



Gender Progress Markers

IMPLEMENTATION MANUAL



Creating business solutions to poverty



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Acknowledgments

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Acronyms

FGD	Focus Group Discussion
GE	Gender Equality
GPM	Gender Progress Markers
JVL	Jordan Valley Links
KFP	Key Facilitating Partner (Local Implementing Partner)
KII	Key informant interview
LM	Logic model
MEDA	Mennonite Economic Development Associates
M&E	Monitoring and Evaluation
MIM	Monitoring and Impact Measurement
OM	Outcome Mapping
PM	Progress Marker
PMF	Performance Measurement Framework
WEE	Women's Economic Empowerment

Introduction

MEDA piloted Gender Progress Markers (GPM) in Jordan to measure women's economic empowerment (WEE). GPM are a set of statements, describing a progression of changed behaviors for a target group of people, that monitor and measure the project's WEE strategy.

Data is power. It has the power to convert the invisible into the visible and counted (Bill and Melinda Gates Foundation). More, better quality data will inform policy and programming, to understand gender gaps, and to hold leaders accountable. Many donors have followed suit, requiring gender analysis to highlight the barriers that women and girls often face. However, more needs to be done to intentionally build the collection of gender data into project monitoring and evaluation processes and systems, especially for projects and programs with WEE strategies, because you are what you measure.

Purpose of this manual

The purpose of the GPM Manual is to be a resource of information and guidance for MEDA and external organizations on:

- How to use gender progress markers (GPM) within a gender strategy.
- How to monitor projects to ensure inclusive programming.
- How to evaluate a project's progress toward gender and behaviour change.

It provides guidance for the GPM process, including start-up activities from the gender analysis during design phase, the development of the GPM matrix and tracking sheet, monitoring with partner organizations, and analysis for reporting and storytelling. This manual also highlights how GPM supports and works along the project lifecycle. The manual will also highlight templates and tools that were developed from the Jordan Valley Links project. All tools, guidelines, and approach documents are linked for quick reference.

This manual follows a [technical brief](#) developed in June 2019 which outlines the Jordan Valley Links' GPM process, domains, and preliminary data on women's economic empowerment as defined by our clients, partners, and staff. The JVL technical brief was also highlighted in a SEEP study titled "[Practical Tools and Frameworks for Measuring Agency in Women's Economic Empowerment Agency](#)" (page 14-15).

“ Usually if someone asked a man how many children he has, he would usually give the number of boys only! And this applies to sisters and brothers too. But now we consider them (the girls/ women) as citizens and we count them.”

– 47 years old man from Um Qais, north of Jordan.

[Our Gender Outcome Mapping Journey: Now We Count Them - Blog](#)

Who should use this manual?

HQ Gender and MIM Program Managers

As technical specialists to support Project Gender and MIM Manager in project inception, work plan development, and reporting. This GPM Manual is an important reference tool to help answer any methodological and implementation-related questions posed by any MEDA staff.

Project Gender and MIM Managers

As the go-to guide on MEDA GPM methodology and practices, reference to donor requirements, and to help in the development of the Gender and MIM Strategy for the project(s) they support.

HQ and Field Project Managers

To help them better understand how GPM can be integrated into their MIM and Gender strategy to help measure behavior change of clients. The GPM Manual can support Senior Project Managers, Project Managers as well as Field Project Managers as they work with the Project Gender and MIM Managers to implement the Gender and MIM Strategy with other team members, promote learning, adapt based on real-time data, and institute accountability and manage for results on their project(s).

What are Progress Markers?

What are Gender Progress Markers?

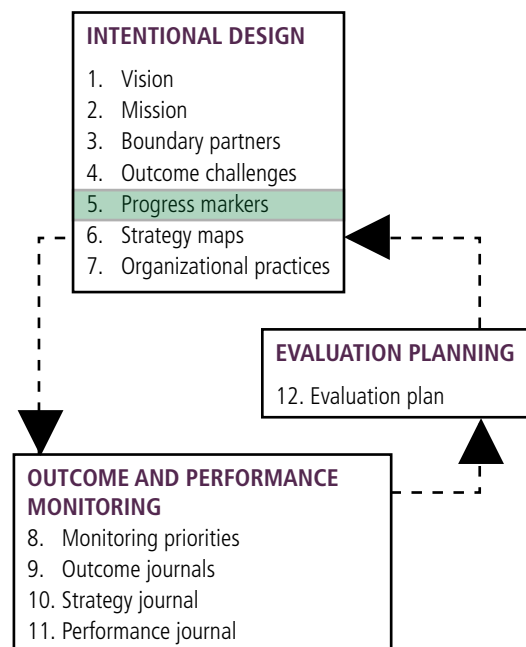
Progress Markers are a graduated set of statements (usually 15) describing a progression of changed behaviors in a target group. They can also describe changed behaviors for organizations with whom the project works directly. Project Markers can also be thought of as mini-indicators of behavior change.

Progress Markers are a component of Outcome Mapping (OM), a participatory method for project management (planning), monitoring and evaluation of projects. It is part of the intentional design phase of the OM (see step 5 in right graphic).

Gender Progress Markers are statements focused on changes in gender and social change or the behavior of those with whom the project works. CARE International led the development and customization of the OM methodology as a gender measurement tool with their Pathways Project. The changes can be related to social and gender norms change or any change related to an ideal outcome (OM calls this the “outcome challenge statement”). The ideal gender outcomes are related to the domains of change which will be explored in the Operational Steps, under Domain Selection.

OM emphasizes the role of partner organizations (or “boundary partners”), individual or group stakeholders or organizations with whom the project “interacts directly and with whom it anticipates opportunities for influence.” Within the JVL project, MEDA interacts with individual and group stakeholders, partners, and clients. Therefore, that project’s PM statements were based on the changes of the clients, versus only the partners.

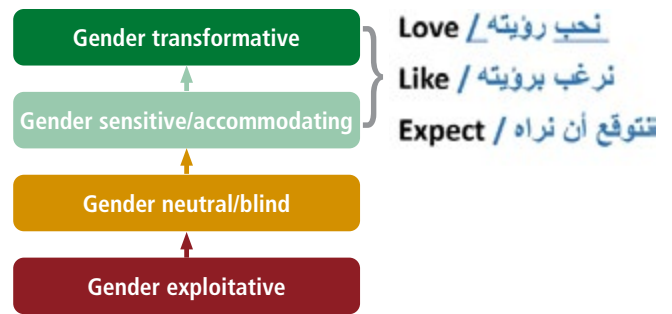
OM and Gender Progress Markers are ‘actor-centered’ because they focus on the actors involved in an intervention change and their ways of working. This is a primary benefit, as the OM process stimulates reflection, learning, and accountability on a project. The process also takes into account the complexity of the development process. Behavior change and development is complex, unlike log frames and performance measurement plans. CARE International shares that if a project’s goal is “equity, empowerment, productivity” — like the goal of Jordan Valley Links — the change process or pathway will not be a straight line. It will be rocky and hilly with many hurdles. In such complex projects, graduated progress marker statements help projects and partners to identify and measure changes (both positive and negative), identify mid-course improvements, and encourage projects to seek the most profound transformation possible.



Why Behaviour Change?

- Development is done by and for people.
- For each change in state there are always correlating changes in behavior of certain people and groups.
- Assessing changes in state – as often in log frames or Performance Management Frameworks – does not necessarily provide the kind of information that projects need to improve their performance or relevance.

An additional benefit of Gender Progress Markers is that they force value chain specialists and technical staff to think about how gender is not merely an additional activity, but to integrate gendered outcomes that they want to see in their clients into how their activities contribute to that change.



Project Markers should be organized into three groups:

- Expect to see its target group doing
- Like to see its target group doing
- Love to see its target group doing

As noted above, progress marker statements are gradual and should not be “by time, as in expect to see = short term, like to see = medium term and love to see = long term.”¹ Following your validation workshop, you should have clients assess where they are as it relates to the PM statements. Do not assume where they may fall as it relates to Project Marker statements, as it is not related to time. This will be discussed further in the Operational Steps.

The most challenging aspect of establishing your GPM statements is determining whether your statements are at the right level. Dyer shares an example about how to not be too ambitious, or not ambitious enough:

‘CSOs working in partnership rather than opposing each other’ is very ambitious to put at ‘expect to see’ level. Given how small CSOs often are, and usually see themselves as, in competition with each other, to expect them to suddenly start collaborating together at the start of a process may be unrealistic. Only after some years of working alongside might they start to see they have more interests in common than against each other – so depending on exactly what you are trying to achieve, this marker should be at like to see or love to see level.

For JVL, MEDA conducted a GPM statement workshop both with our team and with our partners, who work directly with our clients. We also validated the statements with our clients to ensure that the statements were changes that they defined and could envision on their terms, versus statements determined by Western outsiders unfamiliar with their culture.

OM Guidance also shares that Project Markers can change and additional statements can be added, as one never knows where outcomes will come from. The numbers of how many statements of “Expect”, “Like” and “Love” is flexible.



Resources on Progress Markers from Outcome Mapping Practitioner Guide’s section on [Progress Markers](#).

Specifically:

- [A checklist for Progress Markers](#) by Kate Dyer
- [Best-Fit of Monitoring Tools: Monitoring Capacity Development with OM instruments](#) by Daniel Roduner

¹ Kate Dyer, “A checklist for Progress Markers,” [website] <https://www.outcomemapping.ca/nuggets/a-checklist-for-progress-markers> Accessed on 10/2/2019

GPM as M&E tool and how it integrates with other tools

Like CARE, MEDA has integrated the gender-indicator framework to the existing M&E systems,² specifically within the PMF. At MEDA, we use a result-based management approach (RBM) and tools, specifically the logic model (LM), performance measurement framework (PMF), and risk register. As stated in MEDA's MIM manual, these "tools are only as good as want them to be: they are living documents to guide your project and should be reviewed and updated in a participatory fashion as needed at least annually."

For the JVL project, we outlined GPM as an additional data source within the PMF for intermediate-level outcome indicators associated with behavior change, such as: the perceptions of stakeholders regarding the entrepreneurial and business acumen of women; % women reporting a change in control over decision making in household spending and business income; % women entrepreneurs reporting a change in community, private sector, and household recognition for their roles in enterprise development. Adding GPM to the PMF ensures outcome mapping as a robust way to measure progress towards desired behavior changes. This gender-sensitive monitoring method articulates the complexity of GE changes and tracks the expect to see, like to see, and love to see results for clients. It also helps the project staff and other stakeholders understand how the project is progressing to achieve GE outcomes and identifies areas for improvement. The matrix ensures that project monitoring is tracking gender equality performance, challenges, and recommendations for improvement. During debriefs and data analysis, recommendations back to project staff takes place so that the project can make feedback and adjustments, just as GAC outlines in their [FIAP guidance on monitoring progress on gender equality outcomes](#).

For the JVL project, we have seen the benefits of the GPM process in gathering both qualitative and quantitative data. GPM and OM can also be used with other M&E Tools. OM can be paired with stories of change or Most Significant Change methodology, Case Studies, and Outcome Harvesting. GPM can be used as a longitudinal study, as it involves repeated observations of the same variables over short or long periods of time.

² https://www.outcomemapping.ca/download/Measuring%20gender%20equality%20change_CARE%20Pathways%20experience.pdf

The GPM Development Process

To understand the development process undertaken by the JVL project to pilot and adopt the GPM as a monitoring and evaluation tool, please read [Listening to Client Voices](#), which documents the learning and guidance on how a project can collect behavior change data and monitor women's economic empowerment projects.

The following section will highlight the how-to's for integrating GPM into your project, including selecting our gender domains to data, formulating the matrix and data collection forms, analysis, and intentional reflection and reporting.



1. Domains Selection for GPM Matrix

As part of JVL Gender related activities, JVL conducted Gender Analysis activities in each new geographical area that was targeted. **Gender Analysis** is a systematic effort to identify and examine the differences between the roles and responsibilities of women and men, their access to and control over resources and benefits within a setting (project, household, community), and decision-making at the household or community level. The objectives of the process are:

- ♦ To better understand the current community dynamic in the selected communities.
- ♦ To identify opportunities and strategies for gender equality in business set up.

The process includes conducting Focus Groups Discussions (FGD) with women and men from the local communities and Key Informative Interviews (KII) with community leaders. Moreover, the analysis team were asked to observe any other issue that is related to and may affect gender dynamics in that community. JVL's Gender Analysis Toolkit, which includes the FGD and KII guide can be found in Annex 1.

Typically, the analysis team should include both men and women and is consisted of:

- ◆ JVL Gender Equality Specialist – main player
- ◆ KFP Gender Focal point – main player
- ◆ JVL Value Chain Specialist – facilitating player
- ◆ KFP area / field coordinator – facilitating player

From the Gender Analysis results, it became clear to the JVL gender team that there are 4 common areas/categories that structure the gender dynamics and behavior change indicators against which we wanted to track our clients' behavior change. These were also areas that the project was trying to address through awareness raising activities conducted through the project's various interventions:

1. **Gender division of labor and workload sharing:** this domain covers the division of labor in the household and the women's business levels; it also includes spending leisure time with children and family.
2. **Agency (intra-household decision making and communication):** this domain covers the process of decision-making within the household and the women's business levels.
3. **Self-confidence, autonomy, and leadership:** this domain covers the women's belief in their abilities to establish their own businesses, negotiate on better prices and initiate and make deals with big market actors by their own.
4. **Recognition in household and community:** this domain covers the appreciation from the family, especially males on the women's economic role, and the appreciation from the community and how they support women in their role.

The goal of the Jordan Valley Links project is to increase the contribution by Jordanian women and youth to Jordan's economic growth. This will be done by improving entrepreneurial and business acumen of women and youth and by reducing barriers to entry (market and societal/cultural) for enterprise development. The project employs a women's economic empowerment (WEE) strategy as a means to the end to equitable and sustainable socio-economic development. The WEE definition that JVL uses is from the Women's Empowerment and Market Systems (WEAMS) framework. The WEAMS domains for empowerment match the domains from the GPM.

2. Development of GPM Matrix and Statements

Based on the domains, the GPM team should develop 15 Project Marker statements, which will be used for both women and men clients. These statements should be clustered into one of these four domains. For JVL and its three matrixes, the four domains remained the same.

OM Project Marker guidance shares that there should be four “Expect to see” PMs and these statements are in response to project/program inputs (if you are doing training you would expect people to be better informed/ have relevant skills) – some people prefer the term start to see.³ “Like to see” is what you hope to see as the project gains traction and starts to take off if the project/ program has been well designed to address the important changes.⁴ There is typically eight “Like to see” statements. “Love to see” are the transformational attitude, value and behavior change and typically there are three PM statements, which add up to 15 total statements.

For projects who have interventions in different geographical areas, it’s worth noting that the GPM statements may differ from one area to another upon the situation of each area. For example, with JVL implementing GPM in 3 geographical areas, statements on women mobility appear in South Shouneh Matrix but not in the other two areas. Additionally, JVL operates in three different sectors, so the project created three separate GPM matrixes.

The next page is an example of one GPM matrix and the 15 PM statements that were designed for South Shouneh area, in the middle of Jordan.

³ Kate Dyer, “A checklist for Progress Markers,” [website] <https://www.outcomemapping.ca/nuggets/a-checklist-for-progress-markers> Accessed on 10/2/2019

⁴ Kate Dyer, “A checklist for Progress Markers,” [website] <https://www.outcomemapping.ca/nuggets/a-checklist-for-progress-markers> Accessed on 10/2/2019

Empowered Woman: Confident, organized, bold, can talk freely in any situation or place she is in, leader, had good communication skills, humble, productive, serve her community, has enough patience to challenge the negative social norms (culture of shame) and can create anything from scratch

Male Champion: trust his wife and help her in the household chores and with the kids, take the kids for health care if needed, have not had good communication skills especially with his wife, support his wife in her business if she has one, promote his wife business and work, doesn't depend on her financially (if she has income)

Domains	Expect to See / Start to see (direct response to project inputs)	Like to See (what we hope to see as JVL gains traction and starts achieving)	Love to see (transformational of the attitudes, values, priorities and behaviours)
Division of Labour and workload sharing (household level)	Men help in the household chores if they were asked to and spend limited time with the children (while the wives are in business)	Men help in the household chores when women are in businesses and take care of the children as a support for her business roles	Men is sharing household chores and spending leisure time with their children
Agency (household decision making and communication)	Women share their opinion on household income spending	Women travel outside villages to do business with her sisters, neighbours, friends and business partners Women make joint decisions with husband on household income and participate in sharing financial responsibilities	Women make joint decisions on household income and spending and decide how to spend their own income
Self Confidence (autonomy and leadership)	Women have the fear of starting new businesses because of the limited financial and technical skills and have small homebased seasonal income generating activities	Women are comfortable about their financial and technical knowledge and officially started their homebased unregistered businesses which increased their household income Women with the support of the KFP is meeting the market actors and market their products and negotiate for better prices	Women is making deals with different market actors and negotiate for better prices
Recognition by households and Community	Husbands and male family members keep their wives' small income generating activities in low profile because of culture of shame and community gossiping	The community sees the value of women's contribution to the home and economy and women can express their ideas/experiences among themselves Husbands and male family members talk about their wives' businesses in front of the bigger family	Husbands and male family members talk proudly about their wives' businesses in front of the community members
	4	7	4

3. GPM Matrix and Statements Validation (with project team, partners and clients)

Once the Matrix is developed, consultation with project team follows. The Matrix is shared with the Monitoring and Evaluation team, the Value Chain Specialists (project managers), and management. The purpose of this step is to get the project staff's feedback on the GPM matrix, but also to ensure their buy in for the process that they will commit and contribute to in different ways.

After finalizing the GPM matrix internally, the next step is to orient the partners involved in the whole GPM process. It is advisable to conduct this orientation as soon as the matrix is finalized, ensuring partners contribute to it from the very beginning and ensuring their commitment from the beginning. In the orientation meeting, the GPM team should raise the partners' attention to the importance of the GPM as a data collection tool to measure the behavior change and to monitor the project's successes and challenges. At the same time, the role of the partner versus the project team should be clear.

If GPM is integrated from the start of a project, it is easier to get the commitment and buy-in from local implementing partners. Otherwise, some partners hesitant or refuse to add GPM to their work load if the exercise is added after project implementation has started.

The last step is to orient the clients to the final shape of the matrix, ensure that the statements are matching to their current situations (before the project's interventions starts), and clearly communicate how the data collection process will be done.

Baseline Data collection: FGDs, Questionnaires and KII with community leaders

The JVL team designed a methodology to be followed for the Data Collection as the baseline. The methodology consists of conducting FGDs with women (clients / target groups) and their spouses (male relatives who are 30 years or older) as well as conducting KII with community leaders. In these FGDs, the JVL team met with 10-15 members. In the FGDs and the KIIs, the JVL team asked questions under 4 main topics:

- What is an empowered woman?
- What is a male champion?
- What is decision making?
- What is family and community recognition?

Out of all the answers from the men and women, the JVL team had designed one definition for Empowered Women and Male Champion in each area. This definition is being referred to each time we meet with the group participating in the study.

Below is an example of how women and men in Um Qais defined the “Empowered Women” and the “Male Champion”.

Empowered woman is: Confident, leader, had good communication skills, productive at her house and in her business, serve her community, has enough patience to challenge the negative social norms (culture of shame) and can create anything from scratch.

Male Champion: trusts his wife and helps her in the household chores and with the kids, supports his wife in her business if she has one, proud of his wife’s business and work,

4. Form Development and Data Collection (duration between data collection rounds)

After finalizing the Baseline Data Collection, it was agreed that data collection will be done every **six months**. The data collection methodology consists of two parts:

- **Survey Form Development:** this form was designed to contain a cover page in which the woman / man is asked to fill their name and basic contact information and the GPM matrix divided into domain. The facilitator of the session (gender specialist or value chain specialist) is asked to read the domains to the participants, reminding them that they need to find the statement that matches their current situation only. Then the facilitator gives the participants a minute to fill the first domain, before moving to the next. In this step, participants usually need guidance and monitoring to make sure that they are not filling all the levels of each domain. The survey step typically does not take more than 10 minutes, and the facilitator starts with it as an introduction for the discussion. In Annex 1 is the FGD and KII guide for from the JVL project for GPMs.

WD1A*			WD1B			WD1C		
Your husband / father / brother helps you in the household chores if he was asked to and spend limited time with the children (while you are in business)			Your husband / father / brother helps in the household chores when you are in businesses and take care of the children as a support for your business roles			Your husband / father / brother is sharing household chores and spending leisure time with their children		
Never	Sometimes	Most of the times	Never	Sometimes	Most of the times	Never	Sometimes	Most of the times

* W: Women Survey; D: Domain



It is important to have a dedicated note-taker attending the discussions, as the facilitators will not be able to document all the stories.

It is worth mentioning that the data collection sessions are considered a great opportunity to collect stories of change or success stories that can be documented and used to promote any project success.

WD2A			WD2B			WD2C		
Women share their opinion on household income spending			Women make joint decisions with husband on household income and participate in sharing financial responsibilities			Women make joint decisions on household income and spending and decide how to spend their own income		
Never	Sometimes	Most of the times	Never	Sometimes	Most of the times	Never	Sometimes	Most of the times

Above is an example of the questions used in the women’s survey that JVL use for the monitoring sessions at Um Qais.

- **Discussion:** in this section — and based on the personal relationship that the GPM exercise has established with the participants — the facilitators start by asking participants: tell me your stories, what’s new? Then the facilitators can create a list of questions asking about the progress / change that the women in touching in their domain. The facilitator can ask questions such as:
 - ♦ How are the project’s interventions affecting your family and the family dynamics?
 - ♦ Is this change a positive or negative change and why?
 - ♦ Did you start feeling a change in your self-confidence?
 - ♦ Is your family supporting you in your business / income generating activity?
 - ♦ Did any of the community leaders offered any kind of support?
 - ♦ Are you making deals with market actors by your own?

These sessions help the project team to collect the challenges that the women are facing after they’ve started the real business. Meeting the participants every six months helps to build strong relationships and makes participants more open to share more stories about their lives. During the JVL project, many of the success stories were documented through those sessions. The FGD and KII Guide used by the JVL project has been included in Annex 1.

5. Gender Analysis of Quantitative and Qualitative Data

MEDA utilizes mixed method approaches that collect and analyze both qualitative and quantitative data to determine project impact, measure results against prescribed targets, and provide feedback loops for project management and ongoing learning and improvement.

Within the PMF, there is at least one qualitative and quantitative indicator. Below are the definitions of qualitative and quantitative data from the MEDA MIM Manual:

- ♦ Qualitative indicators reflect perceptions, experiences, judgements or attitudes. They can include changes in sensitivity; satisfaction; influence; relevance; awareness; understanding; attitudes; quality; the perception of usefulness.
- ♦ Quantitative indicators are countable (# or %).

For GPM, the statements are mini-indicators of change. The mini-indicators were developed and designed by the GPM team and further defined by the larger JVL team, partners, and their project activities. Like other indicators, the mini-indicators should be reviewed every six months with clients and yearly with local leaders. Indicators should be reviewed with the team to ensure indicators are relevant and helpful to team for reflection and management.

After each round of data collection per matrix, the GPM team reviews the survey and FGD data, noting movements from expect, like, and love to see changes within the four domains. The JVL team also creates a short report, noting changes and key takeaways in monitoring reports. The Monitoring reports also include graphs that shows the progress in each domain as well as the stories that was collected and testimonies from the clients. See page 18.

Like - BB				Like -BA			Expect - A			Love -C		
بدعم من فريق الصندوق الأردني تقومين بإجراء اجتماعات ولقاءات مع عملاء وزبائن للترويج لبضائعك فكما تتفاوضين على السعر الأفضل				تشعرين الآن بثقة أكبر بمهاراتك التقنية (التصنيع الغذائي) ومهاراتك في إدارة أموال مشروعك كما قد بدأت بشكل رسمي بمشروعك داخل المنزل مما قد أثر بشكل ايجابي على دخل الأسرة			لديك خوف من تأسيس مشروعك الخاص بسبب ضعف مهاراتك التقنية (التصنيع الغذائي) وهاراتك في إدارة أموال المشروع لكن لديك مشروع منزلي صغير يعمل بشكل موسمي أو حسب الطلب وتأثيره قليل وموسمي على دخل الأسرة			تستطيعين الآن لوحدك بالقيام بصفقات / اتفاقات عمل مع عملاء وزبائن مختلفين كما تتفاوضين على السعر الأفضل		
Women with the support of the KFP is meeting the market actors and market their products and negotiate for better prices				Women are comfortable about their financial and technical knowledge and officially started their homebased unregistered businesses which increased their household income			Women have the fear of starting new businesses because of the limited financial and technical skills and have small homebased seasonal income generating activities			Women is making deals with different market actors and negotiate for better prices		
غالبا Most of the Times	أحيانا Sometimes	نادرا Never	أبدا NA	غالبا Most of the Times	أحيانا Someti mes	نادرا Never	غالبا Most of the Times	أحيانا Sometimes	نادرا Never	غالبا Most of the Times	أحيانا Someti mes	نادرا Never

			X	X								
			X							X		
		X					X					
	X						X					
			X						X			X
			X	X								
		X									X	
			X	X								
	X										X	
			X	X								

Figure 3 above is an example of the JVL tracking matrix of the survey of each individual client. The high-lighted portion is from the second round of data collection. The following round will be similarly tracked and changes in levels will be noted by the team.

6. Reporting & Reflection

As noted above, the JVL project uses GPM as a data collection tool and method that is also outlined in the project's PMF, specifically for indicators associated with behavior change. When reporting to GAC, JVL provided both qualitative and quantitative GPM data in the narrative of the report, especially as it relates to the notable sectoral differences in community and household recognition. GPM data was also captured in GAC's Output and Activities reporting sheets.

GPM has also been a good identifier for MEDA's stories of change, one of MEDA's main qualitative data and monitoring tools. As of January 2020, JVL has identified and collected 28 stories from GPM clients. It is critical for GE and MIM teams to work together on not just reporting, but stories of change. The purpose of these stories is to illustrate that change has happened or how change is occurring as a result of a project or intervention. Stories of change can describe an individual, group of people, or communities affected by the project. A story could also illustrate the change in attitudes, behavior, or decision-making, which the GPM captures. Many of the JVL stories have come from GPM clients who are monitored every six months, which also makes a great source of information for a longitudinal study of clients. The GPM team along with M&E team follow up with the clients and document their stories with photos and testimonies.

Debrief with concerned project staff and partners

After conducting the monitoring session and analyzing the data collected, it is highly recommended to conduct a debriefing session with the project staff (value chain specialist, M&E team, cross cutting team, etc.) as well as the concerned partners. In the debriefing session, the GPM team presents the main results and the areas that witnessed the main progress, stories of the clients, challenges that participants mentioned, as well as any relevant information that the participants mentioned that may affect the project interventions. Moreover, it is good to present any recommendations for improvements.

In the debriefing session, the GPM team can ask some questions to reflect on the process and how the results benefit their decision making around the interventions. Below are examples of the questions:

- ◆ Does GPM helped you to know your clients and the community better? How?
- ◆ Did the GPM process and/or results affect your decision making regarding the interventions of your partners?
- ◆ If you were asked to lead the GPM process, would you plan and implement things differently? Especially with the partners?
- ◆ As you were part of the facilitation with the men's sessions, can you share with me your main reflections and findings.

Recommendations

1 Build gender data

Invest in gender data beyond sex-disaggregation into your logic model and performance measurement framework. Adopt GPM for monitoring and qualitative data collection methods and make sure that the partners are aware and ready to invest and allocate resources for the GPM activity. Setting GPM as a M&E tool and built-in activity will assure the commitment of the partner.

2 Set the GPM Champion.

As noted above, one of the most important success factors for obtaining buy-in for the GPM initiative was a clear local champion and leader. The GPM initiative was to be co-led by the Gender and M&E teams. However, this shared leadership meant GPM lacked clear ownership. Additionally, usually the two teams had differing levels of familiarity and experience with the OM methodology and process. The project leadership should decide on who will lead the implementation of the GPM initiative and be the champion.

3 Start GPM early.

JVL added this new methodology during the third year of the project. If this approach was integrated into the project earlier, we believe that the buy-in and uptake would have been easier and faster. Therefore, it is built into participant and staff expectations from the onset rather than being added and retrofitted onto activities. At the same time, the information of the method and timing is included in the individual partners' PMF to ensure accountability.

4 Sex matters.

As in the case of data collection through surveys, the sex of a GPM facilitator (or enumerator) matters. During the validation session, it became clear to the JVL GPM team that a male facilitator should lead men's sessions. When a female facilitator tried to facilitate the meeting, the men in the FGD struggled to maintain eye contact with her and were very quiet and conservative in their answers. It is beneficial to have members from both sexes within the GPM team to facilitate the sessions with the men and the women.

5 Project power dynamics may impact on people's responses.

Local community members may be unwilling to say certain things that are related to their personal life in front of others, especially men as they may be reluctant to provide detail on their relationship with their wives, only sharing what they thought the project team wanted to hear. This reticence could be related to the power dynamic: men do not want to jeopardize their wives' chances of receiving support from the project. Granted, the GPM process has also shown trust between the project and clients. One of the main factors that might reduce the peoples fear is the continuous communication to the GPM participants and their families that the project wants to hear their voices to better design for them and whatever they will state will not affect the project's services to them.

6 GPM can build trust with clients.

Despite some clients' fears around expressing themselves too candidly in project discussions, it was found anecdotally that GPM is facilitating constructive relationships with clients through the regular, ongoing engagement.

7 Client's commitment.

JVL GPM team had faced issues with the clients' commitment in the monitoring sessions, especially the men. It's essential that the GPM team raise the importance of the clients' commitment from the baseline data collection session with the partners as well as the clients. Also, to ensure the commitment, the GPM exercise could also use some incentives to encourage the clients to attend. Another way to ensure attendance that JVL team had used, is to invite the clients directly and not through the partners.

Annex: Gender Progress Markers: FGD and KII Guide

Gender Progress Marker Objectives

- To better understand the current community dynamic in selected communities and to understand if and how the project is helping to change the lives of our clients;
- Foster learning about the actors, contexts and challenges involved in influencing social change;
- To allow two-way accountability and reflection for a project and its partners.

During the monitoring phase of the GPM process, projects should use a digitized GPM matrix to understand if the project and its interventions are currently identifying, examining and addressing gender considerations, and determine how the project and its partners are moving along the continuum toward more transformative gender programming.

Analysis Methodologies

Methodology	Sample Size	Frequency	Target Group
Focus groups discussion (FGD)	10-15 members for each FGD per area	Once (every six months until the end of the project)	<ul style="list-style-type: none"> • 1 FGD with women (females, 30+) • 1 FGD with men (males, 30+), who are spouses or related to women and members of her community
Key Informative Interviews (KII)	One-on-One interviews		Community/traditional leaders/religious leaders

Focus Group Discussions (FGD)

Before the discussion, the facilitator should explain the objective of this discussion and how the information will be used. Moreover, the facilitator should take the permission of all participants to take pictures and ask them to sign the consent form. The facilitator should not forget to ask the participants to also fill an attendance sheet. For each session, there should be a facilitator and note taker.

The discussions usually have 10-15 participants per session. If more participants want to join the discussion, the facilitator should welcome them and use his/her facilitation skills efficiently to manage the discussion and ensure engagement by all participants. Remember that it is important to hear from a range of women and men. We are seeking to understand the issues and gain consensus on the following domains: *Division of Labour; Agency/ Decision-Making; Recognition from family and community; and Self Confidence.*

The following are suggested questions to be used during the discussion. Usually, the facilitator may have to ask some additional unplanned questions to get more details on some issues and build rapport and trust with the group.

Footnote: As noted above, CARE International led the development and customization of the OM methodology as a gender measurement tool and some of the questions in the tool above come from the their Pathways Project.

1. What is an empowered woman?
 - How does an “empowered woman” look, act? What does her day look like?
 - What changes are women observing in these areas in term of behaviors, relationships activities and actions? Sub-questions could include - do women have mobility or the freedom to move; does she travel alone inside and/or outside the village; does she own assets like houses, cars; who decides about household purchases, etc.
 - What is her contribution to change within her household, within her community?
2. What is a male champion?
 - How does an engaged/supportive man look, act? What does an equitable partnership between men and women look like?
 - What changes are being observed in men’s behaviors?
 - What factors are contributing to these changes?
3. What is decision-making?
 - What do equitable/ideal decision-making processes look like for the target clients (women/youth)?
 - What changes are being observed in decision-making? For household? For women’s businesses?
 - What is contributing to these changes?
4. What is community recognition/support?
 - What are the changes being observed in the communities?
 - What factors are contributing to these changes?
 - What is the role of community leaders in supporting change?

Listen and pay attention for cross-cutting themes: workload-sharing; negative impacts (gender-based violence trends/divorce/ male capture of business/assets); relationships between collective members and empowerment/social change; and relationships between productivity/income and empowerment/social change.

Key Informative Interviews (KII)

Before an interview, the interviewer should explain the objective of the interview and how the information will be used. Moreover, the interviewer should take the permission of the interviewee to take pictures and ask him/her to sign a consent form.

Below are suggested questions to be used during the interviews. Usually, the interviewer will have to go beyond the listed questions to get more details if the interviewee is comfortable. If not, the interviewer should stick to the below listed questions.


1. Tell me about your role in the community?
2. What is an empowered woman?
 - How does an “empowered woman” look, act? What does her day look like?
 - What changes are women observing in these areas?
 - What is contributing to change?
 - What roles do men and women typically play in the community? Who generally starts and runs their own businesses? What activities do women and men do for leisure?
 - What are some barriers or constrains for women in engaging in income generating activities?
 - Who usually attend: community meetings, school related meetings? Government responsible meetings?
 - Are there role models (e.g. successful women and youth entrepreneurs) that can be showcased to boost confidence of women and youth?
 - How women inclusion in workforce / businesses changed over the last ten years?
3. What is a male champion?
 - How does an engaged/supportive man look, act? What does an equitable partnership between men and women look like?
 - What changes are being observed in men’s behaviors?
 - What factors are contributing to these changes?
4. What is decision-making?
 - What do equitable/ideal decision-making process look like for the target clients (women/youth)?
 - What changes are being observed in decision-making? For household? For women’s businesses?
 - What is contributing to these changes?
5. What is community recognition/support?
 - What changes are being observed in the communities?
 - What factors are contributing to these changes?
 - What is the role of community leaders in supporting change?
6. Will you be willing to participate in this project to decrease women’s workload?



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