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CONSOLIDATION AND ENHANCED LIVELIHOOD INITIATIVE (CELI) NORTHERN & SOUTHERN REGIONS

GENDER ASSESSMENT

February 2013

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CONSOLIDATION AND ENHANCED LIVELIHOOD INITIATIVE (CELI) NORTHERN & SOUTHERN REGIONS

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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It is our hope that the results of the Gender Assessment will serve as input for future Program activities as the counterparts continue to strive to incorporate the gender perspective into the programs and projects for the benefit of the partner communities and local governments.

ACRONYMS

ADS	Automated Directives System
ASOLIPNAR	Association of Women Leaders of the Pacific
ASOMUCA	Municipal Association of Women of Caucasia
CELI - N/S	Consolidation and Enhanced Livelihood Initiative North/South
CEDAW	Convention on Elimination of All Forms of Discrimination v. Women
CSDI	Colombia Strategic Development Initiative
COP	Chief of Party
CCR	Regional Management formerly Regional Coordination Centers
CTE	Technical Evaluation Committee
DO	Development Objective
DCOP	Deputy Chief of Party
dTS	Development & Training Services
GED	Gender and Development
GFP	Gender Focal Point
GLAC	Local savings and credit groups (SCGs)
GOC	Government of Colombia
M&E	Monitoring and Evaluation
MED	Women and Development
PDO	Project Development Officer
PG	Gender Perspective (GP)
PNC	National Consolidation Plan
PMP	Program Monitoring Plan
RFPs	Request for Proposal
RFAs	Request for Application
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

CELI-North/South is a USAID funded five-year project administered by Chemonics International, Inc., which is responsible for achieving the goals and results agreed to by the United States Government (USG) and the Government of Colombia (GOC) for the implementation of the Colombia Strategic Development Initiative (CSDI) and Colombia’s National Consolidation Plan (PNC). The program supports the GOC in its determination to recover its authority and presence in parts of its territory that have fallen under control and influence of outlaw groups.

Preparing for the integration of gender into the components of CELI-N/S for the following cycle, Chemonics Inc. requested that dTS implement a gender assessment for the CELI-N/S project. The gender assessment focused on assessing knowledge and potential of the CELI-N/S teams in order to help them integrate gender into the work of the CELI-N/S project. The assessment analyzed the grants program and the projects and activities that were financed the preceding year and reviewed the CELI-N/S M&E system.

Based on a desktop review of key program documents, interviews, presentations and meetings (with CELI-N/S teams and local partners), visits to projects in the field, presentations at orientations workshops for CELI-N/S personnel, recommendations were provided to integrate gender into the activities of the CELI-N/S project.

Recommendations

YEAR 2013 –INTEGRATING GENDER INTO CELI-N/S

GENDER TRAINING

Proposed Action	Responsible	dTS
1. Design Gender Analytical Tools and Instruments.		
1. a. Conduct a workshop with select CELI N/S staff to develop analytical tools appropriate to target municipalities to assess gender considerations for all CELI N/S activities and program interventions, including grants.	dTS local and Chemonics and Bogota staff	Year 2
1. b. Develop a menu of options to mitigate potential harmful or unintended results	dTS local and Chemonics and Bogota staff	Year 2

considering gender roles and equity.		
2. Design and conduct training workshops on gender in line with the needs of the teams in the different regions of the project and in accordance with the tools and instruments that will be developed.		
2. a. Train CELI North/South staff on how to incorporate gender considerations in a variety of technical areas using tools and methodologies which may be required by USAID for gender mainstreaming in project activities.	dTS expat and local and Chemonics staff in 3 regional offices	Year 2
2.b. Identify staff who can act as “Gender Focal Points” (GFPs) who can continue collecting and disseminating information on gender relevant to project teams, as well as attend and contribute to gender training, workshops and meetings.	dTS local and Chemonics	Year 2
2. c. Train the “trainers of trainers” and GFPs on the methodological tools necessary which may be required by USAID for gender mainstreaming in project activities	dTS expat and local and Chemonics in one workshop in regional offices	Year 3

MONITORING AND EVALUATION SYSTEM

Proposed Action	Responsible	dTS
3. Integrating the gender perspective into the M&E system		21 days
3. a. Train the M&E staff, GFP, and PDOs how to disaggregate information on indicators for sex, age and socio-economic groups.	dTS local and Chemonics M&E staff, GFP, and PDOs	Year 2
3. b. Design two indicators, qualitative and quantitative, that account for the participation and empowerment of both women and men	dTS local	Year 2

GRANTS PROGRAM

Proposed Action	Responsible	dTS
4. Integrate a gender perspective into the grants / subcontracts program		
4.a. Include gender as part of the technical evaluation for projects and activities funded by CELI North/South	dTS local and Chemonics grant staff	Year 2
4.b Include brief definitions of gender and gender analysis and steps for their implementation in the activity approval form and the technical forms	Chemonics with technical support from dTS	Year 2
4.c Include assessment criteria, guidelines and checklists for gender integration in projects and activities (on the activity approval form and technical form)	Chemonics with technical support from dTS	Year 2

INTRODUCTION

According to the contract AID-514-C-12-0001 and upon request by Chemonics International, dTS has committed to offering technical assistance during the duration of the CELI-N/S Program. Under this agreement, dTS is responsible for training CELI-N/S teams to build their capacity for integrating the gender perspective (GP) into the project, in particular their grants program and M&E system. This technical assistance includes designing, implementing and monitoring a detailed and practical gender integration strategy related to capacity building of CELI-N/S personnel and their local partners.

For such purposes, and following the United States Agency for International Development (USAID) policies and procedures for gender mainstreaming covered in the Automated Directives System (ADS), dTS conducted the gender assessment from September 24 to October 26, 2012, in Colombia. The assessment focused on three principal tasks. First, it carried out an orientation and training activities for CELI-N/S personnel to determine their level of knowledge and potential in terms of gender and its integration into the program. Next, dTS conducted an assessment of the grants program and projects financed during the first year. Finally, the M&E system was reviewed.

The technical process of personnel orientation and training was based on three activities implemented with the different CELI-N/S teams and some of the local partners responsible for implementing projects financed by the Initiative. The first involved an awareness-raising process with the CELI-N/S team members through interviews, orientation meetings and the presentation “Gender Integration” during orientation workshops held in Tumaco on October 3 and 4, 2012 and in Medellin on October 8 and 9, 2012. The second activity was comprised of orientation sessions and discussions with the CELI-N/S teams. The third and final activity was training the CELI-N/S teams and some of the organizations responsible for implementation. These activities, combined with interviews with members of the different CELI-N/S teams were used to produce recommendations regarding the training strategy to be implemented in the near future with CELI-N/S personnel and local partners.

The process to revise the CELI-N/S M&E system, that is the Program Monitoring Plan (PMP), took place through a detailed analysis of the indicators from the Program framework, including indicators for which CELI-N/S is responsible.

In order to analyze the grants program and the various projects financed during the first year, dTS analyzed some of the projects from a gender perspective (GP). This process made it possible to develop recommendations to improve the process of mainstreaming the GP throughout the Grants Program.

This document also takes into account and makes reference to the USAID policies and recommendations regarding gender and their integration into programs, projects and activities financed by the Agency. Likewise, it includes a perspective on gender issues in Colombia based on the socio-political context.

USAID GENDER INTEGRATION

USAID is promoting gender equality, giving women and men the same opportunities to benefit from and contribute to social, cultural, economic and political development. Underscoring the importance of gender as a factor that is relevant to development, USAID, by means of its ADS in Series 200 and Series 300 (2012) established the procedures for integrating the gender perspective (GP) in the design, implementation, monitoring and evaluation of projects, and procurement criteria (ADS 201.3.9.3). The following are some that relate directly to the assessment of the CELI-N/S Program.

USAID's perspective on integrating gender issues involves understanding gender as a socially constructed array of roles, relationships, personality characteristics, attitudes, behaviors, values, relative power and influence, that society assigns women and men (girls, boys) differently. It is precisely in this light that gender integration requires identifying and then addressing gender differences and inequalities during the process of project design, implementation and M&E. It is important to understand that in society, this range of relationships result in gender inequalities and deep-rooted restrictions based on gender roles and power dynamics affecting both men and women (ADS 201.3.9.3)

Gender integration generally – though not always – implies a focus on women because they are often occupy subordinate position. Nevertheless, even programs that focus mainly on women must also work with men on transforming harmful behaviors and attitudes. Programs focused on economic empowerment of women need to consider social expectations of men in their role as sole providers in their families. In this context, domestic violence may be an unforeseen consequence (USAID, 2010:3 Guide to Gender Integration and Analysis, Additional Help for ADS Chapters 201 and 203, Women's Refugee Commission, 2009 and Iyengar and Ferrari, 2011).

Counteracting this sort of situation, and ensuring assistance achieves its maximum contribution to gender equality has required that it be determined in the ADS that performance management and evaluation systems should include gender indicators and data disaggregated by sex when the technical analysis done to support the Development Objective (DO), the project, or activities demonstrates that there are gender issues to be considered (201.3.11.16).

Therefore, gender integration, as a process for analyzing the potential inequalities and differences between women and men, is at the same time a process for adjusting programs so that women and men benefit equally.

This approach aims to make women and men's needs and experiences an essential part of all strategic planning, development of assistance objectives, of program/project design, implementation, monitoring and evaluation.

Any gender integration requires gender analysis, which is nothing more than a process to identify, understand and describe gender differences and the impact of gender inequalities

on a specific program at the country or project level. This element is a prerequisite and obligation for project design and strategic planning, and it is an essential step toward gender integration (ADS 201.3.9.3 Gender Analysis).

In light of this, the USAID approach to gender analysis is built around two key issues:

- How the different roles and status men and women enjoy in the community, political sphere, place of work and the home (for instance, role in decision-making and different access and control of resources and services) affect the activities.
- How the expected results affect men and women differently.

Gender analysis includes the following steps: analyzing the disaggregated data and information, evaluating the roles and responsibilities/division of labor, taking into account access to- and control of resources, examining decision-making models and examining data from a gender perspective. A gender approach requires that gender analysis be applied to the array of technical issues considered in preparing strategic plans, programs, projects or activities. These need to address gender issues in a manner consistent with the results of any analytical work done during implementation of the project or activity. The results of the gender analysis may assist in determining the way gender can be addressed in the project or activity (USAID, 2010:7 Guide to Gender Integration and Analysis, Additional Help for ADS Chapters 201 and 203).

The ADS also determines that systems for performance management and evaluation need to include gender indicators and disaggregated data. Gender indicators are technically defined as information collected from beneficiary samples through quantitative and qualitative methodologies, or observing the project's impact on national, regional or local policies, programs and practices affecting women and men (ADS 203.3.4.3.).

It is important to mention that USAID also requires that issuance of requests for proposals (RFPs) and requests for applications (RFAs), as well as conditions in contracts and agreements for grants/cooperation, include similar requirements addressing gender issues. In this regard, three summary points related to contracts and grants gender requirements are presented below (ADS 302.3.5.15) and (ADS 303.3.6.3):

- El oficial de contratos y el equipo técnico deben asegurarse que la Oficina requerida integra las cuestiones de género en la solicitud de contratación (RFPs, RFAs, etc.), o incluye una justificación para no abordar las cuestiones de género en el proyecto o actividad.
- Las cuestiones de género deben integrarse en los componentes de rendimiento diferentes de una RFP (resultados del proyecto, cualificación del personal clave, los requisitos de seguimiento y evaluación), o una RFA (descripción del programa, cualificación del personal clave, los requisitos de seguimiento y evaluación).

- The contract officer and technical team must ensure that, once gender has been integrated into the performance components of a contract request, the gender perspective (GP) should also be reflected in the corresponding technical assessment criteria for the RFPs, or the technical criteria for selecting services. These technical criteria are to include but not be limited to technical knowledge and approach, monitoring & evaluation, as well as personnel.
- The aforementioned USAID-required approach was used in evaluating the integration of the GP into the CELI-N/S Program. Knowledge about and potential for gender integration were assessed. The grants program was reviewed (criteria, approach and projects and activities), as well as the M&E system. Proposals were made for gender indicators and a training strategy to guarantee gender integration into the work of the program.

OVERVIEW OF GENDER ISSUES IN COLOMBIA

This section is a brief overview of the gender issues in Colombia. Understanding the situation of gender in the country requires taking into account three fundamental elements: the a gap between existing regulations on human rights and the actual and effective exercise of these rights; the broad diversity of the population, involving a difference between the situation of women and men in specific groups –Afro-descendants, and indigenous; and, the impact of the armed conflict on gender relations, exacerbating violence aimed at women and creating new forms of violence that reinforce historical discrimination that affects them.

Women make up 50.8% of the population (2009 data) partly as the result of the disproportionate way the conflict has affected men and women. To this effect, the proportion of women-headed households is on the rise (30% in 2002, to 35% in 2010 according to World Bank data) which increases the social and economic burden borne by women (caring for children and elder relatives).

Despite the fact that the percentage of women participating in economic activities has increased to 54% (urban sector), average overall income for women is 77% that of average income reported by men. The disparity in income is partially attributable to segregation on the labor market. Jobs predominantly occupied by women have lower pay than those held by men. Also, women have less access to productive capital and land ownership, and consequently, much less of a chance to access credit at financing agencies.

The level of inequality between men and women in Colombia in economic terms is also reflected in the political sphere. In the 2010 Congressional elections, out of 2,335 candidates, only 551 were women (Vote Bien 2010 - http://www.terra.com.co/elecciones_2010/). During these same elections in Colombia, women's presence in the Chamber of Representatives dropped significantly (-28.2%) and there were fewer changes in the percentage of women in the Congress (10.9%). This inequality in decision-making is also evident among leadership positions in communities and civil society. Although women are active in these spaces, gender stereotypes persist in terms of leadership.

The national government and local governments have a broad legal framework to ensure men and women's opportunities are guaranteed in terms of compliance with their rights to make decisions independently and live in their communities freely and autonomously. The laws mentioned here are only part of the overall legal framework, and only take into account issues relating to the CELI-N/S Program.

Colombia is a country with an extensive regulatory structure addressing the inequalities existing between men and women. The country has set up its legal framework based on international instruments and the enactment of national legislation particularly in response to a context comprised of exceptional circumstances due to the long standing

internal conflict that has contributed greatly to the socio-economic and gender inequalities in the country.

The country has signed and ratified most conventions, protocols, resolutions and pacts since the Declaration of Human Rights including the CEDAW and Millennium Goals that favor a balance between the rights of men and women in social, cultural, political and economic spheres.

At the national level, Article 43 of the Colombian Constitution establishes that women and men have equal rights and opportunities, and women cannot be the object of any sort of discrimination. Article 13 determines that the State is to ensure conditions exist to make equality real and effective, and that measures will be adopted to favor groups that have been discriminated or marginalized. The Colombian Constitutional Court, in its 2000 Sentence C-371, requires affirmative actions be adopted as governmental measures to decrease the negative effects of social practices that have traditionally marginalized people or groups in conditions of inferiority or disadvantage.

A range of laws have been enacted that are intended to favor gender equality in different spheres. In 1993, Law 82 issued regulations that aim to favor state support for women heads of households. In 2002, Law 731 sought to improve the quality of life for rural women, with a priority on those with low incomes. In 2003, Law 823 decreed regulations on equal opportunities for women. Three years later, the observatory for gender issues was permanently established in Law 1009. In 2011, Law 1496 was enacted, guaranteeing equal pay for men and women.

In part, the laws, particularly those regarding violence against women and gender, have been generated as a response to the brutal impact of the armed conflict on the population, specifically women. Several Security Council Resolutions have been adopted. For example, Resolution 1325 (2000) created the first international instrument recognizing the particular impact of the armed conflict on women and girls. It also advocates for the adoption of a gender perspective that includes the special needs of women and girls during post-conflict repatriation and resettlement, rehabilitation, reintegration and reconstruction. Resolution 1820 (2008) has also been adopted. It seeks to remedy the weak legal framework to prevent sexual violence during armed conflict, which reinforced the recognition of rape as a weapon of war.

In the domestic sphere, one of the greatest concerns and sources of gender inequality is without a doubt internal displacement. The Constitutional Court also recognizes that in the context of the internal armed conflict, women experience specific risk and vulnerability comprising serious violations of their human rights that are not shared by men, and which affect their lives and those of their families. One of the risks, directly linked to the forced displacement of women, is being deprived of their property and land by armed actors.

In this regard, the Constitutional Court has warned that public policy addressing displaced populations lacks affirmative actions aimed at remedying the inequality women

face in terms of property, particularly rural property, and promoting real equal opportunities through the transformation of exclusive and discriminatory conditions of that led to the theft to training and support to women victims. These are the beginnings of a broad range of laws related to the issue of displacement. Sentence T-025 in 2004 gives rights to the population that has been displaced. In 2008, Constitutional Court Rulings 092 and 237 adopted measures to protect women victims of forced displacement due to the conflict. The same year, Law 1257 dictated regulations for raising awareness, prevention and punishment of forms of violence and discrimination against women. Finally, the Criminal Code and Criminal Procedures were reformed at that time.

With the advent of the Santos administration, and the recognition of a conflict in the country, Law 1448 of 2011 was enacted establishing measures for comprehensively addressing, assisting and redressing the victims of the armed conflict. Specifically, articles 114 and 118 refer to critical regulations covering women and girls. Decree 4635 refers to people of African descent and blacks, and Decree 4633 refers to indigenous communities.

In September 2012, the High Counsel to the President for Women's Equality published the gender policy for the next decade, "Guidelines for a National Public Policy on Gender Equity for Women 2012-2022." This gender policy also has its regional expressions. Two are mentioned here because they cover the CELI-N/S areas of consolidation and intervention. The department of Antioquia is a pioneer in enacting this type of policy. The policy on Gender equity was enacted in 2003 and it, "establishes the obligatory nature of gender mainstreaming in Antioquia." The Governorship of Cordoba has a Secretariat for Women, Gender and Social Development that has not yet had much impact.

Despite its current laws, a series of obstacles persist in Colombia restricting the population's rights, and particularly those of women, in terms of acting with economic and physical autonomy, and guaranteeing their full participation in decisions regarding their lives and community.

The impact the conflict has had on women is based on gender roles, and their position of relative subordination. The conflict also affects male roles in the home and community. Men and boys are most often the ones forced to abandon traditional activities, families and communities to participate in the armed struggle. Men who have been displaced from rural areas lose their sources of subsistence, such as land and cattle. They likewise lose the ability to maintain their families with the same social status in the community. Under these circumstances, the impact of the conflict on men is seen as a relevant factor in the rise in domestic violence and abuse (AI, 2009 and 2011 and Women's Refugee Commission, 2009).

Gender relationships and roles are neither universal nor static. In fact, in Colombia the definitions of roles for men and women regarding control of resources and decision-making take on different forms throughout the country, in different regions, within different populations, including different ethnic and socioeconomic groups. Also, social

unrest due to the internal conflict is undergoing a period of change, involving renegotiating of gender roles and relationships. There is frequently the potential for change in the roles of men and women in the household, and the community, and in their participation and levels of influence.

In light of this, it needs to be stressed that the search for gender equity is fundamental for economic efficiency and achievement of sustainable development. Competitive advantages need to be developed and implemented that would eliminate the barriers restricting women's access to training, to economic opportunities and to productive inputs. Through these types of measures, social equity would strengthen democracy and enable the population to live in a more representative and inclusive society.

CONSOLIDATION AND ENHANCED LIVELIHOOD INITIATIVE (CELI) NORTHERN AND SOUTHERN REGIONS

CELI North/South is a five-year project that is financed by USAID, and administered by Chemonics International Inc. The CELI North/South project aims to achieve the goals and results agreed to by the Government of the United States (USG) and the Government of Colombia (GOC) in order to implement the Colombia Strategic Development Initiative, and the National Consolidation Plan (PNC).

CELI-N/S is part of a plan to promote licit livelihoods in Colombia. The program provides support for the GOC in its efforts to recover its authority and presence in parts of the country that are under the control and influence of groups that are outside the law. As this takes place, CELI-N/S interventions will transition to longer-term aspects such as sustainable livelihoods, stabilization and reinsertion of the population affected by the conflict, and institutional capacity building. The regional process of consolidation and municipal plans is supported by processes of consultation and broad-based participation in order to address the social, economic and institutional challenges in the communities of interest in an integrated manner.

CELI-N/S directly contributes to USAID Mission in Colombia's assistance Objective 1, "Develop opportunities for licit livelihoods in targeted regions." The project will contribute to this objective through three intermediate results: 1) Promote local market economies, 2) Provide incentives for social services to vulnerable populations and victims of illicit economies in areas of consolidation, and 3) Increase community capacity for licit local development. In order to achieve these results, CELI-N/S program approach is to focus on four key areas:

- Rapid response and institutional support
- Develop long term economic opportunities and institutional capacity
- Develop the capacity to implement consolidation activities in Colombia
- Execute activities in the national policy framework

The program has been implemented in the North (Nudo del Paramillo and Catatumbo), and in the South (the west and the Narino Range, and the border region of Putumayo) of the country. Specifically, program interventions are being carried out in 16 municipalities in the departments of Nariño (Tumaco), Antioquia (Ituango, Briceno, Valdivia, Anori, Cauca, Taraza, El Bagre, Zaragoza, Nechi and Caceres) and Cordoba (Montelibano, Tierralta, San Jose de Ure, Puerto Libertador, and Valencia).

In addition to the Program DOs, there are three specific objectives: strengthening institutions, strengthening social development, and providing support for economic development. The results are to be accomplished by efforts aimed at achieving seven specific components: productive activities, infrastructure, social capital, governance, land, rural development, as well as financial and credit services. In this regard, it must be

noted that CELI-N/S plans to include gender as a cross-cutting theme in all five existing components in the next cycle.

CELI-N/S Teams

CELI-N/S is a decentralized program with teams in Bogota, Medellin, Monteria, Cauca and Tumaco, whose mission, among other tasks, is to develop and manage activities that work on strengthening local organizations and communities, and promoting incentives for a culture of lawfulness, peace, security and anticorruption.

The coordination center is located in Bogota. It is responsible for technical supervision and providing administrative support through technical specialists (lands, access to financial services, the environment), the Directors for Contracts, Communications, M&E, Operations, and Finance.

Specifically, the communications team, both in Bogota and its regional offices, is responsible for, among other things, serving as a link and coordinating with technical personnel in charge of collecting information on the beneficiary achievements, and publicizing success stories.

The team is also in charge of supporting the teams with internal dissemination of requirements regarding contracts and grants for the M&E system, evaluating proposals and activities, etc., in compliance with the standards required by Chemonics and USAID.

The Monitoring and Evaluation team, both in Bogota and regional offices, is responsible for applying the M&E strategy and system. As such, it provides training for the rest of the technical teams, beneficiaries and potential applicants. The team is also in charge of compiling and analyzing the data gathered during implementation for technical decision-making.

At the regional level, the PDOs are technical specialists supervising the development of technical aspects of requests for financing and grants according to their area of knowledge or region. PDOs prepare recommendations for project and activity assessment. The PDOs are able to offer the beneficiaries technical support from the time of creation of the request to the moment of its approval. The technical success of the project and beneficiary activities depends on the supervision and technical expertise provided by these professionals. Also, the PDO works in conjunction with the M&E team to compile and analyze data.

ORIENTATION AND TRAINING

The intention of the dTS assessment was to evaluate the knowledge and potential of the CELI-N/S teams working on the CELI-N/S project to integrate gender perspective (GP) into their work. The assessment as a whole, and particularly the evaluation of the integration of GP, brings important benefits including awareness-raising related to the GP, and the advantages of implementing it. It was clearly established during the introductory workshops that at this time the participation of dTS is an initial phase of the project involving dTS, Chemonics and CELI-N/S for a five-year period. Integrating GP is a process that requires raising awareness, understanding how to apply the GP in order to complement what is learned, and integrating GP in a systematic and technical way in the daily work at CR.

Methodology

The gender awareness raising process for the CELI-N/S team members took place throughout the assessment process from September 24 to October 26, 2012. The gender expert conducted over 22 interviews, orientation sessions and the presentation on “Integrating Gender” during the orientation workshops conducted in Tumaco and Medellin.

During the orientation workshops, gender presentations took place after the work exercise and self-evaluation of groups requested by the COP and DCOP. This exercise provided an important opportunity to present and raise awareness regarding gender, an issue that had not been mentioned during the team self-evaluations. The presentations relied on PowerPoint visual aids in order to build a shared concept of gender – as a means for raising awareness - based on personal experiences. Practical exercises were used, including examples from projects that have been funded and are currently being implemented in different regions.

During and after the Medellin and Tumaco orientation workshops, follow up was done using control questions at meetings on the following day in the case of Medellin, and in the evenings in Tumaco. As a result, feedback was obtained from these teams. Through the feedback from these workshops, the commitment to raise gender awareness was completed through a one-hour interactive presentation. This is a good start as gender goes beyond a definition; it is a category of analysis, a socially constructed concept whose appropriation and application requires a training process.

The dTS expert participated in nine meetings to raise awareness among teams. The dTS expert attended two meetings of the CELI-N/S Bogota personnel. A meeting with the entire technical team, led by the DCOP took place on October 26, and another on September 27 led by the COP, with participation of all the coordination team divisions in Bogota. On October 2, there was an opportunity to meet with the Tumaco team, and the board of directors of ASOLIPNAR, one of the local beneficiary organizations, comprised of 176 organizations. It is worth noting that the women on the board of directors created

the Women's Training School in the Department of Nariño, specifically, a gender equity certificate program. Similarly, two meetings were held with personnel in Antioquia. One took place with the Antioquia regional team (all the PDOs and facilitators who had attended the induction workshop) in Medellin (October 10), and another with the technical team in Cauca (October 22). Also, in Cauca, 3 meetings took place with ASOMUCA (October 23 and 24), one of the local beneficiary organizations. ASOMUCA not only is the lead in an important network of women's organizations in the Bajo Cauca region, it also is part of the group of Women's Associations that participated in the 2003 meeting on Gender equity Policy for Women in the Department of Antioquia.

Throughout the process of assessing gender integration, there were opportunities to hold orientation sessions and trainings with the work teams in Bogota, Tumaco, Medellin and Cauca, as well as the local partner organizations. The orientation sessions were informal, and held before, during and after the induction workshops and field visits, to discuss projects, activities, or experiences in the field.

At some of the orientation sessions, the gender integration exercise was applied during the design process of two projects in negotiation with several ASOMUCA member-organizations awaiting funding approval from USAID. The first exercise took place in Cauca, specifically while creating the terms of reference for a project regarding an opportunities bank through local savings and credit groups (GLACs). The exercise was first done with the local technical team, next during the process of negotiation with ASOMUCA, and finally working directly with the organization itself.

The second exercise was carried out with the professional in charge of the land restitution strategy. Unlike the work done in Cauca, this was carried out completely. It is worth noting that the professional, who had no former gender training, identified the possibility that projects resulting from this strategy could possibly benefit only one part of the population that could be considered beneficiaries. Land ownership could appear to be more closely linked to part of the population, namely, men. However, this possibility of access to, and restitution of the land that was seized, could become a factor of economic security and food security for women and their families, particularly when these women are heads of household (Iyengar y Ferrari, 2011).

The professional also offered a wider reading of the program. Reflecting on fieldwork and work in the communities, she was able to come across aspects to be considered in the implementation of projects under her responsibility, such as, cultural identity, particularly when dealing with populations of African-descent in Tumaco, or with indigenous populations in some parts of Antioquia.

Comments

The process made it possible to identify the opportunities and potential in the CELI-N/S teams to increase their understanding of the significance and added value of gender in the program, and a practical way of applying the gender perspective (GP) into program work. The work teams have been brought up to speed and their awareness increased on the

issue of gender. There is a clear need for the teams to achieve a better understanding of the way to best integrate gender into the program work.

Approximately five people from the teams have had some kind of gender training. During the different activities (interviews, meetings, trainings, presentations, etc.) reference was made, by both men and women, of the use of gender as a means to “integrate women.”

With the emergence of the gender and development (GED) instrument and methodology currently used by USAID, the debate now includes the importance of power relations, conflict and gender relations between men and women to understand their position (decision making and access to resources) and their self-sufficiency in society.

Participation in nine different types of meetings made it possible to learn about the work dynamics of different teams, determine their understanding of the gender perspective (GP), and their potential and needs in order to integrate gender into the work done by CR. Likewise, the gender expert learned about their work and the way the team executes this work. At the same time, this also made it possible to introduce the GP as a first step in the process of raising awareness with the different teams. In Bogota, the gender expert learned about the program, from its technical aspects to its operational and financial facets. This perspective was augmented during the orientation workshops at Tumaco and Medellin. The information obtained during these sessions was useful in developing the work plan, the interview format, the gender presentation in Medellin and Tumaco and the format of the gender focus groups.

During different meetings and orientation workshops, several Gender Focal Points (GFPs) were identified. Having GFPs makes it possible to implement the strategy of incorporating the gender perspective into programming and the culture of CELI-N/S. Adding to the program responsibilities, without interfering with them, the GFP could be responsible for ongoing awareness-raising on gender issues, gathering and disseminating information on gender, and assisting and contributing to the gender issues training, workshops and meetings. The ideal person, male or female, to work as a GFP should be a staff person, with a two-year commitment to this goal, who is interested and above all committed to the Program’s goal of gender equity (with prior training or CELI-N/S provided training) or previous gender work experience, and above all possess the capacity to communicate, work in a team and create networks for working on gender issues.

It should be stressed that the GFPs cannot be made responsible for applying the gender perspective in the program. Integration and accountability for its incorporation rests with the managers who must prioritize this process, guaranteeing the GFPs all their support, motivating all of the teams in this regard, and allowing GFPs to meet every six months following their training in order to share lessons learned, and to improve the Program process from within.

In the different teams, people who could perform the role of GFPs in different regions have been tentatively identified. In Tumaco, two people were identified on the

communications team. They work closely with the local partners. In Antioquia and particularly Cauca, two people were identified who could be focal points in the team. In Cordoba, one person was identified, who has the training and prior experience with the integration of the gender perspective. These people could become the GFPs, guaranteeing ongoing awareness-raising and support for their own teams, and the communities they work in thanks to a possible training of trainers, to be implemented by dTS according to USAID's ADS standards.

The Bogota team has already assigned the communications director to be the GFP. One of his tasks, namely the internal dissemination of protocols, could be used advantageously. There was a discussion with the communications director and the DCOP, regarding the possibility of developing a communications strategy in order to promote ongoing efforts to raise awareness in the personnel and local partners on the importance, significance and added value of the practice of integrating gender in the work done by CELI-N/S.

Different meetings were considered to be opportunities to work with the CELI-N/S teams in several regions in order to increase their knowledge on the importance, significance and added value of gender in the program, and how to apply gender, in a practical way, to the work the program does, with a more regional and more local vision.

The meeting in Tumaco allowed the gender expert to meet some of the technical team and observe their interaction with one of the local beneficiary associations ASOLIPNAR. The team demonstrated their gender awareness, which was evident in the disaggregation of project data, and the way the issue of gender was handled during the meetings. The ASOLIPNAR members had definitely been previously trained in gender. The lessons learned from this exchange include the understanding of gender, on the part of ASOLIPNAR was from the women and development perspective.

At a meeting in Cauca, the elements that were identified bore resemblance to those found at the Medellin meeting with the technical team, specifically with the facilitators, PDOs and program officials. Discussions were held with the team regarding these elements. This discussion led to a concrete exercise of integrating gender into the terms of reference for a project regarding Banks of Opportunity through the GLACs to be presented to USAID to request financing.

Recommendations

Before starting with the recommendations, it is necessary to keep in mind that CELI-N/S is a decentralized program, and is regional in nature. Therefore, any effective strategy for raising awareness and training in gender issues must consider the specific needs and potential of the teams and local partners that are to be trained in each region. It is true that certain general themes of work are drafted for the strategy on raising awareness, training and appropriation. However, different international cooperation agencies such as USAID bring their experiences of working with the gender perspective. Regional history, regional cultural particularities as well as the role in the program as a whole should be considered. All this leads to designing a strategy that makes it possible to take advantage

of the potential in the teams, to improve upon aspects that could become obstacles to integrating gender into the work, and in particular to integrate gender into the projects being implemented with the beneficiary population.

The dTS trainings will aim to enable the staff and local partners to understand and carry out a situational analysis, the analysis of the beneficiary populations and institutional analysis, prior to each of their projects and activities. People who have been trained could be capable of evaluating and monitoring projects and activities based on gender indicators responding to the project indicators, and beyond this, to the PMP framework. Finally, those trained will better understand the needs and how the interests of men and women are linked to their budgets.

The purpose of training trainers is to build capacity in the CELI-N/S teams and local partners, as stated in the CELI-N/S program objectives.

A summary of proposed activities follows:

GENDER TRAINING

Proposed Action	Responsible	dTS
1.Design Gender Analytical Tools and Instruments		21 days
1. a. Conduct a workshop with select CELI N/S staff to develop analytical tools appropriate to target municipalities to assess gender consideration for all CELI N/S activities and program interventions, including grants.	dTS local and Chemonics and Bogota staff	Year 2
1. b. Develop a menu of options to mitigate potential harmful or unintended results considering gender roles and equity.	dTS local and Chemonics and Bogota staff	Year 2
2. Design and conduct training workshops on gender in line with the needs of the teams in the different regions of the project and in accordance with the tools and instruments that will be developed.		
2. a. Train CELI North/South staff on how to incorporate gender considerations in a variety of technical areas using tools and methodologies which may be required by USAID for gender mainstreaming in project activities.	dTS expat and local and Chemonics staff in 3 regional offices	Year 2
2.b. Identify staff who can act as “Gender Focal Points” (GFPs) who can continue	dTS local y Chemonics	Year 2

collecting and disseminating information on gender relevant to project teams, as well as attend and contribute to gender training, workshops and meetings.		
2. c. Train the “trainers of trainers” and GFPs on the methodological tools necessary which may be required by USAID for gender mainstreaming in project activities	dTS expat and local y Chemonics in one workshop in regional offices	Year 3

MONITORING & EVALUATION SYSTEM

Methodology

The development of the CELI-N/S Program M&E system was done according to USAID's Automated Directives System. A very important contribution dTS can make to the CELI programs is to provide support for developing gender indicators to demonstrate gender equity and sensitivity in project activities implemented directly or through grants.

Monitoring and Evaluation

CELI-North/South will make use of a variety of mechanisms to monitor the performance of its beneficiaries. The M&E process will include evaluating the final results of the project, visits to projects, and regular reviews of reports. The beneficiaries must also report data in accordance with the CELI-N/S PMP. Additionally, grants and contracts and M&E teams, as well as the PDOs, will use the database to monitor dollars amounts, organizations, person and people from a gender perspective, the quota of shared costs, the cost of the contribution quota, percentage of progress per beneficiary for each beneficiary, activity and intervention, as well as the type of grant agreement. Once the data has been collected, it must be included in the USAID database MONITOR. The M&E team must ensure all data required for monitoring is in the MONITOR system.

CELI-N/S Program Development Objective (DO)

The objective of CELI-N/S is to provide the Government of Colombia (GOC) with support in order to increase its presence, develop economic opportunities, and encourage incentives to provide social services to vulnerable populations and victims of illicit economies in the consolidation areas in the North (Nudo del Paramillo and Catatumbo) and the South (west, and Cordillera de Nariño, and the border region of Putumayo) around the country.

CELI-N/S Program Components

With support from dTS, Chemonics can develop gender analysis instruments and indicators tailored for project components. This implies that the opportunity exists for dTS to train CELI-N/S technical personnel in the development and implementation of gender sensitive M&E instruments and indicators, and in the use of data to identify inequality between men and women, as well as underscore the success of gender equity activities.

- **Component: Productive Activities**

A closer look at the components provided the opportunity to provide staff with a much more inclusive perspective. The component related to productive activities could be opened beyond communities and young entrepreneurs to also include productive undertakings, training activities, and technical actions “to benefit women and men in the communities.”

- **Component: Infrastructure**

The infrastructure component can be enhanced with a broader and more inclusive description. It is important to keep in mind that the impact of improving social and productive infrastructure is different on men and women. Some technical decisions regarding the location of health clinics or water infrastructure could have a negative impact on women's access. This occurs in a number of instances because technical decisions, at times, do not take into account the women's security. These infrastructure services need to benefit the population as a whole. By recognizing these differences, the programs and projects will be able to promote s appropriate and accessible infrastructure services that comply with both women and men's needs in terms of transportation, communications and information.

- **Component: Social Capital**

The CELI-N/S components for social capital, land, and financial and credit services offer an opportunity to integrate the gender perspective into projects and activities. Take social capital as an example. It involves offering technical support, mentoring and strengthening community action boards, community councils, citizen oversight, indigenous reservations, and organizations in society. This is an opportunity to define them in a more specific manner. Recent developments have shown that some of these associations are exhibiting an upsurge in women's participation. However, it would be worthwhile to look into this, and see whether women's participation is actually contributing to the resolution of actual inequalities between men and women in the community, or on the contrary, this participation is in name only, and the difference in participation is maintained.

- **Component: Land**

As for the Land component, there exists an opportunity to integrate women. This is the possibility to offer women and orphans, access, restitution and ownership of land, a key to economic development and food security (Zuluaga Sánchez, 2011). In sum, access to land ownership and its restitution, are *per se* opportunities for social and political empowerment. Land ownership by women and men needs to be accompanied by technical support (adequate use of resources, technical assistance in harvesting, and sale of produce) that will add value in the end.

- **Component: Financial Services**

Micro-credit and micro-finance have been linked more closely to women, as a means of social and economic empowerment (Acción Social e IICA, 2009), and as a protection against violence. However, increase in incomes and changes in roles can have the reverse effect due to the difficulty in participating in decision making, and negotiating within the household (Iyengar and Ferrari, 2011).

- **Component: Environment**

Environmental conditions like deforestation, land degradation, and the reduction of water sources affect women and men differently, given their different roles and power in decision-making processes. It is essential to increase the recognition of women's insight on the environment, and increase their role in decision-making regarding environmental

management –especially for indigenous women, who are particularly knowledgeable regarding ecological connections and fragile ecosystems.

CELI–N/S Specific Program Objectives

In order to achieve program development objectives three specific objectives have been established: institutional strengthening, strengthening social development, and support for economic development. These objectives have conventional indicators but also could be measured by gender indicators. Further on, it will be interesting to use systematized information from the beneficiaries' forms required by MONITOR, in order to design a baseline that will make it possible to apply a gender analysis, which in turn will facilitate progressive monitoring of the program or project mid-term, and conclusion.

These specific objectives bear important potential for the evaluation of whether the benefits of the program, its projects and activities are reaching the whole population.

Direct Indicators Associated with the CELI-N/S Program

In the framework, 35 program indicators were established. These correspond both to the development objectives (DO) and to the specific objectives. Out of 35 indicators, 10 are results indicators, and 25 are performance indicators. CELI-N/S is directly responsible for 17 of them.

Indicator (DO I-011) Number and percentage of people that benefit from the social programs implemented in the CSDI municipalities

Taking into account that the unit of measure is the number of people benefitted, it would be interesting to use the information on the beneficiaries' forms to disaggregate them by sex, age and social group in the PMP. At the time of preparing this evaluation, the M&E team was adjusting the data intake forms to enable the system to disaggregate the information this way. This example is an important opportunity to show that the process of analysis/evaluation has statistical figures that make it possible to validate or check the data.

Indicator (DO – 026) Index of change in organizational capacity of the civil society organizations (CSOs)

The unit of measure in this indicator are the CSOs, and these could be disaggregated more specifically (number of organizations led by women/men and working on issues specifically related to women/men) by using the beneficiaries' forms.

Indicator (DO – 031) Number and percentage of people benefitted from strategic and economic rural development programs with a territorial perspective, implemented in the CSDI municipalities

The result is a sum, and it is not the place to change the PMP specifically as the data that stems from identifying beneficiaries in each project form where information can be disaggregated by gender.

The indicator directly managed by the CELI-N/S PMP where the unit of measure –people by sex– has been disaggregated is Indicator (DO–35) **Number of people financed with a financial product by a legal financing institution**. The other indicators, of which units of measure are people, are disaggregated by sex and ethnic group, these are: (DO–027) **Percentage of citizens in the CSDI areas participating in political activities** and (DO–28) **Level of responsibility/liability in the CSDI municipalities**. These are managed directly and exclusively by USAID. These indicators can be presented both in a quantitative as well as qualitative manner, through perceptions and attitudes.

The program created three additional indicators: (P-04) **Number of social organizations participating in spaces opened for citizen and community participation supported by USG**, (P-05) **Number of permanent jobs created**, and (P-06) **Number of people assisted and/or linked to the project**. These indicators make the quantitative measurement of program impact possible. For instance, using “Social organizations that participate in citizen and community participation supported by the USG,” would have made qualitative identification of organizations possible by means of the definition of women and men’s roles, and the way political and economic decisions are made. In the number of permanent jobs created, it could be interesting to identify the types of jobs created for women and for men, whether employment is encouraged, and to disaggregate the data by sex and age.

Recommendations

The recommendations suggested below are not only the result of the information gathered for this report. They are also the result of attendance at the presentation “The Results Framework for CELI-N/S” during the orientation workshops at Tumaco and Medellin in October, 2012. Furthermore, the exchanges with the M&E Team and particularly its Director facilitated in-depth learning about the PMP, and the revisions that it went through before its approval in March 2012. Moreover, participation in a meeting with the Dev Tech-Econometrics team (the USAID auditor) provided the following proposals that could be put in practice, taking into account the development, knowledge, needs and potential of the CELI-N/S teams.

In regards to the gender indicators, given the nature of the program and due to the need to integrate and monitor gender, participation and empowerment are the most adequate variables to show impact and benefits of the Program’s projects and activities among men and women.

MONITORING AND EVALUATION SYSTEM

Proposed Action	Responsible	dTS
3. Integrate gender perspective into the M&E system		

3. a. Train M&E staff, GFP, and PDOs how to disaggregate information on indicators for sex, age and socio-economic groups.	dTS local and Chemonics M&E staff, GFP, and PDOs	Year 2
3. b. Design two indicators, qualitative and quantitative, that account for the participation and empowerment of both women and men	dTS local	Year 2

GRANTS PROGRAM

Methodology

On September 25, 2012 the grants program included 152 approved projects (US\$ 11.686.598). Contracts had been signed for 50 of them (US\$ 3.196.321) (C&G Report, on September 25, 2012). The process of evaluating the grants program, its criteria and approaches, and the projects financed by CELI-N/S made use of instruments designed for this purpose: “Instruments for Gender Analysis–Projects [Actions with a Gender Perspective and Actions without a Gender Perspective]” and “Gender Analysis in Project Design.” Annex III at the end of this assessment is a proposed instrument that has been simplified. Along with training in gender integration, it will be useful for the different CELI-N/S teams, particularly those directly responsible for evaluation, and monitoring, and tracking activities and projects.

In the process, 12 approved projects with grant agreements were analyzed (five of which were used in designing the gender presentation for the Tumaco and Medellin induction workshops), and two are in process. The latter facilitated the design of gender integration exercises that was conducted in Caucasia and Bogota (See Summary of Orientation Sessions – Training CELI-N/S Team, Recommendations for the Gender Integration Training Strategy).

For this purpose, a detailed discussion was held on forms No. 1 Activity Form and Form No. 2 Project Technical Form, regarding gender integration, and the specifications and requirements established in the Grants Manual were taken into account.

General Overview of the Grants Program

A \$58 million dollar fund is an important instrument for the project to be able to achieve proposed results. Of the total budget, \$50.5 million are designated to grants, while \$7.5 million will be directed at other mechanisms to support project activities. This fund will finance a series of technical assistance and training activities through grants, subcontracts, short-term technical assistance, training and contracting goods and services. The majority of the activities financed with this fund will be through grants agreements.

The purpose of CELI-N/S is to support potential beneficiaries such as community action boards, civil society organizations, community organizations, cooperatives, producer associations, municipal governments, departmental governorships, reservations, community councils, regional directorships and the Special Administrative Unit for Territorial Consolidation (PNCRT).

Also, CELI-North/South seeks to finance projects and activities that comply with CELI-N/S requirements regarding design and approach, impact, results and profitability. The results must be verifiable, and the interventions must be directed at food security, productive projects, sustainable forestry programs, income generating activities, productive and community infrastructure projects, training and assistance for micro,

small and medium-sized business, strengthening local government and civil society organizations, communications, dissemination & lobbying activities, land ownership, access to credit. The goals should be to maximize capacity development and to achieve sustainability.

To that end, CELI-N/S has three evaluation committees (CTE) one for each of the three regions. According to the Grants Manual, the evaluation criteria should take into account the quality of the technical approach, institutional performance and capacity, as well as profitability. Part of the quality which could be considered in the technical approach would involve considerations to integrate women, youth, Afro-descendants, indigenous people, and vulnerable groups.

Comments

It is suggested that “gender” be one of the permanent technical criteria. It could be an established numerical and qualitative score, and its inclusion could be obligatory. This requirement directs the person assessing the technical criteria to ask whether the activity or project takes into account the population as a whole, men and women as well. If this is not the case, the inclusion or exclusion should be justified in the proposal. Once more, although the activity is destined to empower women because of their disadvantaged condition, it is necessary to foresee in the process of gender or situational analysis, whether the intervention may have undesirable effects, for instance an increase in domestic violence as the result of a change in roles in society, as mentioned by USAID (2010) in its guidelines for gender integration, and the Women’s Refugee Commission (2009).

Two instruments were designed in order to assess gender integration in the projects financed by CELI-N/S through September 25. These are based on two key issues required by USAID (2012) in its ADS. The assessment yielded several lessons that will be useful in the assessment of the next round of projects.

The design of the projects that were analyzed, as well as their activities, feasibility (technical, organizational, and economic), the monitoring and evaluation and the indicators needed to take into account and justify the potential impacts that are different for men and women, or girls and boys, according to an exchange with communications and M&E personnel in Bogota. This information will make it possible to break down the information by sex, age, social group and identifying heads of household of beneficiary families. Additionally, this is the first step to be taken in gender and situational analysis. It will help to determine whether the population (men or women) are being excluded from the project benefits.

Recommendations

GRANT PROGRAM

Proposed Action	Responsible	dTS
4. Integrate a gender perspective in the grants / subcontracts program		

4.a. Include gender as part of the technical evaluation for projects and activities funded by CELI North/South	Local dTS & Chemonics grants personnel	Year 2
4.b Include brief definitions of gender and gender analysis and steps for their implementation in the activity approval form and the technical forms	Chemonics with technical support from dTS	Year 2
4.c Include assessment criteria, guidelines and checklists for gender integration in projects and activities (on the activity approval form and technical form)	Chemonics with technical support from dTS	Year 2

CONCLUSIONS

Strategies for Raising Awareness, Training and Integrating and Integrating Gender Perspective in the CELI-N/S Program

This assessment was a preliminary step to planning gender integration as a component in the CELI-N/S structure. The assessment of knowledge and the potential of the teams in the program, the grants program, M&E system, and projects approved and financed by the program, made it possible to identify lines of action that would permit taking advantage of potential in different teams, organizational settings, and the internal work processes in CELI-N/S.

The goal of the CELI-N/S Program strategy for Raising Awareness, Training and Integration of the Gender Perspective is to raise awareness, train the CELI-N/S teams, and ensure the team systematically and technically integrates the gender perspective into their daily work to achieve the objectives of the CELI-N/S Program.

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ANNEX I TERMS OF REFERENCE TO PREPARE THE GENDER ASSESSMENT FRAMEWORK

Terms of Reference

Development and Training Services, Inc. (dTS) was contracted by way of contract no. AID-514-C-12-00001 to train the personnel of the Colombia Enhanced Livelihood Initiative (CELI) Northern & Southern Regions project in order for gender to be integrated into the project, and particularly into the grants program and their framework for monitoring and evaluation (M&E). Achieving this goal will require technical assistance in design, execution and monitoring a broad-based and useful strategy for gender integration, as well as specific training for CELI-N/S personnel and partners.

dTS is responsible for short-term delivery of technical assistance for gender integration throughout the lifespan of the CELI-N/S program.

dTS will send an expert to Colombia in or around mid-September in order to support the CELI-North/South team with the initial assessment of grants from the previous year, and the programs grant process, in order to provide recommendations, practical instruments and criteria to ensure men and women are benefitting from the program.

Also, the gender expert will provide training and consultancy work for program personnel in order to assess the comprehension of gender integration in development, and provide instruments that program personnel and local partners can use in their daily work to guarantee that both men and women are participating and benefitting from the program. The gender expert will revise the M&E system, and will provide recommendations, including specific gender indicators. The gender expert will work in Bogota, Tumaco, Medellin and Monteria.

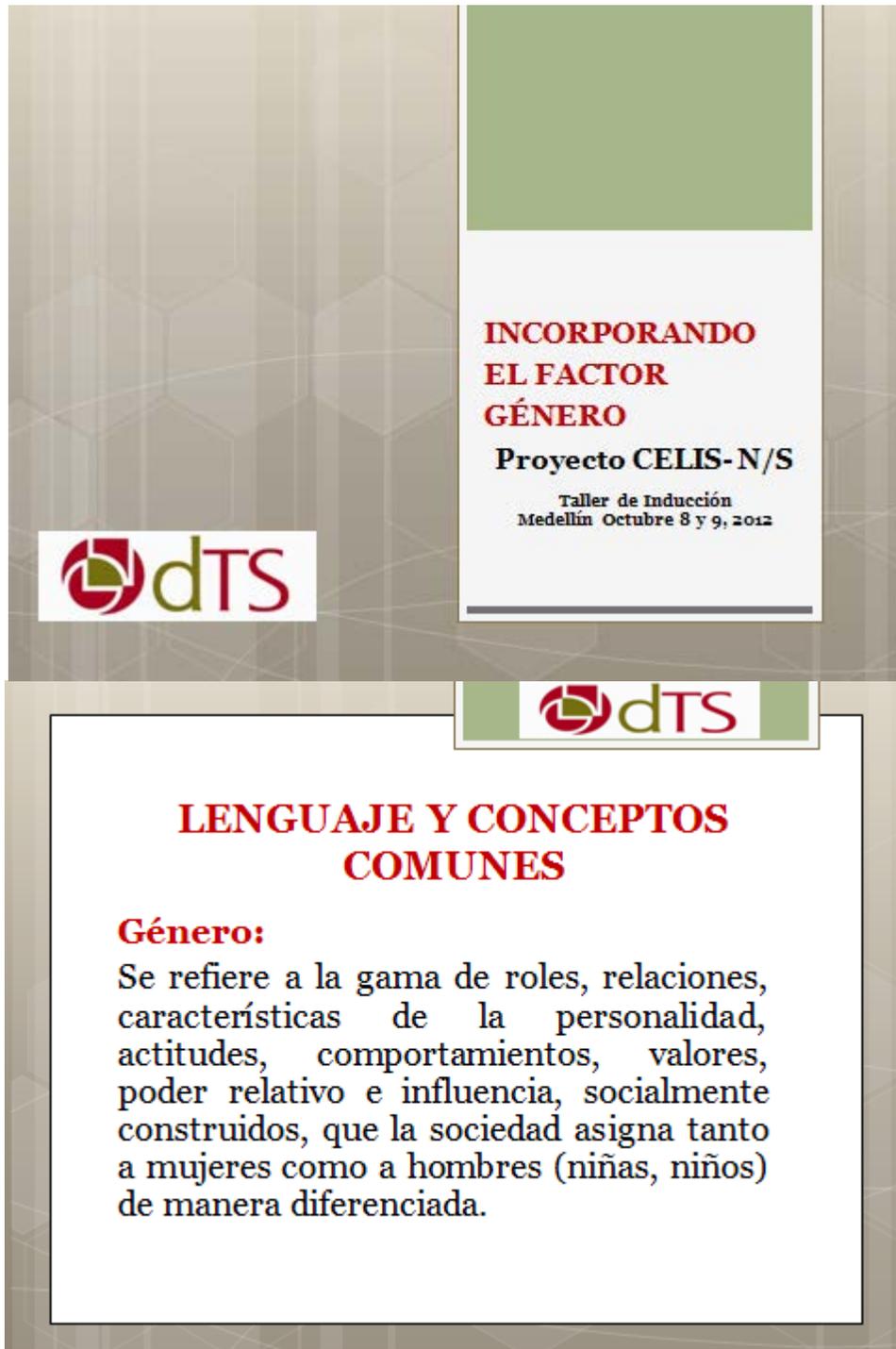
Deliverables

A gender evaluation of the grant program, identifying criteria as well as approach, and proposing strategies to ensure men and women are participating and benefitting from program grants.

Summary report of the trainings and orientation sessions for CELI-N/S program personnel regarding incorporating the gender perspective, as well as recommendations on future trainings for program personnel and local partners.

List of proposed activities that were recommended during the planning phase of the work.

ANNEX II PRESENTATIONS - GENDER



**INCORPORANDO
EL FACTOR
GÉNERO**

Proyecto CELIS- N/S

Taller de Inducción
Medellin Octubre 8 y 9, 2012





**LENGUAJE Y CONCEPTOS
COMUNES**

Género:
Se refiere a la gama de roles, relaciones, características de la personalidad, actitudes, comportamientos, valores, poder relativo e influencia, socialmente construidos, que la sociedad asigna tanto a mujeres como a hombres (niñas, niños) de manera diferenciada.

Common Language and Concepts

Gender:
Reference to the range of roles, relations, personality traits, attitudes, behaviors, values, regarding power and influence that are socially constructed, and that society assigns differently to women and men (girls, boys)



LENGUAJE Y CONCEPTOS COMUNES

Perspectiva de género

Herramienta que permite visualizar los distintos mecanismos, formas y efectos de la construcción social de los géneros – masculino y femenino– poniendo en el centro del análisis las relaciones de poder entre hombres y mujeres.

Common Language and Concepts

Gender Perspective:
Instrument that enables us to see different mechanisms, forms and effects of the social construct of gender – masculine and feminine – focusing the analysis on power relations between men and women



LENGUAJE Y CONCEPTOS COMUNES

Igualdad de género

Gracias a la igualdad de género, tanto mujeres como hombres tienen igual oportunidad de beneficiarse de y contribuir al desarrollo económico, social y político, de disfrutar socialmente de los recursos y beneficios y de concretar sus derechos humanos.

Common Language and Concepts

Gender equality:
Thanks to gender equality, both women and men have the same opportunity to benefit from and contribute to economic, social & political development, and enjoy the resources and benefits of their human rights

LENGUAJE Y CONCEPTOS COMUNES

La integración de género

En resumen, es el conjunto de Estrategias para hacer que necesidades y experiencias de mujeres y hombres, sean parte esencial de toda la planeación estratégica, del desarrollo de los objetivos de asistencia, del diseño del programa, de la implementación y de la evaluación

Common Language and Concepts

Gender integration:
In sum, a set of Strategies to make the needs and experiences of women & men be an essential part of strategic planning, aid goal development, program design, implementation and evaluation

INTEGRACIÓN DEL GÉNERO

Ejercicio - Aspectos para tener en mente:

- Incluir datos desglosados por sexo e información
- Definir roles y responsabilidades/división del trabajo
- Identificar el acceso y control sobre los recursos
- Identificar patrones de toma de decisiones

Gender Integration

Exercise - consider:

- Include data by sex and information
- Define roles and responsibilities /division of labor
- Identify resource access and control
- Identify decision making patterns

ANNEX III TIPS FOR GENDER INTEGRATION

Basic Steps toward Gender Integration

Steps	Instruments
1. Geographic and demographic Analysis	Data disaggregated by sex (all demographic and social variables)
2. Beneficiary-Group Analysis: <ul style="list-style-type: none"> • Division of labor by sex • Resource access and control • Sociopolitical position & participation in decision-making at the family/domestic level, and in a community and society in general • Practical needs & strategic interests • Characteristics of each category in the groups: interests, potential, limitations, specific needs & demands regarding the project to be executed 	<ul style="list-style-type: none"> • Data disaggregated by sex, by aspects such as age, socioeconomic sector, ethnic group, and internal differences in segments • Profiles of activities and income • Profile of resource access and control • Profile of women and men's sociopolitical position • Profile of decision making • Profile of participation in institutions • Profile of practical needs and strategic interests of gender
3. Institutional analysis: <ul style="list-style-type: none"> • Beneficiary group organizations • Project executor organizations • Collaborating or involved organizations 	<ul style="list-style-type: none"> • Institutional profile in terms of gender.
4. Analysis of gender and development policy framework	Reference to specific, neutral, redistributive policies, and official governmental policies

Gender Analysis in Project Design

CROSSCUTTING ELEMENTS (throughout all phases of the project)
<ul style="list-style-type: none"> • Use of inclusive language (men and women) • Obtaining information that is disaggregated by sex, age and socioeconomic group • Equal participation by women and men • Gender training

The following instrument was developed by the ILO (2002) and dTS has found it has been very useful on numerous occasions.

Score/ grade:

Individual Questions: 2 – Considers gender significantly
 1 – Considers gender in a limited way
 0 – No reference to gender

Projects: Each project category gets as a maximum 10 points. Taking into account a score of 10, each project will be scored on a 0 to 3 scale, so:
 3 – Complete and broad integration of gender equality
 2 – Significant integration of gender equality
 1 – Gender equality is considered, but it is integrated in a limited way.
 0 – No accounting for gender equality (gender-blind)

Projects not aimed specifically at women, men or gender relations, use table 1. For projects specifically aimed at women, men or gender relations, use table 2.

Project Name	Project Reference #	General	Gender

General projects

Question	Evidence	Yes	No	Score (2-0)
1. To what extent do you expect the proposed project improve gender equality	<ul style="list-style-type: none"> - Gender equality mentioned in the summary - Gender equality mentioned in the justification - Gender equality noted as project objective - Indicators/objectives or products specific reference is made to gender equality 			
2. To what extent does the project reflect integration in gender equality issues?	Significant linkages between the summary, logframe categories, and the justification			
3. Are women and men identified separately in the target group? (Score 2 for Yes, and 0 for NO)				
4. Does the proposal take into account men and women's different roles, experiences and needs?	<ul style="list-style-type: none"> - Relevant information in summary - Relevant information is in the outputs /expected results - Relevant information in justification 			
5. Do the executing units possess the experience in gender needed to incorporate gender equality objectives in the project?	<ul style="list-style-type: none"> Relations with gender specialists in the organization Relations with external gender experts and the organization Link to partner organizations working on gender 			
Total score (maximum = 10)				
Question	Evidence	Yes	No	Score (2-0)

Projects that relate directly to Gender

Question	Evidence	Yes	No	Score (2-0)
1. If the project is aimed at women, does it contribute to women's empowerment?	The project addresses both strategic and practical interests of gender			
2. If the project is aimed at women, will it contribute to incorporating the gender perspective	Gender equality contributes to other goals, like poverty reduction, governance, social dialogue, and so on			
3. Will the project promote gender equality beyond the target group?	<ul style="list-style-type: none"> - The project specifies relations with other partners - The project has potential for multiplication - The project includes institutional development 			
4. If the project is aimed at men, will it contribute to incorporating gender perspective?	<ul style="list-style-type: none"> - Men's contribution and benefits specified regarding the need for gender equality - Change in men's behavior toward greater awareness of gender 			
5. Will the project be based on work done previously or on gender-related course (by the organization or others)?				
Total Score (maximum = 10)				
Question	Evidence	Yes	No	Score (2-0)