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TARAQEE FOUNDATION
FOR PROSPEROUS AND ENLIGHTENED BALOCHISTAN

**GENDER
EQUALITY
STRATEGY**

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Taraqee's Vision

“Prosperous & enlightened
Balochistan where people have access to all basic
amenities and facilities of life on equitable basis”

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1. Executive Summary

Taraqee is cognisant of gender disparities therefore through its development programme it seeks to transform unequal social relationships arising from gender, class and other identity differentials. Gender patterns in Balochistan provide a rationale for undertaking significant institutional change initiatives.

Development of a Gender Equality Strategy (GES) is a step to articulate Taraqee's position on gender equality and to implement this position across programme and organisational dimensions. Incorporating the notion of equal relations between women and men into the organisational working ensures effective development outcomes. The Strategy envisions positive change with respect to equal opportunities and benefits, reduction in power imbalances and enhancement of gender resources.

The Strategy premise determines the criteria for designing and delivering Taraqee's development interventions. The premise is based on the notions that gender is a social construction of roles and relations, social justice is the essence of gender equality, development is not a gender neutral process and strategic alliances facilitate gender equality. By implementing a Gender Equality Strategy, Taraqee plans to:

- Strengthen gender mechanisms across programme planning and implementation
- Raise awareness and engage in advocacy on gender issues
- Enhance women capacities at the grass roots
- Promote gender research and linkages.

At the organisational level the focus is on enhancing staff capacities, effecting gender-aware organisational development and catalysing the process of learning and cooperation with Civil Sector Organisations (CSOs) in Balochistan.

The Strategy provides an overall framework for a gender informed development process over a period of five years. The operational plan will be reviewed and updated every year to respond to emerging development opportunities.

Taraqee developed the GES with the technical support of Aga Khan Foundation (Pakistan) AKF(P) through it's the Social Institutions Development Programme (SIDP).

2. Development of Gender Equality Strategy; Taraqee's Niche and Process

The underlying notion of service delivery is enabling the resource poor constituency to capitalise on their strengths and enhance development opportunities for sustainable livelihoods. Promoting sustainable livelihoods is not just improving the material conditions of the poor but investing in building their capabilities and social assets, which enables them to exercise their rights. Taraqee being conscious of this fact entered into multi-layered development interventions that focus on material deprivation as well as its underlying causes emanating from the interplay of power relations.

Given the widespread gender disparities, unequal rights and the lack of resources and voice in decision-making processes there is an urgency to assimilate gender equality into development thinking and practice. Unequal gender relations affect poverty alleviation strategies because they:

- Do not take into account the distinct roles and responsibilities of women and men
- Assume that women and men equally share resources and benefits.

Taraqee's mandate to reduce poverty and its corresponding strategies to mobilise communities and improve their livelihoods creates a niche for the organisation to focus on gender responsive programme planning and implementation. The development of an appropriate Gender Equality Strategy is further supported by Taraqee's recognition of power dynamics and women's subordinate position as well as by the willingness of the leadership to promote gender equality through its development interventions.

Taraqee operates within an overall development context. The external environment has its own positive and negative influences on its policies. National level gender initiatives and the State's commitment to international conventions provide the required support base for a proactive response to gender issues. Nevertheless the distinct socio-cultural context of Balochistan, with respect to women entitlements, poses a daunting challenge. The rigid pattern of gender relations in the province calls for specific strategies to reduce disparities and inequities to allow enhanced visibility to invisible groups.

The institutional strengthening support from AKF(P) under its SIDP provided an opportunity to Taraqee to initiate a process of developing Gender Equality Strategy. Gender technical support from SIDP gender focal point enabled Taraqee to complete the strategy formulation in a systematic manner.

Partnership with Catholic Relief Services (CRS) further strengthened Taraqee's plan to promote gender-aware development.

A six-week consultation process was carried out comprising of gender diagnosis, workshops, focus group discussion and meetings. Meetings were held at the organisational and community levels and with selected CSOs to ascertain and analyse the perceptions of various stakeholders. The development process included the following steps:

- Sensitisation and awareness sessions with selected staff
- Gender audit of the organisation
- Dialogue with concerned women and men communities and CSOs
- Ongoing consultation on the gender strategy framework (especially during the development of objectives, priorities and outcomes and when finalising the operational plan)
- Review and synthesis of the Gender Equality Strategy with the support of SIDP's Gender & Development Programme Officer and key Taraqee staff.

3. Gender Patterns in Balochistan

Poverty is increasingly being defined as a multi-dimensional concept, encompassing income and opportunity deprivation. Poverty manifests itself along the lines of class, gender, region and urban-rural divides.

The link between gender and poverty is evident as out of the 1.3 billion people living in poverty worldwide 70% are women. In the case of Pakistan, the figure touches the 71% mark. While there is no province specific data to help illustrate the magnitude of poverty among women in Balochistan, the Social/Human Development Reports (1998-99-2000) do refer to a higher incidence of poverty in Balochistan compared to other provinces. The income poverty¹ of the province is 49% and opportunity index stands at 57%².

The causes of women poverty are complex and linked to gender inequality in human development, markets, property rights and intra-household entitlements. In Balochistan, socio-cultural attributes define the roles and relations of women and men and shape gender images that determine the patterns of labor division and the distribution of resources at the household, community, market and state levels.

Gender discrimination leads to multiple disadvantages for women in access to health, nutrition, education services and other social, economic and political activities.

The gender gaps in social, economic and political indicators combined with province specific characteristics poses challenges for programs working for equitable social development (like those at Taraqee). On average the female literacy rate in the Balochistan is 14% while in rural areas it decreases to 8%. About 21% of girls leave school before completing primary level compared to 9% of boys.

Except for some urban settlements access to clean drinking water is one of the major problems for women and has been further worsened by recent drought. Water fetching is the responsibility of women in many instances. Males are given preference in feeding and health care. The infant mortality rate for girls is 81%. The maternal mortality ratio in Balochistan is 800 maternal deaths to 100,000 live births compared to the national average of 340 per 100,000³. A fertility rate of 4.6% is higher compared to other provinces.

The economic pressures together with socio-cultural constraints enforced by the tribal nature of the society manifold the women's disadvantages in terms of scarce household incomes, limited job opportunities and rigidly-defined gender rules and conventions.

On a positive note political reforms have given women representation in the political arena with 33% seats in local government and 17% in provincial assembly. This situation offers a promising opportunity to work above party positions and articulate women's interests and thereby ensure integration of the same in public policies and laws.

4. Goal and Objectives

In order to enhance the effectiveness of social development interventions it is critical for development organisations to develop an adequate understanding of gender issues and thereby determine strategic and operational priorities for institutionalising a gender perspective. Setting gender equality goals and objectives facilitates the systematic implementation of the strategy and allows the organisation to keep track of its performance against the stated priorities.

Goal

The goal of Taraqee's Gender Equality Strategy is to promote equality in gender relations with a focus on social identities⁴ by means of awareness, advocacy and institutional change⁵.

¹ Income poverty is the lack of sufficient income to meet minimum consumption needs

² Opportunity index measures percentage of population deprived of health, education and income.

³ Women's Health Project, 1999 Investing in Women's Health: Delivering Better Health Care to All. See <http://www.adb.org/gender/practices/health/pakistan001.asp>.

⁴ Social identities refers to intersectionality ie multiple influencing factors pertaining to inequalities such as age, class, caste, ethnicity, race, ability, occupation and gender is one of them.

⁵ Institutional change refers to influencing and altering those rules and norms of power structures that produce and perpetuate gender inequalities.

Programme Objectives

The programme objectives of the strategy focus on reviewing and reforming development activities to respond to gender insensitivities. The objectives are to:

- Facilitate a process of change to reduce power imbalances and gender discrimination through Taraqee's development interventions
- Create opportunities for women and men to equally participate in and benefit from development outcomes.

Organisational Objectives

The organisational objectives of the strategy focus on streamlining in-house systems and human resource processes to manifest Taraqee's willingness and ability to strengthen its gender equality stance. The objectives are to:

- Enhance awareness and build staff capacities to effect gender-aware organisational development
- Catalyse the process of learning and cooperation with CSOs and networks in Balochistan to advance gender equality goals.

Strategy Premise

The strategy premise determines the criteria for designing and delivering Taraqee's development interventions in accordance with the stated objectives. The criteria (as outlined below) is designed to ensure that the organisation has a shared understanding of the gender planning and programming mechanisms that lead to adequate resource allocation.

Gender entails social construction of roles and relations

Gender is a socio-cultural term defining dynamics of social relationships between women and men in a particular society at a given point in time. A range of factors such as class, age, caste, ethnicity, race, occupation and abilities influence gender social relationships. Other factors concerning political, economic, religious and cultural practices also cause power imbalances and add to the vulnerability of disadvantaged groups.

Women constitute one of the largest disadvantaged groups as nowhere in the world do they enjoy equal status with men. Inclusive human development requires adequate attention to the needs and interests of this vulnerable constituency particularly in the case of Pakistan and more particularly of Balochistan. Given the pervasiveness of gender ideologies, Taraqee's social development programs need to be cognisant of underlying power politics and resultant gender inequalities. Taraqee will apply gender analysis techniques to design and deliver programs in a more responsive way. Gender analysis focuses on the dynamics of social relations and encourages a better understanding of women and men's perception and position.

Essence of gender equality is social justice

Promoting fair treatment and creating conditions for equal opportunities fosters equality between women and men. Power imbalances and widespread socio-economic disparities affect women's lives more relative to men and result in low entitlements for them in both the private and public domains. Applying the principle of social justice means compensating women for unfair policies and practices. Equal practice can only be achieved when women and men start from equal positions and have a level playing field. For Taraqee this means taking specific measures in terms of affirmative actions to enhance conditions for gender equality.

Development is not gender neutral

Development policies and practices have differential impacts on women and men due to their distinct biological and social roles, attributes and responsibilities. Women and men participate in the development process in different ways and as such are affected differently by macro and micro development policy and practice. In many societies, including those in Pakistan, the private and public spheres are well defined for women and men in terms of division of labour, roles and resources. Women's relative disempowerment in both private and public domains exacerbates their lack of entitlement to resources and their inability to build relevant capacities to negotiate for their well being and exercise their rights.

Strategic alliances facilitate gender equality

Gender and development discourse focuses on equal gender relations. As women are less privileged organisations with a gender equality mandate particularly focus on women's resourcefulness and agency. Nevertheless to ensure women's meaningful participation in development and adequate entitlement to resources partnerships must be formed with men at different levels (organisation, community, government, donors, CSOs and key opinion leaders). These partnerships create the consciousness required for realignment and readjustments. Changes in gender relations entail changes for men as well to accommodate women's interest and forego certain privileges that perpetuate unequal relations.

5. Programme Analysis and Gender Priorities

Taraqee's core programmes are Basic Health Education and Services (BHES), Micro-Finance and Enterprise Development (MERD) and Community Physical Infrastructure (CPI). Community mobilisation is the crux of Taraqee's programmes. Each programme follows a two-pronged approach of service delivery and human resource development to combine the practical and strategic aspects of equitable and sustainable development. Taraqee's programs focus on the well being of both women and men. They recognise the pervasiveness of gender issues and therefore particularly encourage the participation of and resource allocation for women communities. Through its gender equality strategy, Taraqee plans to:

- Strengthen gender mechanisms across programme planning and implementation
- Raise awareness and engage in advocacy on gender issues
- Enhance women capacities
- Promote gender research and linkages.

The following table outlines how each programme plans to achieve the above targets given identified gaps / issues within the communities.

Programme Analysis and Gender Priorities

Basic Health Education & Services Programme

Gaps/Issues	Objectives	Approach	Expected Outcomes	Mechanisms
<ul style="list-style-type: none"> • Limited health and reproductive knowledge among the communities particularly women and adolescent girls • Lack of access to basic health facilities and training opportunities • Cultural traditions and taboos influence the health seeking behaviour of women and men 	<ul style="list-style-type: none"> • Improve the health status of deprived communities • Provide reproductive health services to both women and men • Decrease maternal and infant mortality • Develop local human resources to provide sustainable services • Advocate for public private-partnership in primary health care to positively influence the health scenario in Balochistan 	<ul style="list-style-type: none"> • Conduct health and reproductive sessions from a gender perspective with women and men • Counsel couples and adolescent girls • Provide services through health centers and community health workers • Contest, through interactive dialogues, reproductive health taboos and myths encircling women and men's perception • Coordinate and collaborate with government health programs for increased outreach and efficient use of resources in health care provision. 	<ul style="list-style-type: none"> • Improved health and reproductive awareness and practices among girls women and men • Reduced maternal and infant mortality rates in Taraqee's work areas • Improved understanding among households of women's health issues and increased support to seek reproductive services • Better communication between spouses on reproductive health issues • Improvements in women's ability to influence decisions concerning their well being / health • Established linkages with Government health concerns • Improved health service provision 	<p>BHES is a relatively new unit and the staff members are in the process of streamlining and improving the interventions so as to provide appropriate services to the community. The unit will be responsible for systematically integrating gender concerns into its programme as per this Strategy's guidelines and with regard to the community needs and the capacity and resources available within the organisation. The unit will engage in gender analysis, using a gender and health assessment checklist, to assess the effects, potential and performance of health interventions.</p>

Programme Analysis and Gender Priorities

Micro-finance & Enterprise Development Programme

Gaps/Issues	Objectives	Approach	Expected Outcomes	Mechanisms
<ul style="list-style-type: none"> • Lack of financial resources / assets of resource poor households particularly women • Patterns of male control over women's life choices and productive resources • Women's limited exposure, access and awareness of markets • Restricted mobility and skill building opportunities for women as compared to men • Absence of support for business initiatives from the household • Lack of confidence to take business risks • Unfavourable market dynamics for subsistence level enterprises 	<ul style="list-style-type: none"> • Provide micro-Finance and enterprise development services to low income communities especially women • Build relevant skills to enable productive utilisation of loans • Sensitise households and other key actors to issues pertaining to gender relations and their implications overall • Facilitate market linkages and knowledge and linkages to promote women's enterprises 	<ul style="list-style-type: none"> • Arrange for client / women friendly micro-Finance products • Build product skills among women together with confidence, business management and marketing competencies • Counsel and arrange interactive dialogues with women and men to raise their awareness on women's role and rights in development • Arrange for exhibitions / fairs, exposure visits and marketing dialogues with potential marketing concerns for linkage development • Sensitise the Micro-Finance staff on gender issues and the implications of following a commercial approach to micro-Finance for the poor 	<ul style="list-style-type: none"> • Easy access to micro-Finance services by resource poor women and men • Enhanced bargaining and marketing capability • Supports for female enterprise development initiatives • Improvements in women's ability to decide about loan and income utilisation • Established market linkages for enterprise product promotion. • Increased recognition of women's business role • Gender sensitive provision of micro-Finance 	<p>The Strategy outlines a broad framework for MFED unit operations to devise gender aware loan products. The strength of Taragee is its prominent focus on women clients. About 70% of its clients are women. However, the challenge is to monitor the pattern of loan utilisation to assess the extent of women's control over its benefits and their status within the household. The section, with technical support from the Gender Advocacy Development Manager, will be developing appropriate mechanisms to ensure their female clients receive maximum benefits from their loans. Gender analysis is one mechanism that will assist</p>

Programme Analysis and Gender Priorities

Community Physical Infrastructure programme

Gaps/Issues	Objectives	Approach	Expected Outcomes	Mechanisms
<ul style="list-style-type: none"> • Limited role in decision making restricts women's participation in community development initiatives and utilisation of physical resources • Women are often not informed about or involved in the scheme identification process • Relative to men women have a limited role in the implementation and management of schemes due to socially defined roles and responsibilities 	<ul style="list-style-type: none"> • Organise female and male groups and ensure their equal participation in the entire CPI process • Encourage identification of schemes that reduce women's work burden • Educate community groups about the value of engaging women in decision making processes 	<ul style="list-style-type: none"> • Form women CPI groups and engage them in the scheme identification process • Arrange workshops for CPI management on confidence building and decision-making enhancement of women • Raise issues of equal participation in decision-making and resource utilisation through community dialogues 	<ul style="list-style-type: none"> • Equal access of women to the decision-making domain • Increased awareness and ability of women to participate confidently in the entire CPI process • Reduced workload of women and girls in terms of time and energy • Visible role of women in community matters • Men's recognition and support for women's community role 	<p>CPI professionals will facilitate the meaningful participation of women in the entire CPI process. Male community and household members will also be engaged to support women's needs and enable women to gain the confidence and skills required to manage and benefit from CPI schemes. CPI staff will undertake gender analysis of each CPI scheme to assess the involvement of women and their benefit gains and if necessary to take corrective measures.</p>

6. Gender Advocacy Cell

Taraqee plans to establish a new unit to facilitate gender sensitisation in programming and within the organisational environment. This cell will take initiatives to contribute towards gender awareness of key stakeholders such as communities, selected CSOs, Government and local tribal and religious actors. Proposed initiatives include research and gender advocacy dialogues and consultations.

Given the patriarchal values and pervasiveness of gender inequalities, it is critical for Taraqee to capitalise on its social mobilisation expertise and community outreach to inculcate gender sensitive values. Taraqee has limited resources and capacity nevertheless it can institute a process of institutional change from a gender perspective by:

- Building alliances with like minded CSOs
- Interacting with local leaders and community groups
- Building awareness in Government quarters
- Raising gender resource issues with donors for undertaking specific programme initiatives.

The cell will develop a plan of action incorporating initiatives relevant to its objectives and strategically expand the portfolio given the community needs for equal opportunity and rights.

7. Organisational Analysis and Gender Priorities

Taraqee strives to:

- Enhance staff capacities
- Effect gender-aware organisational development
- Catalyse the process of learning and cooperation with CSOs in Balochistan.

Each objective reflects Taraqee's willingness to walk the path of equitable organisational change. Taraqee recognises that it is not sufficient to only institutionalise a gender dimension into programs; for effective results it is also important to factor equality into organisational processes and structure. The operational plan of the Strategy details proposed actions at both the programme and organisational levels. On the organisational front, the emphasis is on building staff and organisational competencies to engage in gender analysis, set up gender sensitive monitoring and evaluation systems and develop gender aware organisational systems and culture.

The enabling factors for effecting the organisational change process include:

- An adequate Strategy and operational plan to provide a framework for developing a gender perspective
- Shared responsibility within the organisation to promote gender equality, which is supported by the Governance, leadership and different tiers of both women and men within the organisation
- A gender focal point at the management level to catalyse the process of change and mobilise required support and resources
- Accountability processes to effectively assess the progress towards equality measures
- An organisational pool of gender resource persons to engage in gender awareness process
- Organisational willingness and availability of resources to work for gender sensitive culture and monitoring systems
- Responsive women and men communities, CSOs, Government and other key social actors to strengthen Taraqee's gender initiatives
- A Gender Advocacy Cell to systematise the organisational change process together with the programme dimension.

8. Operational plan

Intervention Area	Level	Gender Equity Measures	Primary responsibility	Time Frame	
				Start	End
Service Delivery	Organisational	Review existing TF projects and make changes based on gender equity analysis	Project managers with support from Manager Gender Advocacy	January 2004	June 2004
		Develop gender sensitive project design & management manual (using participatory approaches)	Manager Gender Advocacy with support from project managers and teams		December 2004
	Programme	Ensure active participation of primary target groups particularly women	Project Managers	December 2004	Ongoing
Capacity Building	Organisational	Create a gender and advocacy trainer's resource pool in TF and train all staff. Develop training manuals for trainers and participants and design gender sensitive M&E systems	HR Manager supported by Manager Gender Advocacy		December 2005
	Programme	Organise and facilitate gender sensitivity training at community level for women and men.	HR manager, and trainers supported by Project/Regional Managers	September 2004	December 2004

ANNEX A : Gender Analysis Tool Kit

A) BASIC CONCEPTS

Gender: Refers to socially constructed roles ascribed to males and females. These roles are learned, changed over time, and very widely within and across cultures. Gender connotes "masculine" or "feminine".

Sex: Describes the biological differences between women and men. It refers to the physical differences between the two sexes and thus connotes "male" or "female".

Gender Relations: Describe position of men and women in the division of resources and responsibilities, benefits and rights, power and privileges. The use of gender relations as an analytical category shifts the focus away from viewing women in isolation from men.

Gender Sensitivity: Indicates an understanding and consideration of the socio-cultural factors which, cause sex-based discrimination, whether against women or men.

Gender determinants: Such as race, community, time, ethnicity, occupation, age, and level of education define the gender of an individual.

Gender disaggregated data: Incorporates statistical information which differentiates between men and women e.g. "number of women in the labor force" instead of "number of people in the labor force" This allows one to see where there are gender gaps.

Gender Roles: Refer to the behaviors, responsibilities and activities perceived as masculine or feminine in a given society or community that determine the division of labor. In most societies men primarily undertake productive and communities political activities while women have a triple role. Women undertake reproductive, productive and community managing activities. This fact is most important when planning for gender initiatives.

Reproductive Roles: Refer to child bearing/rearing activities and domestic tasks done by women, required to guarantee the maintenance and reproduction of the labor force. It includes not only biological reproduction but also the care and maintenance of the workforce (male partner and working children) and the future workforce (infants and school going children).

Productive Roles: Refer to the remunerative work done by both women and men. It includes both market production with an exchange value, and subsistence/home production with actual use value and also potential exchange value. For women in agriculture production, this includes work as independent farmers' wives and wage workers while for civic settlements it also includes official responsibilities undertaken primarily for income generation.

Community Management Roles: Refer to activities undertaken by women at the community level as an extension of their reproductive roles to ensure the provision and maintenance of scarce resources of collective consumption such as water, health care and education. This voluntary unpaid work is undertaken in free time.

Community Politics Role: Refers to activities undertaken by men at the community level, organising at the formal political level, often within the framework of national politics. This is usually paid work, either directly or indirectly through status of power.

Gender Resistance: Is manifested when attempts to change gender based inequalities are seen as unwarranted interference in existing culture. The subjects then forward resistance to all such development planners, political organisations and NGOs who have made women's empowerment their primary objective. While the types of resistance range from simple ignorance to more political excuses, resistance can broadly be divided into active or passive resistance.

Passive Resistance: Consists in failing to act on policy or allocation of resources for all such initiatives which invoke gender neutrality.

Active Resistance: Invokes cultural, sacrosanct resistance or accusing gender enlightenment as western, feminist or imperialist initiative.

Organisation's Gender Policy

An organisation's policy integrates gender issues in to the entire spectrum of its activities. The policy also designates responsibility for gender integration through mechanism such as gender training and gender guidelines.

B) KEY APPROACHES

Following provides an overview of key approaches evolved over the years after reorganisation of various issues related to gender. These approaches also reflect the changing development paradigms.

Welfare (1950-1970):

Its purpose was to bring women into development as better mothers. Women are seen as passive beneficiaries of development. It recognises the productive role of women and seeks to meet practical gender needs (PGNs) in that role through top to down handouts of food aid, measures against malnutrition and family planning.

Equity (WID): The original Women in Development (WID) approach, used in the UN women's decade (1976-1985).

Its purpose was to gain equity for women who are seen as active participants in development. WID recognised women's triple role and sought to meet strategic gender needs (SGNs) through direct state intervention giving political and economic autonomy and reducing inequality with men. It challenged women's subordinate position.

Anti-poverty (WID Reformed): The second WID approach adopted from 1970 onwards.

Being a toned-down version of equity, its purpose was to ensure that poor women increase their productivity. Women's poverty was seen as a problem of underdevelopment and not of subordination. It recognised the productive role of women and sought to meet PGNs to earn an income, particularly on small-scale income-generating projects.

Efficiency: The third and predominant approach adopted after 1980s debt crises.

The purpose was to ensure that development is more efficient and effective through women's economic contribution with participation often equated with equity. It seeks to meet PGNs while relying on all three roles of women.

Empowerment: The most recent approach, articulated by women from developing countries.

Its purpose is to empower women through greater self-reliance. It recognises the triple role and seeks to meet SGNs indirectly through bottom-up mobilisation of PGNs.

C) GENDER NEEDS

Since women and men have different gender roles, do different types of work, have different degrees of access to services and resources, and experience unequal relations, their needs and preferences may be different as well. These are broadly categorised as practical and strategic needs.

Practical Gender Needs:

Practical gender needs are the needs women identify in their socially accepted roles in society. They do not challenge, although they arise out of gender division of labor and women's subordinate positions in society. These needs are usually related with unsatisfactory living conditions and lack of resources. Women from developing countries (while their priorities may vary) have identified practical needs linking to food and water, health and education of their children and increased income.

Strategic Gender Needs:

Strategic gender needs are the needs women identify because of their subordinate position in society. It varies according to particular contexts; related to gender divisions of labor, power and control. It may include such issues as legal rights, domestic violence, equal wages and women's control over their bodies. These interests are long term and relate to improving the overall position of women such as they have more opportunities, greater access to resources, and more equal participation with men in decision-making. Strategic interests can further be explained by the fact that access to participatory democratic process is in the strategic interests of the poor in general while access to gender equality is in the strategic interests of women in particular.

Strategic interests are less obvious and less readily identified by women than practical needs. Like any powerless group, women may be well aware of their subordination but initially may not understand its basis or the possibilities for change. Usually women are able to describe their strategic interests in women's gatherings in most informal and consciousness-raising processes. As a group these interests readily emerge as:

- Reduced vulnerability to violence and exploitation,
- More economic security, independence, options and opportunities,
- Shared responsibility for reproductive work with men and the state,
- Organising with other women for strength, solidarity and action,
- Increased political power,
- Increased ability to improve the lives and futures of their children,
- More humanistic and just development process.

D) PAKISTAN'S COMMITMENT TOWARDS GENDER

Article from Constitution of Pakistan:

Article 25-1973 constitution of IRP: All citizens are equal before the law and entitled to equal protection before the Law; there shall be no discrimination on the basis of sex alone; nothing in this article shall prevent the State from making any special provision for the protection of women and children.

Article 34-1973 Constitution of IRP: Steps shall be taken to ensure the full participation of women in all spheres of life.

Article from CEDAW

CEDAW or "Convention for Elimination of all Discriminations against Women" convened in the year 1979 and Pakistan acceded to CEDAW in 1996. CEDAW clearly states that: "State parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures including legislation to ensure the full development and enjoyment of human rights and fundamental freedoms on a basis of equality with men".

National Policy

As a follow up to its commitment to CEDAW, the government formulated a National Policy for the development and empowerment of women. The policy addressed social, economic and political empowerment of women such that priority has been given to education, women's health, economic empowerment and social discrimination. It recognises that 10 million women and 20 million children below the poverty line represent 71% of the vulnerable population of Pakistan. Key policy measures focus on:

- Ensuring that government agencies adopt a gender sensitive approach to development in preparing needs-based participatory and implemental programmes and projects. Gender sensitisation to be institutionalised and integrated into all sectors of development and to include the private sector as well,
- Developing multi-sector and inter disciplinary approaches for women's development with horizontal and vertical linkages at every level,
- Main streaming gender issues through integration into all sectors of national development,
- Eliminating all negative social practices.

National Plan of Action

In 1998 the government launched a National Plan of Action (NPA) as a follow up to the Beijing Conference on Women. The process was initiated by the Ministry of Women's Development (MoWD) and reflects that the government has the primary responsibility of its implementation. The plan contains several strategies to address the twelve critical areas outlined in the Beijing Platform for action. NAP establishes a set of priority actions formulated to address three sectors namely social, economic and political empowerment as outlined in the National Policy.

E) GENDER SENSITIVE INDICATORS

Gender Sensitive Indicators measures gender related changes in society over time. Their function is to point out how far and in what ways development programmes and projects meet their gender objectives and achieved results related to gender equity. Despite becoming part of the overall statistical scenario of the under discussion area or a group of people these are used unlike a gender statistic that provides factual information about the status of women. A gender sensitive indicator provides direct evidence of the status of women, relative to some agreed normative standard.

Types of Indicators

Indicators are generally classified under the following six types:

Input Indicators:

These regard the resources devoted to the project.

Process Indicators:

These measure delivery activities of the resources devoted to a project. While their immediate focus is on achievements made during implementation, they are used to track progress towards the intended results.

Output Indicators:

These measure intermediate results, for example, at a point when donor involvement in the project is close to completion.

Outcome Indicators:

These relate directly to the long-term results of the project and are used after completion of a development scheme. The main focus in use of indicators through the project cycle should be on outcome indicators as they best measure results.

Quantitative Indicators:

These are numerical measurements of change being brought by a certain initiative such as the number of women visiting a prenatal counseling centre etc.

Qualitative Indicators:

These indicators are people's perceptions such as opinions regarding alterations in social relations. As a rule quantitative and qualitative indicators should be used together to cross validate each other in a process called triangulation.

F) GENDER ANALYSIS: FRAMEWORK AND TOOLS

Gender Analysis

Gender analysis is an organised approach for examining factors related to gender in the entire process of programme development, from conceptualisation and evaluation. These factors include the different activities of men and women, access to and control of resources, benefits and decision making power. It can be used at different levels: country, community, institution or even a proposed initiative. The purpose of Gender Analysis in the context of participatory development is to understand gender differences and how such differences will affect the participation of women in development activities. Ideally gender analysis should be an integral part of all participatory analysis but in fact it is often overlooked or given less attention in such processes such as PRA, stakeholder analysis, beneficiary assessment etc. A separate analysis is required in all such cases.

The Harvard Framework

The Harvard Framework or the Gender Framework is popular and liberal approach based on the sex role theory. It was developed in the Harvard Institute of International Development in collaboration with the Women in Development (WID) office of USAID. The framework highlights the key differences in the incentives and constraints under which men and women work. It also provides important data on the distribution of roles and resources and attempts to reveal the biases that invisible women's work through systematic inquiry. Gender Framework has four interrelated components:

1. Activity Profile:

Identifies all relevant productive and reproductive tasks. Depending on the context, other parameters may also be examined:

Gender and Age Denominations: Identifying whether adult women, adult men, their children or the elderly carry out an activity

Time Allocation: Specifying what percentage of time is allocated to each activity and whether it is seasonal or daily

Activity Locus: Specifying where the activity is being performed in the home, in family field or shop or outside the community.

2. Access and Control Profile (Resources & Benefits):

Identifies and lists the resource used to carry out work identified in the activity profile. It indicates about the person who has access to resources and control over their use.

3. Influencing Factor:

Refers to charting the factors which affect the gender differentiations identified in the profiles.

4. Programme/Project Cycle Analysis:

Consists of examining a proposal or area of intervention in the light of gender disaggregated data and social change.

Tool 1. Activity Profile

Activity	Women/Girls	Men/Boys
Productive		
Reproductive		

Tool 2. Access & Control Profile

Resources/Benefits	Access		Control	
	Women	Men	Women	Men
Resources				
Benefit				

Tool 3. Influencing Factors

Factors which shape gender relations and provide different opportunities and constraints for men and women. These include factors such as:

- Community norms and social hierarchy such as family / community power structures and religious beliefs,
- Institutional structures including the name of government bureaucracies and arrangements for the generations and dissemination of knowledge, technology and skills,
- General economic conditions such as poverty levels, inflation rate, income distribution international terms of trade, infrastructure,
- Political events, both internal and external,
- Legal partners,
- Training and education,
- Community's attitude development / assistance work.

The purpose of identifying influencing factors is to the people or procedures which affect activities or resources. This helps you identify external constraints and opportunities that you should consider in planning your programs would help you anticipate and better predict the inputs of your programmes.

Tool 4. Programme/Project Analysis

The following questions are the key ones for the main stages in the programme / project cycle identification, design, implementation and evaluation. They reflect women's dimension in programme/project;

Identification

1. What needs and opportunities exist for increasing productivity and production?
2. What needs and opportunities exist for increasing women's access and control of resources?
3. What needs and opportunities exist for increasing women's access to and control of benefits?
4. How do these needs and opportunities relate to the country's other general and sectorial development needs and opportunities?
5. Have women been directly consulted in identifying such needs and opportunities?

Design

1. Which of these activities (production, reproduction and socio-political maintenance) does the programme / project effect?
2. Is the planned component consistent with the current gender domination for the activity?
3. If it is planned to change the women's performance of that activity i.e. locus of activity, remunerations mode, technology, mode of activity, is it feasible? What are the positive or negative effects on women?
4. If it does not change it, would this be a missed opportunity for women's role in the development process?
5. How can the programme/project design be adjusted to increase the above mentioned positive effects and reduce or eliminate the negative ones?

Access & Control

1. How will each of the programme/project components effect women's access and control of the resources and benefits engaged in and stemming from the production of goods and services?
2. How will each of the programme/project components affect women's access to and control of the resources and benefits engaged in the stemming from the reproduction and maintenance of human resources?
3. How will each of the programme/project components affect women's access to and control of the resources and benefits engaged in and stemming from socio-political functions?
4. What forces have been set into motion to induce further exploration of constraints and possible improvements?
5. How can the programme/project design be adjusted to increase women's access to and control of resources and benefits?

Implementation

1. Are programme/project personnel aware of and sympathetic towards's needs?
2. Are women used to deliver the goods and services to women beneficiaries?
3. Do personnel have the necessary skills to provide any special inputs required by women?
4. What training techniques will be used to develop delivery systems?
5. Are there appropriate opportunities for women to participate in programme/project management positions?

Organisation Structures

1. Does the organisation enhance women's access to resources?
2. Does the organisation have adequate power to obtain resources needed by women from other organisations?
3. Does the organisation have the institutional capability to support and protect women during the change process?

Operations & Logistics

1. Are the organisation's delivery channels accessible to women in terms of personnel, location and timing?
2. Do control procedures exist to ensure dependable delivery of the goods and services?
3. Are there mechanisms to ensure that males do not usurp programme/project resources or benefits?

Finances

1. Do funding mechanism exist to ensure programme continuity?
2. Are funding levels adequate for proposed tasks?
3. Is preferential access to resources by males avoided?
4. Is it possible to trace funds for women from allocation to delivery with a fair degree of accuracy?

Flexibility

1. Does the programme/project have a management information system, which will allow is to detect the effects of the operation on women?
2. Does the organisation have enough flexibility to adapt its structures and operations to meet the ever changing situation of women?

Evaluation

Data Requirements:

1. Does the programme/project monitoring and evaluation system explicitly measure the programme/project effects on women?
2. Does its also collect data to update the activity analysis and the women's access and control analysis?
3. Are women involved in designating the data requirements?

Data Collection & Analysis

1. Is the data collected with sufficient frequency so that necessary programme/project adjustments could be made during the programme/project?
2. Is the data feed back to programme project personnel and beneficiaries in and understandable form and on timely basis to allow programme/project adjustments?
3. Are women involved in the collection and interpretation of data?
4. Is data analysed so as to provide guidance to the design of other programme/project?
5. Are key areas research identified?

ANNEX B : Glossary

CEDAW	Convention on the Elimination of Discrimination against Women
CPI	Community Physical Infrastructure
CRS	Catholic Relief Services
GAD	Gender and Development Approaches
M&E	Monitoring and Evaluation
MoWD	Ministry of Women's Development
NGO	Non Government Organisation
NPA	National Plan of Action
NWFP	North West Frontier Province
PAKSID	Pakistan Social Institution Development Programme
PRA	Participatory Rural Appraisal
TBA	Traditional Birth Attendants
TF	Taraqee Foundation
WID	Women In Development
SIDP	Social Institution Development Programme
GES	Gender Equality Strategy.



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