

# sector-specific

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## APPROACHES

Although good project design is an essential factor, it does not necessarily guarantee good project implementation. Poor composition and commitment of project staff, as well as other external factors, can turn a well-designed project into a failure. In the same way, with a good project team and an adequate policy environment, a poorly designed project may be transformed into a successful one during implementation. However, taking

gender issues into account at formulation and appraisal stages contributes greatly to the attainment of objectives in an equitable manner, thus contributing more effectively to rural development.

It is necessary to take gender issues into account at project identification, formulation, appraisal, implementation, monitoring and evaluation stages (see Table 2). The Latin America and the Caribbean Division considers that gender

aspects must be an integral part of all project components: credit, small-scale rural enterprises, local capacity-building, community organization, training, marketing, etc. In order to implement a gender mainstreaming strategy in its newly formulated projects, LAC includes a gender expert in the formulation and appraisal missions to provide assistance to other team members and ensure that technical proposals are gender sensitive.

**TABLE 2: MAINSTREAMING GENDER ISSUES IN RURAL DEVELOPMENT PROJECTS**

PROJECT CYCLE	HOW
COSOP/Inception	Policy direction (highlighting gender issues, equity and participation)
Formulation	Gender-sensitive mission personnel and gender-sensitive terms of reference (TOR) Differentiation of the target group by sex PRA and gender analysis (roles and needs assessment) Identification of specific gender objectives Strategies for mainstreaming gender throughout the project
Appraisal	Gender sensitive mission staff and gender sensitive TOR Inclusion of a gender expert Gender-sensitive logical framework and M&E indicators Gender issues mainstreamed in all components Budget for gender mainstreaming
Implementation	Apply participatory methods and gender analysis Gender-sensitive baseline studies Staff selection criteria should include gender awareness Gender specialist Gender-balanced team composition Training of staff, local organizations and staff from coexecuting institutions Implementation of gender mainstreaming strategies Men's and women's participation in all project activities Men and women beneficiaries' participation in project decision-making committees
Monitoring and Evaluation	Gender assessment in baseline study Gender-sensitive M&E data collection system Yearly gender impact studies Participatory evaluations at beneficiary level Gender issues explicit in TOR of mid-term and pre-terminal project evaluation missions Gender sensitive mission staff