stakeholders and the lessons learned from gender analyses.

The GESI AP is a tool intended to organise recommendations and proposed gender-specific activities and ensure they are fully integrated across the program. Its objective is to provide a strategic and evolving roadmap for implementation. It is the: who, what, where, when and how to mainstreaming GESI across PHAMA. Recommendations are geared to be practical, and to the greatest extent, should be integrated within proposed program activities. It will not outline specific GESI activities, as these will be covered under the Annual Strategic Plan (ASP).

The GESI AP is an accountability mechanism, and will be regularly shared with DFAT and other key stakeholders so that progress can be tracked. The GESI AP is a living document and will be submitted as an attachment to each Annual Strategic Plan and Six Monthly Report to reflect what has been learned and what is planned for future programming.

The GESI AP is currently framed around the following key entry points, which may evolve as the program develops:

- Program Activities
- Partners (MAWGs, IWGs, private and public sector stakeholders)
- Program sustainability
- Monitoring and Evaluation
- Internal tools and templates
- Communications
- Recruitment.

### 7.2 Organisational Commitment

The PHAMA senior management team (Team Leader, Deputy Team Leaders and GESI Adviser), in collaboration with AECOM, will have primary responsibility for implementing the PHAMA GESI Strategy and GESI AP. The Team Leader and Deputy Team Leaders will work with the GESI Adviser to ensure gender and social inclusion is mainstreamed across activities, including at the activity approval, implementation and evaluation stages. They will also be responsible for promoting GESI as a high-level commitment of AECOM and the PHAMA program, and for providing mentoring and guidance for program team members.

A GESI Adviser will be available until the conclusion of the program on a part time basis. The GESI Adviser will work closely with AECOM and the senior management team to provide regular input on document review, advice, coaching, mentoring and provision of resource materials and training.

In addition, a Gender Focal Point(s) will be identified to provide ongoing guidance to the PHAMA team beyond the GESI Adviser's short term inputs. They will act as a resource for MAWGs and IWGs during the process of GESI competency development and the sharing of information across the program.

## 8.0 Monitoring, Evaluation and Reporting

### 8.1 Monitoring and Evaluation

Monitoring program performance is a reflective process of examining progress against performance indicators at established intervals. Even if a PHAMA activity is on track to meet its targets, monitoring must still include some analysis of what is happening. PHAMA team members will be assisted with examining what, if any, are the root causes of significant differences in participation or benefit of activities between men and women.

We will ensure gender equality and social inclusion are not 'add-ons' by embedding relevant indicators into PHAMA's results measurement framework. We will capture data on various aspects of gender equality and social inclusion, including women's economic empowerment, changes to women's agency, gender norms, and gendered behaviour changes. We will follow the principle of 'do no harm' and use data to ensure our work is not creating unintended negative consequences such as increases in women's labour burden or gender based violence at the household level (or others, including the workplace). By embedding M&E across the program life cycle, we will be able to identify areas for scaling up, replication and identify lessons learned for PHAMA and DFAT.

Data will be gathered from multiple perspectives, and include both qualitative and quantitative indicators. This information will be used to evaluate activities to make programming decisions and to ensure our work is not creating unintended negative consequences such as young people leaving school early because they are attracted to an increase in local employment/income. The program team will also be able to assess both internal (processes and inputs) and external (impact) progress.

For example, team members will be able to:

- Know if activities are benefiting men, women and marginalised groups equitably
- Determine whether there are changes in gender relations as a result of PHAMA-funded activities
- Know whether activities have created or exacerbated gender disparities or inequalities
- Capture the differentiated impacts of program activities on men, women and marginalised groups
- Communicate achievements and lessons learned on the effectiveness of PHAMA-funded activities and approach
- Follow-up on impacts and outcomes and ensure they are being documented and disseminated to stakeholders.

A combination of qualitative and quantitative measures will be used to get a full picture of the changes that are happening. Quantitative indicators are measures of quantity, for example, the number of female entrepreneurs reached through activities. Qualitative indicators refer to judgements and perceptions, for example the number of female entrepreneurs who believe that the training they have been provided is having a positive impact on their ability to secure their livelihoods.

The PHAMA GESI indicators have been separated into program implementation and outcome indicators. Program implementation indicators will measure the program's performance on mainstreaming GESI throughout the program lifecycle. The areas of PHAMA work to be measured are communications, activities, MAWGs/IWGs, and PHAMA team members. Implementation indicators will be measured across the program for all activities.

**Table 1: PHAMA Implementation Indicators**

Area of PHAMA work	Indicator
<b>Communications</b>	<ul style="list-style-type: none"> <li>• # of communications materials released which communicate PHAMA's progress with GESI</li> <li>• # of GESI training sessions (held with individuals, MAWGs/IWGs, stakeholders and public and private partners)</li> <li>• # of GESI consultation meetings held with stakeholders and public and private partners</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• # of women and socially excluded individuals as a % of total participating in PHAMA training or intervention (access)</li> <li>• # of PHAMA activities incorporating GESI</li> <li>• # of activities which aim to contribute to WEE</li> <li>• # of activities which have resulted in unintended consequences relating to WEE or GESI (positive or negative). What were they?</li> </ul>
<b>MAWGs/IWGs</b>	<ul style="list-style-type: none"> <li>• # &amp; % of women on MAWGs/IWGs</li> <li>• # of women in leadership roles within MAWGs/IWGs</li> </ul>
<b>PHAMA Team Members</b>	<ul style="list-style-type: none"> <li>• Adviser GESI mobilisation training</li> <li>• % of women vs. men in PHAMA team</li> <li>• % of PHAMA men vs. women STA's engaged in the reporting period</li> </ul>

The following outcome indicators will provide evidence of progress towards the prioritised PHAMA GESI outcomes (listed in Table 2 below) and assist in answering qualitative questions that guide the evaluation of PHAMA's contribution towards GESI and resultant learning outcomes. For the 2017/18 financial year, the PHAMA will trial the application of the outcome indicators on a selection of pilot GESI activities to test relevance and applicability to the Program GESI outcomes and to guide further modification and refinement.

Table 2 below outlines a set of guiding qualitative evaluation questions and outcome indicators that relate to and measure the prioritised outcomes. The PHAMA program appreciates there are a number of outcomes that support GESI. PHAMA has prioritised the outcomes listed below as realistic objectives for the Program and that are within the scope and capacity of the Program. The indicators listed in Table 2 are not stand-alone; they assist in answering the qualitative evaluation questions. Selection of specific indicators will depend on the specifics of the activity, and it is not expected that all of the indicators will be used for each pilot activity.

**Table 2: PHAMA Outcome Indicators**

Outcomes	Evaluation questions	Outcome indicators
<b>Women's economic empowerment</b>	<ul style="list-style-type: none"> <li>• Where, how and to what extent were women able to achieve increased access to income generating, business and employment opportunities?</li> <li>• Did women observe increased decision making capacity for their income, assets and savings as a result of increased WEE?</li> <li>• What are the barriers to WEE and how were these addressed?</li> <li>• Were there any unintended consequences of WEE (positive or negative)?</li> </ul>	<ul style="list-style-type: none"> <li>• # of Women who report increased income as a result of PHAMA intervention or training</li> <li>• # of Women who report increased job opportunities (new jobs, or more hours and increased responsibility in existing jobs) as a result of PHAMA</li> <li>• # of women who report reduction in barrier(s) to WEE as a result of PHAMA intervention</li> </ul>

<p><b>Increased representation of women and marginalised groups in leadership and decision making</b></p>	<ul style="list-style-type: none"> <li>To what extent was there increased effective participation by women and socially excluded in the MAWGs/IWGs or other leadership/formal/informal roles?</li> </ul>	<ul style="list-style-type: none"> <li>Women and socially excluded individuals report increased input into MAWG/IWG or other decision making</li> </ul>
<p><b>Strengthened enabling environment to support GESI</b></p>	<ul style="list-style-type: none"> <li>Have government, private sector or other organisations promoted or made change to effectively support women and marginalised groups to achieve GESI?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of policy and practice changes within public and private partners that support GESI.</li> </ul>
<p><b>Positive changes to the beliefs, attitudes and social norms toward women and the socially excluded</b></p>	<ul style="list-style-type: none"> <li>What changes and by who (men, community leaders, family etc.) are the beliefs, attitudes and social norms towards women and marginalised groups observed?</li> <li>Were there any unintended consequences/outcomes (positive or negative)?</li> <li>What were the outcomes of any positive changes?</li> <li>Did positive changes lead to a strengthened enabling environment to support GESI, increased representation of women in leadership and WEE?</li> </ul>	<ul style="list-style-type: none"> <li># of MAWGs/IWGs demonstrating increased focused on GESI</li> <li>Evidence of attitudinal changes towards GESI from individuals, MAWGs/IWGs, stakeholders and partners as a result of working with PHAMA</li> </ul>
<p><b>Increased capacity of women and the socially excluded to: improve their economic and social outcomes, enhance leadership opportunities, and influence decision making processes</b></p>	<ul style="list-style-type: none"> <li>To what extent did increased capacity lead to improved economic and social outcomes, enhanced leadership opportunities, and influenced decision making processes for women and marginalised groups?</li> <li>Were there any unintended consequences (positive or negative)?</li> </ul>	<ul style="list-style-type: none"> <li>Women and socially excluded training graduates report using training skills/increased capacity</li> <li>Women and the socially excluded report an increase in personal confidence, awareness and wellbeing</li> <li># of women and the socially excluded who report increased income as a result of PHAMA training</li> <li># of women and the socially excluded who report increased job opportunities (new jobs, or more hours and increased responsibility in existing jobs) as a result of PHAMA training</li> <li>Women and the socially excluded report increased input into decision making as a result of PHAMA training</li> </ul>

Progress will be monitored once yearly. In this review, recognised gaps that can be identified between men's and women's participation or benefit can help PHAMA determine the successes (or challenges) in promoting equitable access.

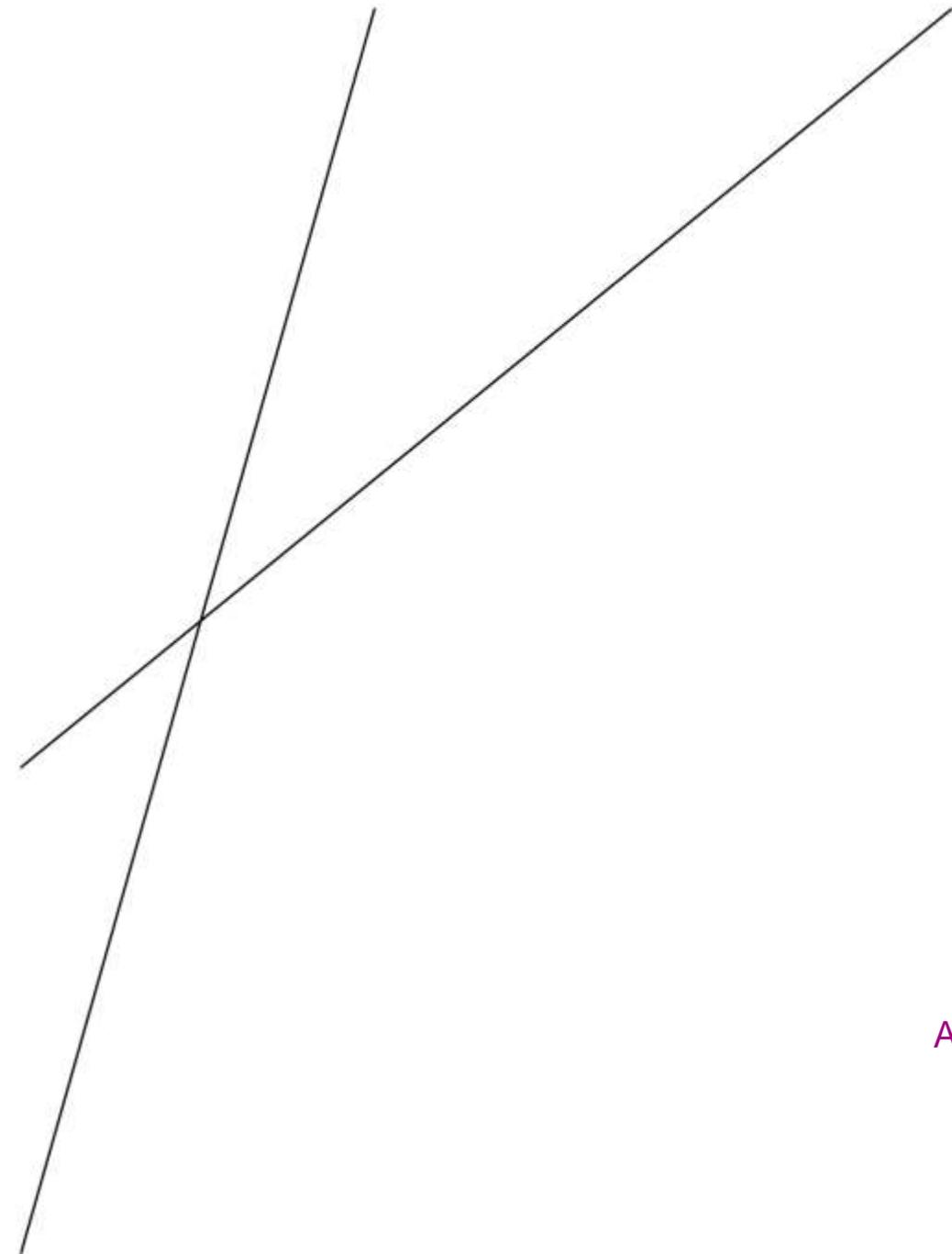
## 8.2 Reporting

**Quarterly Community of Practice Reviews:** These sessions will be facilitated by the GESI Adviser and/or PHAMA GESI Focal Point and will be held in consultation with DFAT, including program managers and gender focal points as appropriate. The overall goal of quarterly reviews will be to share and document experiences and lessons learned, and to ensure the GESI AP remains on track. They will also help PHAMA remain in alignment with DFAT's gender equality priorities, and give staff a means of examining and debating issues, opportunities, and priorities going forward. Quarterly reviews will include:

- Description of the current state of the program as it relates to GESI
- Share key successes
- Identify obstacles and work with the Gender Adviser/Gender Focal Point on strategies to remove them
- Discuss a list of possible activities for the upcoming quarter, in line with the Gender Assessment and GESI AP
- Realign the GESI AP based on guidance and input from DFAT.

**Annual Strategic Plan and Six Monthly Reports:** GESI will be integrated across Annual Strategic Plans and Six Monthly Reports. Qualitative and quantitative data will be utilised to report on past performance, inform planning and to share lessons learned with DFAT. Case studies will be utilised to ensure success stories are being documented.

**Communications Materials:** GESI success stories will be documented through a range of communications materials. This will include: fact sheets, press releases, the PHAMA website, and Facebook and twitter posts.



Appendix **A**

# GESI Program Life Cycle Checklist

## Appendix A GESI Program Life Cycle Checklist

### Analysis/Planning Process

- Determine whether a Gender Assessment or Gender Analysis is required? If so, consider the optimal timing to carry out the assessment or analysis.
- Understand the different needs, constraints, and views of men and women, boys and girls in the sector/value chain. With that understanding, determine whether there are practical implications of their different roles and responsibilities.
- Are key processes (e.g. dialogue among key stakeholders), procedures (e.g. scopes of work) and planning tools (e.g. work plans) explicit on the issue of gender?
- Determine gender-specific barriers to activity implementation, and establish what steps are needed to reduce or remove the barriers.
- Base men's and women's involvement on the local cultural context. For example, separate meetings for men and women or only female staff meeting with women from a particular community, where necessary.
- When carrying out a needs assessment, identify the different needs and concerns, and experiences of women and men in regards to both paid and unpaid tasks.

### Activity Design and Implementation

- Be flexible in amending/structuring activity design to enable participation by both men and women.
- Include the GESI Adviser and/or in-house AECOM GESI Adviser in the activity design/preparation.
- Employ participatory techniques to ensure both women's and men's participation in program decision-making.
- Introduce gender issues in sector reviews, policy workshops, and other technical discussions or activities that are part of program implementation.
- Put gender issues on the agenda of sector/activity review meetings and other key meetings.
- Ensure that program staff are aware of the importance of gender issues through training, workshops, and other activities; and that gender needs to be featured as a cross-cutting element in program activities.
- When appropriate, determine a set proportion of women and socially excluded participants in planned activities
- Promote the empowerment of women in decision-making by supporting women's participation in non-traditional roles or by encouraging more inclusive processes at decision-making levels.
- Double check if the planned activity risks reinforcing traditional (and less valued/lower paid) roles for women. Think about how the activity can be designed to promote women in non-traditional roles.
- Involve local women's machinery in activity planning where possible to avoid duplication and build on lessons learned
- When designing activities that involve training or capacity building, women's participation can be encouraged by holding workshops during times of the day where it is most likely that women will be able to attend.
- When identifying workshop/training locations, projects need to bear in mind any obstacles women may have with respect to transportation. For example, workshop locations should be

accessible to women in terms of relative distance; or can arrangements be made to offset the costs of transportation for women to attend.

- When designing certain activities that explicitly address gender, program team members must address the availability of field staff to ensure outreach to women, and designs activities accordingly.
- Program team members must ensure that when bringing on certain long-term and short-term staff; inclusion of responsibilities should reference addressing gender considerations, when appropriate.
- Both home office and field office staff must integrate gender considerations when reviewing budget allocations.

### Monitoring/Evaluation and Reporting

- Ensure that gender considerations are integrated into any baseline evaluations to establish changes in outcomes related to gender. Enabling the measurement of the outputs/outcomes of the intervention for women and men separately.
- Collect and analyse indicators by sex as appropriate.
- Include specific indicators addressing gender issues in activity designs and in consultation with the PHAMA GESI and M&E Advisers
- Prevent diminished attention to gender through specific tracking
- Ensure systematic processes are in place to collect data on accomplishments and impacts of the program disaggregated for women and men.
- Determine whether there are changes in gender relations reported as part of monitoring.
- Follow-up that best practices (e.g. success stories) are being documented and disseminated to stakeholders.
- Ensure that there are gender resources (tools, case studies, and training materials) readily available for program team member use.