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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
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**OPERATIONAL POLICY ON GENDER MAINSTREAMING FOR MULTILATERAL FUND-
SUPPORTED PROJECTS: IMPROVED PROJECT REQUIREMENTS, INCLUDING SPECIFIC
OUTPUTS AND OUTCOMES, AND RELATED KEY PERFORMANCE INDICATORS FOR
THE SYSTEMATIC APPLICATION OF THE POLICY**

Introduction

1. At its 90th meeting, the Executive Committee considered the report on the review of the implementation of the operational policy on gender mainstreaming submitted by the Secretariat in line with decision 84/92(e). During the discussion, members observed that, despite the COVID-19 pandemic, the report demonstrated good progress in the implementation of the policy on gender mainstreaming in Article 5 countries. Views were expressed on the need to develop key performance indicators to show the impact of the gender policy, while at the same time some members expressed their concerns that to effectively integrate the gender policy and monitor its application and impact during project implementation, additional resources and capacity are needed for bilateral and implementing agencies and Article 5 countries.

2. Following these discussions, the Executive Committee requested the Secretariat to develop, for its consideration at the 92nd meeting, improved project requirements, including specific outputs and outcomes, and related key performance indicators for the systematic application of the operational gender mainstreaming policy of the Multilateral Fund (decision 90/48(e)(i)).

Scope and objectives

3. This report was prepared by the Secretariat with guidance from a gender expert, who reviewed the project requirements for mainstreaming gender used by bilateral and implementing agencies, as well as

¹ UNEP/OzL.Pro/ExCom/92/1

other related institutions,² to identify elements that could be useful for integrating the Fund's gender mainstreaming policy into its project cycle. The specific project requirements proposed in this report include outcomes and outputs that align with the key areas for action identified in the Fund's operational gender mainstreaming policy.

4. The Secretariat also consulted with bilateral and implementing agencies during the Inter-agency coordination meeting,³ asking for their views on the practical implementation of the gender mainstreaming policy. Where relevant, these views were included in this report.

5. The objective of this report is to ensure that all stakeholders involved in projects supported by the Fund are aligned with the goal of promoting gender equality and women's empowerment throughout the project cycle. To achieve this objective, the report provides a roadmap for integrating the Fund's gender mainstreaming policy into the entire project cycle from project conceptualization to preparation, design, proposal, implementation, monitoring, reporting, and evaluation. Additionally, the report provides practical guidance and expectations for all stakeholders, including bilateral and implementing agencies, as well as countries, by outlining their roles and responsibilities.

6. The report has four sections:

I. The gender mainstreaming policy of the Multilateral Fund and status of its implementation

II. Integrating the gender mainstreaming policy into Fund-supported projects

III. Approaches for reporting, knowledge sharing and communicating learning

IV. Recommendation

I. The gender mainstreaming policy of the Multilateral Fund and status of its implementation

7. The operational policy on gender mainstreaming for Multilateral Fund-supported projects was approved by the Executive Committee at the 84th meeting with the objective to contribute to the achievement of gender equality and women's empowerment in line with goal 5 of the Sustainable Development Goals (SDG⁴) and was applied to those projects submitted from the 85th meeting onward. This policy was agreed following the guiding principles of consistency with the existing strategies, policies, procedures, and guidelines established by the Executive Committee and the gender policies of the bilateral and implementing agencies; and that a gender sensitive approach should be applied in the design and implementation of Multilateral Fund-supported projects. The operational policy for gender mainstreaming for the Multilateral Fund is attached as Annex I.

8. During the 90th meeting, the review of the implementation of the gender mainstreaming policy of the Fund found that the depth and scope of gender interventions varied across projects, and the inclusion of gender-related activities helped identify effective entry points for mainstreaming gender in the projects. The importance of gender issues at the country level was also acknowledged, as evidenced by the inclusion of activities such as action plans, awareness-raising, capacity building, and promoting equal opportunities for women in project submissions. Bilateral and implementing agencies recognized the need to

² Global Environment Facility (GEF), Green Climate Fund (GCF), Adaptation Fund, UN System-Wide Action Plan on Gender Equality and Women's Empowerment UN-SWAP), UN Women.

³ Montreal, 8-9 March 2023.

⁴ SDG Goal 5: Achieve gender equality and empower all women and girls.

systematically incorporate the gender mainstreaming policy in all Fund-supported projects and to define gender indicators for future project submissions.

9. The review also highlighted challenges faced by agencies and Article 5 countries, including their limited capacity and lack of resources, which hindered their ability to fully implement gender considerations during project design, implementation, and monitoring. Concerns were expressed that integrating the gender policy into project implementation with additional reporting requirements might be difficult for Article 5 countries due to the challenges already posed by capacity and resources. Overall, the report concluded that there has been good progress in the initial implementation of the gender mainstreaming policy in Article 5 countries and recognized that the identified challenges need to be addressed to further integrate the gender policy into project implementation.

10. At the 91st meeting agreement was reached on a revised format and performance indicators for terminal reports and requests for extension of funding for institutional strengthening (IS) projects as well as an increase in funding for IS projects.⁵ This included an additional objective for IS projects on the integration of the Fund's gender mainstreaming policy during implementation. This new objective requires the assessment of the following indicators, to be part of the IS report and applicable only to IS projects specifically:

- (a) Whether the percentage of male and female participants on steering committee/project board meetings is monitored and reported;
- (b) Whether gender competence is a requirement included in the terms of reference for hiring staff and consultants and whether there are provisions to encourage underrepresented gender to apply;
- (c) Whether consultation occurs with associations, networks, and/or stakeholders focusing specifically on mainstreaming gender throughout the project planning and implementation process; and
- (d) Whether sex-disaggregated data on participants/presenters is collected for all meetings/trainings/workshops.

11. In implementing the gender mainstreaming policy of the Multilateral Fund, the Executive Committee will ensure that the projects the Fund supports promote gender equality in the beneficiary countries; that women and men have equal access to the assistance provided; that resources are used in a gender-responsive manner; that projects promote women's participation and ensure that their voices are heard. Improved project requirements for the systematic application of the policy would enhance the Fund's ability to ensure that gender-responsive interventions are effectively designed and implemented; and would demonstrate leadership in promoting gender equality and women's empowerment, which are critical to achieving the Sustainable Development Goals.

12. Within this context, the implementation of the operational gender mainstreaming policy will be a shared responsibility with the Executive Committee, the Multilateral Fund Secretariat, the bilateral and implementing agencies, and the NOUs of Article 5 countries, as stated in the policy.

⁵ Decision 91/63(b) approved the revised format for terminal reports and requests for the extension of IS funding and the corresponding performance indicators.

II. Integrating the gender mainstreaming policy into Fund-supported projects

13. The report⁶ used as a reference for the MLF's gender mainstreaming policy provided detailed actions, core priority areas, checklists, and indicators to identify key areas for action. As demonstrated in the review of the implementation of the operational gender mainstreaming policy presented at the 90th meeting, these resources, although not officially adopted, have been used by implementing agencies and countries to integrate gender considerations into Fund-supported projects.⁷ The present report suggests ways to more systematically implement the gender policy in Fund-supported projects by identifying project needs, goals, and success measures according to the key areas for action highlighted in the Fund's gender mainstreaming policy.

14. The following subsections outline a set of requirements for mainstreaming gender through the stages of the Fund's project cycle, from project conceptualization to preparation, design, proposal, implementation, monitoring, reporting and evaluation. The subsections describe steps, entry points, and considerations for each stage of the project cycle, along with checklists to ensure the gender responsiveness of funded activities. These requirements are presented while fully cognizant of the challenges for the policy's full implementation.

15. Currently, gender-related activities are being implemented as part of the national plans of each country, and some countries have initiated specific activities for gender mainstreaming funded as part of their eligible funding for HCFC phase-out management plans (HPMPs), but there are barriers to the full integration of the gender policy. Reports from these projects have helped agencies and countries understand these difficulties and allowed the Executive Committee to get acquainted with challenges such as a lack of resources and capacity.

16. In the context of developing the Fund's policy, the premise was that each implementing agency had its own gender policy in place and was already applying it during project implementation; it can be inferred that agencies would have the initial responsibility to ensure their gender policies are systematically implemented in Fund-supported projects, in line with the Fund's gender policy.

II.1 Project conceptualization and preparation stage

17. The Multilateral Fund provides funding for project preparation to help Article 5 countries develop their national plans and/or individual projects that support compliance with the Montreal Protocol's targets. This funding covers activities such as data gathering on controlled substances, stakeholder consultations, and initial policy and regulation considerations. These activities provide the basis for the country to prepare an overarching strategy and identify the activities or projects needed to achieve compliance.

18. To effectively integrate gender considerations in Fund-supported projects, it is crucial to gather initial information and data on the potential gender aspects of the national plan/individual project during the project preparation stage. A preliminary gender analysis⁸ could be conducted to identify potential gender

⁶ Draft operational policy for gender mainstreaming for Multilateral Fund-supported projects (decision 83/68(c)) (UNEP/OzL.Pro/ExCom/84/73).

⁷ Report on the implementation of the operational gender mainstreaming policy for Multilateral Fund-supported projects (decision 84/92(e)) (UNEP/OzL.Pro/ExCom/90/37).

⁸ Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities, and rights/entitlements affect men, women, girls and boys and persons of diverse genders in certain situation or contexts. It is a methodology that describes existing gender relations in a particular environment, through collecting and analysing sex-disaggregated data and other qualitative and quantitative information. It organizes and interprets, in a systematic way, information about gender relations to understand gender differences to achieve project objectives. (UN Women Training Centre Glossary, and the UN Women Gender Mainstreaming Handbook and ECOSOC definitions).

issues that can be addressed during implementation and incorporated into the project and funding requirements.

19. Bilateral and implementing agencies, following their own experience on mainstreaming gender and in line with their organization's gender policy and relevant policies of the country, would encourage and work with countries to include a gender analysis during project preparation. This specific activity could be included in the list of actions to be undertaken when requesting project preparation funding for national plans. The analysis could focus on identifying gender issues in the country and topic area, assessing the expected impacts of the project on women and men, identifying entry points to address existing inequalities, and identifying data and knowledge gaps.

20. The findings from the gender analysis can then be used to identify activities in the HPMP or Kigali HFC implementation plan (KIP), such as designing technician training with an understanding of the likely beneficiaries by gender and considering their different roles and needs in the refrigeration servicing sector. The identified activities and strategies can be included in a gender action plan (GAP)⁹ that could be part of the final project document submitted for approval to the Executive Committee.

21. As funding for project preparation requires approval from the Executive Committee, undertaking the gender assessment could be included as part of the activities in the request. The Secretariat will revise the templates for preparation requests to include this specific activity.

II.2 Project team and stakeholder engagement

22. Article 5 countries and implementing agencies must consult with stakeholders throughout all stages of the project cycle in a gender-responsive way. In most countries, these consultations are led by the project team in the country which is often the national ozone unit (NOU), with guidance from the relevant implementing agency.

23. Engaging stakeholders is a crucial requirement for implementing the gender policy of the Multilateral Fund. The NOU can ensure stakeholder buy-in and ownership by seeing that stakeholders understand the goals and objectives of the policy and feel committed to achieving them during project implementation. The NOU can also assist in identifying potential gender gaps in the design of overarching strategies and individual projects and propose ideas and approaches jointly with the implementing agencies for implementing the gender policy within their capacities.

24. Enhancing the NOU's capacity concerning gender-related issues as part of the project cycle is important for effective gender mainstreaming. This may for example be achieved by adding gender-related skills as a required competence in the Terms of References (ToRs) of NOU staff and consultants, or by adding gender-related duties and responsibilities to the staff member's role, which is consistent with one of the indicators for the gender objective in IS projects. Where necessary, the capacity of the NOU can be enhanced through workshops with gender experts, guided and supported by implementing agencies. Including a gender expert at the planning and consultation stage may facilitate capacity building.

25. It is also important to consider gender balance when selecting stakeholders and hiring consultants or experts for specific activities to assist the NOU. For example, the refrigeration and air-conditioning sector is typically dominated by men in both servicing and manufacturing roles. To promote gender balance in activities, the planning of training workshops could include specific requirements to ensure that special considerations are made for women participants, including women trainers. Furthermore, stakeholders with

⁹ Gender Action Plans typically include activities, outputs, expected outcomes, indicators, responsible parties for implementation, and budget allocation.

specific gender expertise could be consulted during the project formulation phase, and ideally, throughout all other phases of the project cycle.

26. To ensure that the NOU has the capacity to develop programmes and implement gender-responsive activities included in the HPMP or the KIP, it is necessary to build their competence so that the NOU can in turn share this with other project team members. This can be achieved by understanding the needs of the NOU and providing support through the IS project of the country, which already includes four specific performance indicators on gender, outlined in paragraph 10 above.

II.3 Project proposal development

27. The development of the final proposal for the national plan requires careful consideration of the data collected during project preparation and the information gathered during stakeholder consultations. At this stage of the project cycle, a comprehensive assessment building on the preliminary gender analysis, could identify gender-differentiated activities that need to be included in the plan, including an analysis about the country's macroeconomic and social policies related to women's empowerment and gender equality, if applicable. This assessment will inform the target-setting process for specific indicators related to these activities. The targets and activities identified will form the basis for the gender action plan, which will include mechanisms for implementation, delegate specific responsibilities, establish time frames, and define gender performance indicators. The resulting proposal would be gender-responsive and aligned with the requirements of the operational gender mainstreaming policy of the Multilateral Fund.

28. The gender assessment may be conducted by a gender expert or a staff member of the implementing agency who has specific expertise in gender issues, in close cooperation with the NOU. The gender expert should have knowledge of the national or local context, including the cultural and other limitations that may pose barriers to understanding how gender-responsive issues can be included in the proposal. This exercise will require time and financial resources for data collection and analysis.

29. The elements of a gender action plan specific to a HPMP or KIP that could be included for consideration in the final proposal for funding under the Multilateral Fund may include the following:

- (a) List and describe specific activities that would be implemented to address identified gender gaps, risks, or opportunities. For example, this could include ensuring that women are included in the training designed for service technicians and/or customs officers by providing tools and personal protective equipment that are specific to women, such as gloves and uniforms in women's sizes.
- (b) Set indicators and targets that can be used to measure the quantity, quality, and timeliness of the interventions and their results to ensure that gender mainstreaming is part of the overall project. For instance, an initial target of 25 percent women's participation in training programmes could be set, which can be adjusted as activities progress.
- (c) Identify the specific entities, partners, and stakeholders who will be responsible for meeting the targets and indicators for the various activities. For example, the implementing agency may be responsible for meeting procurement targets that include women-specific requirements, while the NOU may be responsible for targets related to gender parity in staff and training.
- (d) Determine the costs of the identified gender-responsive activities, including material and staff resources, as well as reporting and monitoring requirements.

30. When formulating gender-responsive indicators for the proposal, both quantitative and qualitative indicators could be considered. Quantitative indicators may involve looking at the baseline number or

percentage of women and men among the beneficiaries of activities such as training, which can show changes in gender responsiveness over time and indicate the success of implemented activities. Qualitative indicators, on the other hand, rely on experiences and changes in people's attitudes, and are usually reported as narrative statements that can be collected through surveys after a training or workshop. Both types of indicators together would measure the overall impact of the Fund's gender mainstreaming policy and should be measured where possible.

II.4. Project implementation

31. Bilateral and implementing agencies should ensure that the gender-mainstreamed project planning and design are effectively implemented, resulting in long-term, sustainable impact even after project completion. For example, ensuring gender parity among project staff and building their competence through capacity building and training activities can help ensure that gender equality is maintained after the project has been completed. Regular monitoring could be conducted to identify challenges, barriers, and constraints to gender-responsive implementation, as well as gaps or flaws in the project design. This will enable bilateral and implementing agencies, along with the NOU, to make necessary adjustments during implementation through active project management and ensure that the gender action plan is being implemented as intended. Regular meetings between the NOU, implementing agencies, stakeholders, and project beneficiaries could be held to discuss and address any issues. A list of activities that need to be monitored could be prepared and used during these meetings to facilitate adjustments in the implementation process, as needed.

32. Article 5 countries could also designate their own focal points for gender mainstreaming, which can be done through the NOU under the IS project or by hiring an expert as part of the project management unit (PMU).

II.5. Summary of project requirements for integrating gender into Fund-supported projects

33. Annex II summarizes the elements that are required for integrating gender mainstreaming into the Fund's project cycle, and identifies the specific outcomes and outputs expected, as well as the indicators by which success in each part of the project cycle can be measured.

III. Approaches for reporting, knowledge sharing and communicating learning

III.1 Monitoring and reporting progress of gender-responsive actions

34. The Executive Committee requires that Article 5 countries, through the bilateral and implementing agencies, monitor and report the outputs and outcomes, and overall progress of implementation for projects funded under the Multilateral Fund. These are expected through two different reporting processes: at the project implementation level through the progress report of tranches for multi-year agreements; and at the operational level through the progress and financial reporting process of the Multilateral Fund.

35. The operational gender mainstreaming policy of the Fund was applied beginning with projects submitted to the 85th meeting. Bilateral and implementing agencies were also requested to provide gender relevant information in reports from the 85th meeting onwards (decision 84/92(d)(ii)). At the 90th meeting, bilateral and implementing agencies were requested to provide a brief report on key gender mainstreaming results achieved as part of their annual progress reports, as of 2023, based on the information available to them (Decision 90/48(d)). These provide the basis for monitoring and reporting on gender-related activities that are included in all projects supported by the Multilateral Fund from the 85th meeting.

36. Gender-related activities included in the approved national phase out/phase down plans should be monitored for their impact and progress in their implementation and reported to the Executive Committee. As part of their own gender mainstreaming policy, and in line with the Fund's policy, bilateral and

implementing agencies should monitor progress towards achieving gender targets and gender-responsive outputs and outcomes and identify risks to gender parity and women's empowerment. This includes collecting and analyzing gender-disaggregated data during monitoring activities to assess the participation of women overall, as well as targeted sub-groups of women, in specific activities. This information could be reported in a specific section of the tranche implementation report and could include actions that may be necessary to address the gaps identified during implementation. The template for reporting will be revised by the Secretariat to include details of what needs to be reported under this section, in line with decisions 84/92(d)(i) and (ii)¹⁰ and decision 90/48(d).¹¹

37. There are established guidelines for the information that needs to be included in the reporting under decision 90/48(d). Following this decision, the Secretariat made minor revisions to the progress report format first to determine whether projects approved from the 85th meeting onwards included gender considerations, and second to request bilateral and implementing agencies to provide a narrative description on the overall integration of gender mainstreaming activities in their project portfolio.

38. Further, the Executive Committee also requested the Secretariat to incorporate within the proposed Multilateral Fund scorecard, when developed, an overarching results statement on gender mainstreaming based on the reports by the bilateral and implementing agencies. Document UNEP/OzL.Pro/ExCom/92/53 on the results framework of the Multilateral Fund includes initial indicators for gender, which would be updated once the requirements in this report or as amended are agreed. These would thus be reflected in further scorecards to be prepared by the Secretariat.

III.2 Knowledge sharing and communicating learning

39. Bilateral and implementing agencies are encouraged to proactively generate and share knowledge regarding good practices, methodologies, and lessons learned in developing gender-responsive activities in Fund-supported projects. This contribution to joint learning on gender could be actively communicated through outreach efforts and information sharing with all Fund institutions, partners, and the public. Agencies and beneficiary countries could highlight the contribution of these gender-responsive interventions to progress on gender equality and women's empowerment in their communication and reporting efforts.

40. As part of the development of the knowledge management system for the Multilateral Fund, successful gender interventions will be recorded and shared through outreach efforts. This will facilitate the dissemination of information and knowledge about effective gender-responsive approaches.

III.3 Evaluation

41. The Multilateral Fund has an independent evaluation function that conducts evaluations of projects and programmes supported by the Fund. Following the approval of the operational gender policy at the 84th meeting, the evaluation function is now systematically including a section on gender in the evaluations as well as in the summary of project completion reports. The gender indicators prepared by the Secretariat to strengthen accountability on the gender dimension will facilitate the work of the Senior Monitoring and Evaluation Officer in collecting gender-related data from the Secretariat's reports to prepare gender-sensitive evaluations.

¹⁰ To request bilateral and implementing agencies:(i) to apply the operational policy on gender mainstreaming mentioned in sub-paragraph (b), above, throughout the project cycle, beginning with projects proposed for consideration at the 85th meeting;(ii) to provide, when available, gender-relevant information in reports on ongoing projects approved prior to the 85th meeting.

¹¹ To request bilateral and implementing agencies to provide a brief report on key gender mainstreaming results achieved as part of their annual progress reports, as of 2023, on the basis of the information available to them;

IV. Recommendation

42. The Executive Committee may wish:

- (a) To note the report outlining the improved project requirements, outputs and outcomes, and performance indicators for the systematic application of the operational gender mainstreaming policy of the Multilateral Fund contained in document UNEP/OzL.Pro/ExCom/92/51; and
- (b) To consider the indicative requirements, outputs and outcomes, and performance indicators summarized in Annex II of document UNEP/OzL.Pro/ExCom/92/51 and encourage bilateral and implementing agencies to include them when submitting projects for consideration of the Executive Committee from the 94th meeting.

Annex I

OPERATIONAL POLICY ON GENDER MAINSTREAMING FOR MULTILATERAL FUND-SUPPORTED PROJECTS¹

Introduction

1. Noting that gender mainstreaming was defined by the United Nations Economic and Social Council in 1997 as: “The process of assessing the gender implications of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated. The ultimate goal is to achieve gender equality.”

2. Given that projects funded under the Multilateral Fund are implemented through bilateral and implementing agencies, which have their own gender policies, this policy is designed to ensure that existing gender policies are implemented systematically in the context of Multilateral Fund-supported projects.

3. The implementation of this policy will be a shared responsibility of the Executive Committee, the Multilateral Fund Secretariat, the bilateral and implementing agencies, and the National Ozone Units of Article 5 countries.

2. Objective

4. This operational policy on gender mainstreaming for Multilateral Fund-supported projects seeks to contribute to the achievement of gender equality and women’s empowerment.

Guiding principles

5. Strategies, policies, procedures, guidelines and criteria established by the Executive Committee should support gender equality and women’s empowerment and be developed in accordance with the gender policies of bilateral and implementing agencies;

6. A gender-sensitive approach should be applied in the design and implementation of Multilateral Fund-supported projects; and

7. Bilateral and implementing agencies’ existing gender policies and their experience implementing these policies can be used to identify entry points to promote gender equality and women’s empowerment in all Multilateral Fund-supported projects implemented by them.

Key areas for action

Area 1: Developing tools to facilitate gender mainstreaming in the review/approval process, and reporting, monitoring and evaluation systems of the Multilateral Fund, including the tracking and reporting on activities and results of gender mainstreaming based on the collection of sex-disaggregated data, where possible, and the reporting of any observations made during the project cycle related to gender equality and women’s empowerment and/or possible gender impacts or implications.

¹ Annex XXX of document UNEP/OzL.Pro/ExCom/84/75.

Area 2: Considering and addressing gender equality and women's empowerment systematically in all projects prepared to phase out and phase down controlled substances for Article 5 countries in all phases of the project cycle.

Area 3: Delivering capacity building for bilateral and implementing agencies' partners and Article 5 countries to facilitate gender mainstreaming, and effective use of the identified strategic entry points to promote gender equality and women's empowerment in all projects financed by the Multilateral Fund.

Assessing the policy's implementation

8. The implementation of this policy can be assessed based on progress on the key areas and indicators, such as quantitative information and narrative examples, as applicable, to be provided by the bilateral and implementing agencies in their annual progress reports.

Review

9. This policy should be reviewed and revised as deemed necessary by the Executive Committee.

Annex II

**INDICATIVE REQUIREMENTS FOR GENDER MAINSTREAMING
FOR FUND-SUPPORTED PROJECTS**

Project cycle phase	Project requirements	Suggested outcomes/outputs	Suggested indicators
Project preparation	Stakeholders with gender expertise are consulted as part of stakeholder consultations (e.g., NGOs working on gender, Gender Focal Points within Ministries; Ministries/ Departments working on gender)	Active collaborations with entities / individuals with sector-specific gender expertise are established (e.g., gender focal points in Ministries, NGOs, gender consultants)	<ul style="list-style-type: none"> ▪ Nr of stakeholders with gender expertise consulted during preparation phase. ▪ Nr of stakeholders with gender expertise actively contributing to project preparation (and/or other phases of the cycle)
	Collection and presentation of sex-disaggregated data where applicable	Project formulation form is gender-responsive (or: gender is adequately mainstreamed into project formulation form)	<ul style="list-style-type: none"> ▪ Where applicable, data are presented in sex-disaggregated format (yes/no)
	Narrative/form includes a specific paragraph on gender		<ul style="list-style-type: none"> ▪ A specific paragraph on gender is added to the project formulation form (yes/no)
	Budget includes fund allocations for gender analysis and preparation of gender action plan		<ul style="list-style-type: none"> ▪ Specific budget lines for gender-related work (e.g., gender analysis and gender action plan) are included. ▪ Project has budget line for affirmative action based on need (yes /no) ▪ Gender-related work is mainstreamed into the overall budget (i.e., parts of the budget allocated to project activities can be used to support initiatives that support gender equality and women's empowerment) (yes/no)
Planning / Formulation	Conducting of gender analysis and preparation of gender analysis report	Project proposal is gender-responsive (or: gender is adequately mainstreamed into project proposal)	<ul style="list-style-type: none"> ▪ Gender analysis undertaken (yes/no) ▪ Gender analysis report is prepared and disseminated among project stakeholders (yes/no)
	Preparation of Gender Action Plan based on		<ul style="list-style-type: none"> ▪ Gender Action Plan is prepared and disseminated

	findings from gender analysis		among project stakeholders
	Development of gender-responsive project results framework		<ul style="list-style-type: none"> ▪ Project objectives, outputs, and activities consider gender (yes/no) ▪ Results-framework includes affirmative action (yes/no) ▪ Project indicators are gender-responsive (e.g., where applicable indicators request sex-disaggregated data)
	Project budget facilitates implementation of gender action plan		<ul style="list-style-type: none"> ▪ Specific budget lines for gender-related work (e.g., gender analysis and gender action plan) are included. ▪ Project has budget line for affirmative action based on need (yes /no) ▪ Gender-related work is mainstreamed into the overall budget (i.e., parts of the budget allocated to project activities can be used to support initiatives that support gender equality and women’s empowerment) (yes/no)
Implementation	Efforts are undertaken to achieve gender parity among project staff	Gender parity among project staff is achieved	<ul style="list-style-type: none"> ▪ Nr / % of women and men employed through project. ▪ Specific efforts to recruit women as project staff are undertaken (yes/no) ▪ Project offers gender-friendly work environment (yes/no)
	Ensure project staff have required gender competence	Project staff have adequate gender competence and are sensitized to the specific gender dimensions of the project	<ul style="list-style-type: none"> ▪ Nr of gender trainings provided to staff. ▪ Nr of trainings provided to staff on gender and specific project focus (e.g., gender dimensions of refrigeration sector)
	Implement Gender Action Plan and adjust activities based on need as the project evolves	Gender is considered throughout project implementation	<ul style="list-style-type: none"> ▪ Implementation of Gender Action Plan is on track (yes/no)

<p>Monitoring & Reporting</p>	<p>Prepare gender-responsive M&E reports</p>	<p>Project monitoring and reporting is gender-responsive (or: gender is adequately mainstreamed into monitoring and reporting exercises)</p>	<ul style="list-style-type: none"> ▪ Quantitative data collected for reporting is disaggregated by sex where applicable (yes/no) ▪ Reports (e.g., annual reports) include a specific section on gender (yes/no) ▪ Good practices and lessons learned on gender are presented in reports (yes/no) ▪ Financial resources spent on gender are tracked and in line with Gender Action Plan (yes/no) ▪ Specific knowledge products on gender (e.g., case studies, success stories) are produced (yes/no)
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