



## **SDC EXTERNAL GENDER CONSULTANCY MANDATE**

**Private Sector Development Project for Serbia**

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**VEEDA**

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## EXECUTIVE SUMMARY

Promoting gender equality and empowering women<sup>1</sup>, is a priority challenge for all agencies involved in development. The importance of Women's Economic Empowerment (WEE): the economic advancement of women, their access to opportunities and life chances, assets, services and support and the development of decision making authority in public and private spheres, is widely recognized as being essential to economic growth and poverty reduction worldwide.

At the Davos World Economic Forum in January 2013, Christine Lagarde<sup>2</sup> focused on inclusive growth with the message *when women do better, economies do better* and indeed the education of girls for example has been proven to boost economies. Businesses are responding to the growing economic influence wielded by women globally and are finding that markets are being redefined by the spending patterns of women. Ninety per cent of women's earnings are invested in their families in the form of more nutritious food, school fees, and health care<sup>3</sup>. However though this recognition is positive, statistics highlight the extent of the global challenge and that of the development community: 64% of the 774 million adults that lack basic literacy skills are women, 72% of world's 33 million refugees are women and children and 76% of children who have never been in school, or are currently out of school, are female.

The experience to date within employment and income, market development and M4P programmes is a general lack of attention being paid to the gender-specific systemic constraints faced by poor women and men and a struggle to show robust results<sup>5</sup>. In 2011 a multi donor effort coordinated by the M4P Hub<sup>6</sup> initiated a set of activities aimed at improving the incorporation of WEE into M4P around how to prioritize and operationalize WEE in M4P programmes. This resulted in the development of the *M4P Hub Guidelines for the Integration of WEE into M4P Programmes* and a synthesis of general conclusions<sup>7</sup> regarding WEE in M4P published through the SDC's Employment and Income Network in August 2012.

The SDC External Gender Consultancy Mandate was commissioned by the SCO Serbia who are implementing two Private Sector Development Programmes RDA Zlatibor and VEEDA Vranje both run in accordance with the M4P approach, in South West and South Serbia, areas hit particularly hard by the ongoing economic crisis where poverty particularly strikes women and youth. Both programmes are focusing on *increased income, employment and access to quality jobs with particular emphasis on youth and women*. The *Mid Term External Review* of the VEEDA programme (September 2013) elucidated several key recommendations regarding gender and WEE of particular importance which are highlighted within the body of the report and have been used in addition to other recommendations delivered as part of a technical backstopping mandate<sup>8</sup> to feed into and steer the consultancy. The consultancy was intended to build on the WEE guidelines and use them as a

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<sup>1</sup>The third Millennium Development Goal.

<sup>2</sup> Managing Director of the International Monetary Fund (IMF)

<sup>3</sup> State of the World Population Report 2009, UNFPA

<sup>4</sup>In the business sphere companies that initially sought to promote women through corporate social responsibility now understand that it makes more business sense to invest in women as part of their core business strategies and that increasing women's participation in the economy and enhancing their efficiency and productivity can unlock a vital source of growth to power our economies.

<sup>5</sup> SDC's E+i Network Synthesis Report on WEE & M4P August 2012.

<sup>6</sup> a DFID, SIDA and SDC financed knowledge management facility; [www.m4phub.org](http://www.m4phub.org)

<sup>7</sup> Based on a series of interactive discussions and activities with a wide variety of stakeholders and practitioners. The conclusions included reference to the difficulty of addressing

<sup>8</sup> The Springfield Centre, Durham, UK are the technical backstoppers for M4P on both programmes.

reference point and provide assistance and practical tools and recommendations on effecting WEE to both teams.

A key premise of the consultancy was that the success of gender mainstreaming for Women's Economic Empowerment through M4P is dependent on the understanding, capacity, will and confidence of the implementing team. The field work therefore was interactive in nature and was designed to foster confidence and included a training workshop tailored to both teams. This report is structured to maintain this confidence in and to offer practical support in the form of reference materials, including key tools and resources, guidance and recommendations that can be used and followed by the teams. Note: All references to practical tools and resources are highlighted in **bold orange text**.

Both teams showed themselves to be conscientious with regards to gender with a strong desire to effect WEE but were considerably worried about how to achieve it. The teams are strongly aware of gender and the many problems affecting women, however this knowledge is presently insufficiently systematic or empirical. Gender is considered a priority issue for the teams but has become separated from everyday implementation. It will be important to support the teams, within the context of the backstopping mandate and to repair the disjunction between their skills and capacity in M4P programming and the application of these skills to gender and WEE mainstreaming.

In the efforts in gender and WEE to date, some have been successful and can be characterized as start points and may be built upon as models for scaling up and replication. Others well intentioned and diligently implemented in and of themselves but with very little further scope for scale or replication, should be used or as learning experiences, or the market actors in them linked into wider systemic interventions.

Both programmes were found to lack the requisite data and analysis to understand the women of their target groups and the constraints affecting them both at the household level and in the context of the selected sectors. They also presently lack the skills and tools of how to correctly carry out and analyze any research undertaken and how to apply this in programming. This has a knock-on effect on the efficacy of gender and WEE throughout the whole programme cycle. However these issues can be easily resolved through appropriate local support that is dovetailed with the Springfield Backstopping.

**Recommendations have been made in the following categories:**

### **Team Building and Capacity Building**

1. It is important to continue to build team confidence and ownership of gender and WEE leading to a permanent change in perception which includes harnessing their existing knowledge and experience and good practice in M4P now and expanding it to include gender in M4P.
2. The team should develop more clarity in thinking surrounding gender and WEE, acknowledging the need for more rigour and comprehensive analysis into key gender areas of relevance to the programme.
3. Understanding should be developed amongst all team members of the relevance of gender in the programme, their remit to it and the extent to which they can effect change.

### **Provision of Tools and Techniques**

4. Provision of & ongoing development in knowledge of and use of key tools.
5. Improved research and analysis based on the better use of key tools
6. Improved definitions of target groups based on better analysis

### **Programming**

7. Improve calibration of gender sensitized interventions. See **Annex 1A and 1B**.
8. Better harnessing of existing resources related to gender and governance.

### **Monitoring and Evaluation & Reporting**

9. Improved mechanisms within the M&E system to plan monitor and feed data back into the calibration and better targeting of existing interventions.<sup>9</sup>
10. Development of the capacity to understand, generate & use WEE indicators.
11. A mechanism for regular (ideally monthly) discussion of monthly impact per intervention should be instituted, with all figures gender disaggregated for trouble shooting, capacity building, and feedback of impact into the calibration and better targeting of interventions.
12. Better reporting should be developed in which reporting on women and men is a given and which highlights the way in which interventions have been calibrated to overcome key constraints to women and the specific impact on women generated as a result.

### **Next Steps**

13. Ongoing capacity building & support.
14. Team Management and Organization for Gender.

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<sup>9</sup> The latest Springfield backstopping reports for both programmes offers structured recommendations for the M&E system.

## INTRODUCTION

Currently Serbia is in the midst of an economic crisis which has been assessed as the most severe of the last 10 years. Serbia's GDP per capita is 37% of the EU average; there was a GDP contraction by 1.7% in 2012, but a 2% growth is foreseen for 2013. Unemployment among Serbia's workforce is high, with up to 50% of youth being jobless; among those 48% are considered at risk of becoming poor. The economic crisis particularly affects remote regions and strong regional disparities are growing, causing rapid rural-to-urban migration, and depopulating the countryside. Serbia's uncompetitive business environment also constrains economic development. Among the unemployed, young women up to 30, older women over 50, women from rural and remote areas, women with disabilities and single mothers are particularly vulnerable.

The following section offers a summary of some of the main factors relating to gender in Serbia please see **Annex 8** for **full text and resources** on Gender in Serbia in the political, employment, education, health and household spheres, and with regard to the structure of poverty and access to land.

### GENDER IN SERBIA

The employment rate of women in Serbia is significantly lower than in the EU-27 (58.6%) and neighbouring countries (Croatia, Bulgaria, Romania). Unemployment rates among women from socially marginalized groups are higher than among the general population of women. There are significantly fewer women among individual agriculture producers (23% of women; 77% of men), but a high proportion of women among contributing family workers in the field of agriculture (71:29) a reflection of the fact that it is mainly men who register as the Head of the enterprise/household. The position of women in rural areas is particularly difficult: mostly working as part of a household enterprise they often have no property of their own, are rarely holders of agricultural farms and do not take part in decision making concerning agricultural production<sup>10</sup>. The rate of employment in Serbia has been in the progressive decline since 2000. In 2000, the employment rate of women was 48.9%, declining to 39% in 2010<sup>11</sup>.

Gender segregation in the labour market by occupation and activity is commonplace. In spite of the relatively high number of women graduating from universities, the higher percentage of the unemployed are female, very few of whom hold either decision making or management positions, being more involved in household and care work. It is estimated that women make up a higher % of the grey economy. Many rural women work in family households, do not receive any compensation for their work and have no income and therefore no access to pensions and health insurance. Sectors in which the majority of women are employed are among the lowest paid. The gender pay gap in Serbia is 16%. Women represent a very low percentage of property owners, and therefore face difficulties in access to loans and financial incentives such as agricultural subsidies.

Unlike other countries in the region, the rights related to maternity leave, child care leave and the possibility of early retirement are to great extent preserved in Serbia. However the majority of complaints received by the Commissioner for the Protection of Equality are in the area of labour and employment. After returning from maternity leave, women are often moved to lower positions and lower paid jobs, employers search for younger female workers, and employers ask about their family status and plans regarding family during job interviews. Research shows that women are often discriminated against at work, especially in small and medium size enterprises, working in bad conditions, often lose jobs because of pregnancy/maternity leave and tend to be passed over for employment if they are young, married and planning to have children. Job advertisements and hiring procedures are not transparent, and many

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<sup>10</sup>*Shadow over Serbia*, NGO report to CEDAW, 2013

<sup>11</sup>*Reconciliation Of Private And Professional Life*, Jelena Sekulić, (2012), Gender Equality Directorate

employers avoid hiring women to traditionally male jobs and when hiring favour good looks and the carrying out of tasks not specified in the job description.

## Decision-Making and Control

Serbia is a signatory to the main international frameworks guiding gender equality at national level, the *Beijing Declaration and Platform for Action*, *Convention on the Elimination of All Forms of Discrimination against Women* CEDAW (Serbia signatory since 1980) and the *Europe 2020 and EC Strategy for Equality between Men and Women 2010-2015*. However although the legislation and institutional mechanisms for gender equality are established at the national level (please see Annex 8 for the full text concerning the political frameworks for gender integration in Serbian national policy) and have set a target of at least 30% of women representatives in political parties and national and local parliaments, the actual number of women especially at local level in South Serbia is much lower. The number of women in senior management positions is significantly lower, and top positions are dominated by men. At the local level mechanisms for gender equality are established in the majority of municipalities in the form Local Committees for Gender Equality; however these are of varied functionality and are often not supported in financial or political terms. Gender equality issues are dealt with sporadically in local policy making and gender mainstreaming is completely absent<sup>12</sup>.

The reasons for the low participation of women in decision-making lie mainly in the still very strong patriarchal values which are particularly evident in rural and remote areas. Other factors are a lack of confidence in local political actors, the predominant engagement of women in family and household chores and a perception that it is only men 'who have time to deal with politics – which is the waste of time anyhow', and lack of awareness among women and men of what benefits would result from the greater engagement of women in decision making processes. At the HH level women spend much more time on average doing unpaid housework than men. The management of money is more often in the control of men. With regards to childcare it mostly resides in the hands of women and preschool child care facilities particularly in remote and rural areas is inadequate or non-existent. Out of the total number of inactive persons who did not seek for job because of the care for children or adult and elderly family members, 97% were women, and only 3% men.

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<sup>12</sup> The CSO CEDAW report *Shadow over Serbia* (May 2013) highlights several issues including that: **Generally:** Activities of gender equality (GE) mechanisms are mostly supported by international donations, while budget support of their work is still very small', too little attention was paid within these mechanisms to activities related to analysis of legislation, drafting amendments and plans for monitoring the implementation of the existing laws and strategies. The GE mechanisms often tend to marginalize the role of independent women's organizations with very little budget allocation to women's NGOs not providing for continuity. The influence of independent regulatory bodies for the protection of rights of citizens is still very weak **At a local level:** Within local GE mechanisms: many local GE mechanisms have no influence on the change of situation, and some actively avoid cooperation with local women's organizations. Reports mainly only enumerate the activities of these bodies, rather than changes made in this field. **In terms of technical practicalities:** Many strategic documents are not gender sensitive (only four recognize women as full legal subjects) and often not including measures related to marginalized groups. The Statistical Office of the Republic of Serbia has improved presentation and availability of data disaggregated by gender however, gender sensitive statistics are not always used and the relevant data are not categorized by gender, age, region, or ethnicity, disability, position of refugees/displaced persons, urban/rural living, etc. The gender sensitivity of some surveys is still deficient.

## PRIVATE SECTOR DEVELOPMENT IN SOUTH AND SOUTHWEST SERBIA

SDC is implementing two projects based on the Making Markets Work of the Poor (M4P) methodology in Southwest and South Serbia, remote regions particularly affected by the economic crisis and suffering from regional disparities. Poverty particularly strikes women and youth. Youth over 18 years and up to 25 are particularly vulnerable since they lose rights to child protection and more than 50% are not employed. Older women are also at a much higher risk of poverty (even in 2010 just before the outbreak of the crisis 17.7% of older women were at risk of poverty in comparison to 11% of men). Private sector development is still slow. Credit to Serbia's private sector is weak. Credit from both the domestic banking system and external sources is no longer growing in nominal terms and is declining in real terms<sup>13</sup>.

The depopulation of the countryside is a serious issue. Villages are mostly populated by older people who have limited capacity and options to increase productivity. Most young people and women have a high tendency to migrate, seeking work either in cities/towns in Serbia or abroad, believing this will ensure better jobs and provide a better social life. They seek jobs in the public sector due to higher earning in comparison to the private sector. Among those who stay in villages the birth rate is very low – one factor being to avoid further splitting of land into smaller parcels. The social life in villages is dying out: cultural centres that used to exist are not functioning any more, social and sport clubs are closing down and young people have very few options for socialising in villages and small towns.

The projects apply the M4P methodology and are twinned for the purpose of exchanging experiences and lessons learnt and have strategic backstopping from the Springfield Centre<sup>14</sup>. Regional Development Agencies (RDAs) implement the economic development projects based on their existing role of developing the local economy and their extensive networks<sup>15</sup>.

### **Private Sector Development (PSD) in South-West Serbia. RDA Zlatibor: Phase 3 until May 2017:**

The programme works in tourism and traditional products, both sectors with high relevance and participation of women and sectors which are anticipated to provide the best opportunity for *growth, employment and income generation in the region*. The programme has expanded from 6 to 25 municipalities of Southwest Serbia in the current phase aiming to build on networks and programming to date. The programme aims to facilitate national level systemic change through national level institutions, but will focus on Southwest Serbia which has a high concentration of tourism destinations.

**Private Sector Development (PSD) in South Serbia: VEEDA Phase 1 until August 2013:** The project works in wood, finished wood products (primarily furniture) and Non Timber Forest Products (NTFP's) sectors and is set to enter in Phase II from September 2014 into horticulture as an extension of NTFP's and construction<sup>16</sup>. A gender lens was applied to the sector selection. NTFP's in particular have a high participation rate of women (almost 60%). Despite the wood industry being generally male dominated VEEDA has selected intervention areas in nurseries, and in the furniture industry which, although it has a

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<sup>13</sup>IMF Country Report No. 13/207

<sup>14</sup>Both projects have a strategic backstopper for applying the M4P approach – the Springfield Center from Durham, UK. One of the main goals of the backstopping support is to build the capacity of the implementing partners RDA Zlatibor and VEEDA (RDA) in to implementing the M4P approach as a relatively new approach to Serbia and the Western Balkans it requires a higher level of staff capacity in developing a strategic framework, facilitating targeted interventions to stimulate systemic change and measuring results in contrast to previous more direct delivery schemes. This in turn has implications for the level of capacity required for mainstreaming gender and effecting WEE in M4P as detailed in this report.

<sup>15</sup>And also in anticipation of their future potential role of channeling EU-Pre-Accession (IPA) funds for local development exactly through the RDAs.

<sup>16</sup> Although this has little scope for female employment barring higher level jobs such as architects it is an industry of particular relevance to youth employment.

current involvement of women of about 15%, is showing promising trends for income and employment for women in skills such as upholstery. The programme has a national mandate with a regional focus, and from September 2012 in addition to South Serbia, covers Central, West and East Serbia, where 70% of the targeted sectors production occurs. The extended mandate covers 14 districts, instead of the initial 2 districts and targets 4 times the number of beneficiaries.

The Goal of both programmes puts particular emphasis on young people and women:

- RDA Zlatibor: To increase incomes and employment opportunities of south and west Serbia's inhabitants, especially *young people and women*
- VEEDA: Increased income opportunities and quality jobs, particularly for *young people and women* in Serbia.

### PURPOSE OF THE CONSULTANCY

The full terms of reference can be found in Annex 9. However it is important to note that rather than taking the form of an external evaluation the purpose of the consultancy was to 'provide assistance to the RDA Zlatibor and VEEDA teams to define specific targets (for action) related to Women Economic Empowerment (WEE) elements and to give recommendations for WEE mainstreaming into M4P strategic thinking', with specific reference to the *Guidelines for Incorporating WEE into M4P Programmes* in three main areas of particular relevance to the programmes:

- Women's access to opportunities for well qualified jobs (women entering new roles in the market system, higher return on labour for women)
- Women decision-making empowerment in rural areas, particularly control over household finances;
- General recommendations and practical tips on incorporating SDC's recommendations on Women Economic Empowerment into the M4P programmes. To include: Strategy and tactics, required capacities (necessary skills, team composition, dedicated gender adviser within the team); responsive M&E system (selecting qualitative and/or quantitative indicators, selecting methods for documenting changes in women empowerment).

The *methodology* to be employed would:

- Assess the current level of gender mainstreaming in interventions;
- Assess the appropriateness of intervention design in regard to equal opportunities for women and men in accessing markets;
- And subsequently to give recommendations for the application of gender mainstreaming into current interventions.

### PREMISES OF THE CONSULTANCY

Based on the above, the following premises for the consultancy were set to achieve the desired outcomes:

- That gender in M4P is a natural and essential part of the approach for achieving the goal, i.e. beneficial impact on the livelihoods of women and men. It is the responsibility of the project to garner the knowledge and know how to use the requisite tools to ensure appropriately calibrated interventions that address the constraints particular to women and achieve the outputs necessary for women that will lead to the desired systemic change in the system: Systemic change that will impact both women and men.
- That the success of gender mainstreaming for Women's Economic Empowerment through M4P is dependent on the understanding, capacity, will and confidence of the implementing team.

- The fieldwork and the report will be structured in a way to instil positivity and confidence in the teams regarding gender and WEE within the framework of their knowledge of M4P.
- To offer the maximum possible in practical support and practical recommendations that can be used and followed by the teams.
- That previous recommendations be built upon and fed into the consultancy. (See below)

#### BUILDING ON RDA & VEEDA EVALUATIONS AND WEE RECCOMENDATIONS

Both RDA and VEEDA had received recent recommendations regarding M4P and WEE or regarding M4P which can be extrapolated to include WEE (RDA)<sup>17</sup>. The recommendations of *the Springfield Aide Memoir June 2013* and *External Mid Term Review September 2013* of VEEDA **are particularly pertinent and can be applied to RDA**. The recommendations have been fed into the consultancy and into the structured advice and recommendations provided in this report.

#### VEEDA Springfield Aide Memoir June 2013

- Use additional gender analysis to discover more opportunities to benefit more women in target markets, the programme lacks detailed gender analysis related to intervention areas e.g. in discovering what proportion of income generated by forest plant pickers is received and by - women and to what extent are they able to make decisions regarding its use.
- Projections should be gender disaggregated and more attention should be focused on interventions which impact large numbers of women.

#### VEEDA External Mid Term Review September 2013

- Develop a concrete approach to increase participation of and benefits to women in the selected market systems
- Develop a limited set of WEE indicators
- Review the current low targets
- Conduct gender analysis in the selected market systems
- Revise where appropriate ongoing interventions and design of women-specific interventions
- Develop partnerships with women's organisations in and outside the economic domain

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<sup>17</sup> RDA Zlatibor *June 2013 Final Backstopping Mandate Report*:

- Make more use of the intervention plan/report as a way of capturing the logic and vision of what they intend to do, who they are going to do it with, what market system change they anticipate seeing and what effect this will have on the target group.
- Put a knowledge management system in place to keep track of dynamic market intelligence, drivers and contacts etc.
- Make more use of market analysis as a tool to inform interventions – preferably conducted by the team rather than outsourced – using some of the M4P analytical tools and others as appropriate.
- Be more proactive in finding opportunities to partner with businesses, and keep the big picture in mind by asking “what’s next?”
- Progress towards aligning their MRM system with the DCED Standard and undergo a mock DCED audit.
- Deepen their relationship with VEEDA and look for opportunities to visit other more advanced M4P programmes.

Women's Economic Empowerment requires structured consistency of application in all aspects of the strategy, programming and implementation of an M4P programme. This is clearly highlighted in the M4P Hub's; *Guidelines for the Incorporation of WEE in M4P Programme's*<sup>18</sup> (subsequently referred to as 'the Guidelines document' in this report). The field of WEE and M4P itself is however a relatively new one and the guidance and tools and strategic frameworks<sup>19</sup> necessary to fulfil the need of implementing teams for practical structured guidance on how to incorporate WEE at a programme level is currently being developed. This need for practical guidance feeds into a more general issue central to M4P which is the requirement for high staff capacity. The following section details the developments in the field of M4P and WEE to date.

### A DEVELOPING FIELD

Work on M4P and WEE was initiated in September 2011. The M4P Hub coordinated a multi donor process<sup>20</sup> to improve the inclusion of WEE within the M4P framework. The M4P Hub issued a TOR with the purpose of initiating and supporting a process for developing recommendations and guidance for better addressing Women's Economic Empowerment in M4P projects and programmes<sup>21</sup>. This process has resulted to date in:

- A discussion paper for how M4P can be made to work for poor women and for poor men, the results of which were presented at the M4P Hub Conference in Brighton in November 2011 and the paper published in January 2012. The paper was disseminated in draft form to elicit feedback from SDC, DFID and Sida as well as a wider constituency. It concluded that the two approaches of M4P and WEE were compatible but highlighted **two specific challenges for M4P** concerning how to address women's unpaid workload and how to concretely ensure gender mainstreaming.
- A draft framework was developed from the discussion paper which was adapted and guidelines developed based on field work focusing on two M4P programmes<sup>22</sup>. The *Guidelines for Incorporating WEE* were published in May 2012.
- The SDC E+i network published a synthesis paper<sup>23</sup> based on the process noted above and held a series of e discussions, a public seminar and internal workshop with practitioners and stakeholders. The conclusions of the process provided a succinct summary of WEE & M4P and illustrated the development of the discussion process<sup>24</sup> in a developing field are listed in below.

<sup>18</sup>May(2012)[\*M4P and Women's Economic Empowerment: Phase 2: Guidelines for Incorporating WEE into M4P Programmes. Consultation Document.\*](#) A *foundation tool* for the inclusion of WEE in M4P programmes by providing a framework comprised of key questions to be asked and key aspects to consider for each question which correspond to the five stages of the M4P Project Cycle. Part B of the document contains the framework/table containing the questions and key aspects to consider per question. The five stages are: 1. setting the Strategic Framework, 2. Understanding Market Systems, 3. Defining Sustainable Outcomes, 4. Facilitating Systemic Change 5. Assessing Change

<sup>19</sup> E.g. the work currently ongoing in the DCED into incorporating WEE into the DCED Audit.

<sup>20</sup> With SDC, DFID and SIDA as principal initiators and backers of the process.

<sup>21</sup> The report was published in January 2012. Jones, L. (2012) *Discussion Paper for an M4P WEE Framework: How can the Making Markets Work for the Poor Framework work for poor women and for poor men?*

<sup>22</sup>DFID GEMS, Nigeria and SDC, Alliances Georgia.

<sup>23</sup>Employment and Income Network August (2012) *Women's Economic Empowerment and Making Markets Work for the Poor. Synthesis of a process carried out between March and May 2012 as part of a broader initiative in collaboration with the M4P Hub.*

<sup>24</sup>The points illustrate the synthesis of the contributions of practitioners from a variety of fields and expertise adding to and informing the debate with diverse emphases.

- A revised and updated version of the Springfield Operational Guide is in process in which more focus is being put on gender through measures such as gendered language e.g. ‘Poor Women and Poor Men’ rather than the ‘poor’ and a section on WEE.
- The Donor Committee for Enterprise Development is now working on WEE indicators within the framework of seeking to better include WEE in the audit process.

#### SYNTHESIS OF CONCLUSIONS REACHED AS A RESULT OF THE SDC E+I NETWORK DISCUSSION PROCESS ON WEE AND M4P (AUGUST 2012)

It is a *must* and *it is possible* to integrate WEE aspects in an adequate manner in M4P.

Having a broad vision of empowerment is appropriate and is one which may of necessity have to go beyond the economic sphere e.g. decision-making power in the public space or social capital.

Applying the *‘do no harm’ approach is always recommended* to avoid pitfalls such as increasing women’s work load in addition to unpaid work.

Projects should *integrate WEE* into the project cycle from the very beginning.

An in-depth and gender-specific context analysis is essential and should address all elements of the market system

The *planning of any intervention* needs to be done with WEE in mind.

Monitoring and evaluation (M&E) needs to be gender specific.

*Specific capacity building components<sup>25</sup> targeting women*, to improve women’s skills in running economic or income-generating endeavours *may be undertaken*(within the parameters of the M4P approach i.e. facilitation and light touch)

*Capacity building<sup>26</sup> needs to go beyond economic aspects* and should also target men .i.e. while economic capacity building of women is important, they only benefit from such opportunities if society accepts that they become economically active.

Investing in *WEE capacities of project staff* is crucial (specifically to ensure that gender and WEE are not siloed but is ‘owned’ by all members of the team)

A further set of highly practical *Key Factors for Success* for the inclusion of WEE in M4P, which expand on many of the points below and add further programmatic detail were developed in the Guidelines document and can be found in **Annex 6**.

#### DEFINITION OF WEE

There is no one definitive definition of WEE, however the discussion paper on WEE identified four common elements of WEE as used by major donors, these elements are included in the M4P Guidelines document (p1) and can be used by programmes:

- **Economic advancement i.e.** increased income and return on labour
- **Access to opportunities and life chances** such as skills development or job openings
- **Access to assets, services and needed supports** to advance economically
- **Decision-making authority in different spheres** including over household finances.

<sup>25</sup> Or other activities to addresses key constraints faced by women and highlighted by analysis.

<sup>26</sup> And other facilitation activities.

### OVERVIEW OF THE CURRENT LEVEL OF GENDER AND WEE MAINSTREAMING IN THE PROGRAMMES

Both teams showed themselves to be conscientious with regards to gender with a strong desire to effect WEE but were considerably worried about how to achieve it. Both teams have received backstopping for M4P but this has not focused on WEE. However once gender and WEE enter the mainstream of the teams' programming, the capacity borne of the backstopping, will bolster the teams capacity in WEE. In their efforts in gender and WEE to date, some have been successful and can be characterized as start points and may be built upon as models for scaling up and replication (e.g. VEEDA Top Sofa and on the job training in trades such as upholstery). Others well intentioned and diligently implemented in and of themselves but with very little further scope (e.g. RDA's Phase 1, Women's Cooperative & Rural Guest Houses) should be used or as learning experiences or the market actors in them linked into wider systemic interventions to be carried out, as appropriate.

Members of both teams 'know' about many of the constraints and problems affecting women, indeed the number of problems were at one point in the training characterized as 'bewildering' and 'overwhelming'. The current problem is that this knowledge is at present unsystematic and to an extent 'innate' and born out of being familiar with the local context. It is however incomplete and in its unorganized form is of only limited use in the programming and is also often clouded by personal interpretation rather than empirical understanding.

Both programmes were found to lack the requisite data and analysis to understand the women of their target groups and the constraints affecting them. They also presently lack the skills and tools of how to correctly carry out and analyze any research undertaken and how to apply this in programming. This has a knock on effect for design of sufficiently gender sensitized interventions which then impacts monitoring and evaluation, the gathering of gender disaggregated data and the creation of WEE indicators. This in turn impacts on the quality of the reporting, as there is a lack of meaningful qualitative and quantitative gender and WEE data which can be reported on and fed back into programming for further analysis and the consideration and calibration of targets.

### RDA ZLATIBOR

The timing of the consultancy can be considered fortuitous for both programmes. RDA Zlatibor are in the development stage of interventions soon to be launched. There is considerable scope at this point for doing the requisite gender analysis, to include roles and responsibilities and access and control over resources at HH level, in the public sphere and related to the tourism and traditional products sectors for both urban and rural groups and with a strong attention being paid to different age groups. This will help to ensure that the design of interventions both mainstreamed and overt are structured to answer the constraints affecting women and to contribute to improved impact. There is time to provide the capacity building required by the team (see recommendation #13) and to develop the mechanism to dovetail this with Springfield backstopping. The critical issue at this point is that the team develops a much greater understanding of their target group and subsequent intervention rationale using the tools and recommendations of the fieldwork and this report as guidance. The programme covers rural and urban areas and youth and the constraints facing women and men in these groups vary greatly. Doing the analysis to develop a full understanding of these groups and the constraints which effect them will greatly enrich the interventions and will allow for the development of appropriately designed gender sensitive interventions. Done well, the relevance of both sectors will allow for considerable scale and WEE impact.

RDA Zlatibor has an excellent entry point for an overt gender and governance intervention addressing both regional and community level decision making by women through the Local Committee for Gender Equality and the sub-committee of Women's Economic Empowerment and the local Women's Centre. This latter is a particularly active and efficacious regionally recognized NGO who have considerable networks with informal associations of women (i.e. social clubs/groups) and who are seeking to carry out activities to boost their local livelihood options. Capacity building and facilitation of the committee and Women's Centre will lead to better sustainable results at community level and will strengthen their petition for the allocation of municipal funds to the committee<sup>27</sup>. The strength of the players mentioned mean that RDA can develop an intervention which has scope to generate impact which can be replicated and harnessed by VEEDA for their own gender and governance work. See the potential intervention entry points in [Annex 1A](#).

## VEEDA

The timing was also fortuitous for VEEDA who are intended to start a new phase in September 2014 and must develop their strategy for the phase in the upcoming period. This is an ideal opportunity to ensure a project which will deliver results for the poor women and men of their target group in their target sectors which like RDA have been chosen in the main to ensure that they are highly relevant to women and youth. Gender analysis needs to be conducted for VEEDA as for RDA to include roles and responsibilities and access and control over resources at HH level with particular emphasis on income, land and access to finance, and more in depth gendered market analysis related to the wood, finished wood and NTFP and horticulture sectors carried out. As with RDA, urban and rural groups must be considered and strong attention be paid to different age groups. In NTFP's & the additional sector of horticulture (which has the potential for much replicability from the NTFP intervention models), the programme must ensure a depth of gender analysis which will allow them to design interventions which will overcome the key constraints to growth for women. They must ensure that they have the requisite knowledge to calibrate interventions in the NTFP and Horticulture sector which will furnish the answers on the access and control over the income earned by women through their high participation in the sector and allow for the design of gender sensitized interventions to ensure that key constraints are overcome e.g. issues to do with use of land, registration of HH's and bank accounts. The fieldwork and information from the team seemed to point to an age issue with regards to the available land, where the older generation has control over the land and the younger generation more often only access it; access that is heavily delineated according to the predisposition of the older generation. The consultants think that there could be an advocacy entry point with this group through peer networks, to help them understand the benefits being generated in the market for their daughters and daughters HH's. In addition research on access to finance and sources of start up capital, needs to be done to augment the out grower model developed by the programme.

In furniture and training there are many opportunities for scale up and replication of changes which have impacted women, if these are understood and the next set of interventions designed correctly. National level associations and fora can provide avenues for scaling up can be leveraged such as Business Fora dealing with corporate social responsibility (see [Annex 7](#)). The consultants did not have the chance to meet any key gender and governance actors but are assuming that much more can be made of regional

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<sup>27</sup> The committee currently does as much as it can on very limited funds. It is very active in finding ways around financial constraints such as supporting local women's NGO's to apply for funds, but through lack of funds and knowledge is limited to direct delivery type interventions that lack scope for sustainability such as erecting a single greenhouse for women seeking to lengthen their growing season. Ideas mentioned were women interested in growing organic raspberries and women wishing to improve the tourist sign boarding in their village and others wishing to overhaul the green market in a popular destination for tourists. Using their knowledge of markets, market analysis, resources and linkages the programme can facilitate these efforts towards becoming systemic.

focal points and actors such as Women's NGO's and an overt gender and governance intervention designed to address public and community decision making as appropriate to local context. A gender and governance intervention offers much scope for synthesis between RDA and VEEDA programmes. See **Annex 1B** for details.

The full visit schedule and list of key informants are included in Annex 3 and 4. Below the process and rationale employed which led to the development of the recommendations is detailed.

#### PREVISIT DIAGNOSTIC

Based on the premises of the consultancy it was important that the consultants understood the capacities and outlook of the teams prior to the consultancy. The pre visit diagnostic which can be found in **Annex 2** was therefore developed to achieve this and to enable more pertinent and constructive input during the field visits. Visits to key market actors and stakeholders of key 'gender' interventions were to be chosen by the team, so that they could highlight for the consultants, the interventions that they understood to be most important to the programme in terms of gender and WEE and which they wished to prioritize, either to show what had worked and to obtain input on how to scale up or replicate these successes or to discuss challenges. They were to indicate key resource documents or sections of documents and the key resource person to whom they went for help in gender. The diagnostic presupposed the following:

*Choice of visits and ranking of the intervention: good/challenging/not so good/:* that the choices of visits and the ability of the teams to rank their chosen interventions would be indicative of their understanding of gender and WEE in relation to the programming to date

*Key stakeholders for interview:* would allow the consultants to learn more about the local context and way in which the team undertook and understood facilitation

*Key documents used by the team:* would allow the consultants to see what analysis had been done and what resources the teams had at their disposal for decision making and to feed into programming.

*Key resource person:* would allow the consultants to see how gender was considered and 'owned' within the team

The outcomes as shown in **Annex 2A** and **2B** showed at first glance that the teams had an understanding and consideration of gender, had basic infrastructure in place in terms of documentation and people who were felt to be resource points.

#### INTERACTIVE VISITS & INPUT

The field visits allowed for a diagnostic of the programmatic capacities of the teams in terms of their abilities to understand and incorporate gender and WEE in situ.

#### **RDA Zlatibor**

On the first day, RDA took the consultants to two interventions from Phase one, both women 'centric' and one described as gender mainstreamed (rural guesthouse) and one as gender overt (women's cooperative). Both interventions had been well implemented in and of themselves but both had come to a dead end with very limited options for replicability and scale. We asked why they had been shown to us, and the reply was essentially that they represented the work that had been done on gender. The consultants then for the remainder of the visit focused on impressing on the team, that gender was to be understood as an issue 'going forward', mainstreamed into and indivisible from the impact expected for the new phase of the programme. However the two visits to the phase one interventions provided valuable insights into how the team understood gender and the disjunction between their M4P expertise

and their perception of gender and WEE and their needs in terms of capacities and tools. What became very clear was an inadequate understanding of the target group allied to a lack of analysis and data, a lack of capacity surrounding information gathering and good research practice and the need to mend the disjunction between everyday programming and objectives and gender and WEE objectives.

## VEEDA

The VEEDA field visits were to two interventions described as challenging in the diagnostic. The first is a successful gender and M4P intervention, ‘Top Sofa’ where the programme had found a female entrepreneur fully apprised of the value of women as members of the workforce<sup>28</sup> and leveraged WEE impact in a traditionally male sphere. The intervention itself cleverly presents a neat business case for a key constraint to factories in Serbia, i.e. the probation period of new workers is only 5 days long. By having ‘in house’ training this period is extended to 30 days. This in itself is eminently replicable across all sectors. The critical point about this intervention is that the team had rated it as challenging see **Annex 2B** due to perceived difficulties of persuading women to apply for jobs in a sector not traditionally considered one for women. However on interviewing the owner she said that she was now experiencing no difficulty in attracting women, which may indicate a need to for the programme to be quicker in responding to change and recognizing success and building on success when it happens. The owner was fully responsive to the idea of help in surveying her workforce to look at wider gender needs such as perhaps childcare/establishing a crèche, the desire for more social events at work etc. The problem for the programme may in lie in that the entry point i.e. Top Sofa and the owner is exceptional in being a female entrepreneur so quick to understand the business case<sup>29</sup>. However the positive note in this case is that the business case also rests on the lengthening of the probation period not just on employing women and also that many fora for disseminating and publicizing the success of the model exist in Serbia see Annex 7.

The second visit was to an NTFP’s processor and exporter and key informant interviews were held with female and male pickers, their parents and visits paid to their fields. As noted in detail in the overview section on VEEDA, the potential is huge in this sector but the programme must now do the analysis both in gendered market analysis of the sector and at the HH level which will allow them to programme to overcome the constraints within women’s practical role within NTFP’s and horticulture interventions and identify the key constraints to the success of the intervention rooted in their reproductive and community roles.

## TRAINING WORKSHOP

- Diagnostic, perceptions and needs analysis.

The field visits allowed for a diagnostic of the programmatic capacities of the teams in terms of their abilities to understand and incorporate gender and WEE as noted above. However it was also important to find out and vocalize how the teams themselves felt about gender and WEE and their perceptions of it. Their responses were not surprising and are in common with those of many gender trainees in trainings internationally. The issue of gender has been a charged one in the past and sometimes still is, gender when not understood to include women *and* men can lead to men in particular feeling ‘alienated’ and ‘blamed’. Within the male and female members of team this is often dealt with through humour, with a ‘thrust and parry’ style of dialogue being set up, as gender does challenge us and our everyday perceptions, we all of us live within it, thus it can be difficult for teams to handle. In addition teams worldwide know that they must address gender and know and feel that they are under pressure to do so,

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<sup>28</sup> Valued for being meticulous etc.

<sup>29</sup> See Guidelines for Implementing WEE p 13 point 9.

but in not being confident about how to go about it and lacking the basic tools and understanding to do so, can feel: pressure, fear and confusion, all feelings reported by our teams. The conscientiousness of the team members also showed and it was this that was also feeding the sense of pressure: they had a sense of responsibility, a desire to be able to help and were feeling overwhelmed by sheer volume of problems which was leading finally to a sense of gender being ‘outside’ and in addition to the normal parameters of the programme.

- Key terms & definitions and concepts were explained and discussed including<sup>30</sup> :

**Sex:** the biological distinction between men and women, universal, unchangeable

**Gender:** socially constructed roles and responsibilities of men and women, variable, changeable

**Equality & equity:** This explanation focussed on achieving an end result through means not necessarily through the same. Equality: e.g. Human rights. Equity e.g.: A large man and a small boy are both hungry, they divide a pizza equally, half each; neither has assuaged their hunger satisfactorily. They divide the pizza equitably, a quarter to the boy and three quarters to the man, they are both happy.

**WEE definition:** see P 11

**Productive roles:** Work done for pay in cash or in kind including market production and subsistence/home production.

**Reproductive roles:** roles linked to childbearing/rearing responsibilities, and domestic tasks done by women, required to guarantee the maintenance and reproduction of the labour force. It includes biological reproduction but also the care and maintenance of the work force (male partner and working children) and the future work force (infants and school-going children).

**Community Roles:** Activities in the public sphere often linked to reproductive activities and often unpaid, e.g. voluntary work or advocacy for childcare. **Note:** specific reference was made here to the **SDC Gender Tool Kit**<sup>31</sup> which provides detailed explanation and definition of the roles of women<sup>32</sup>.

**Practical gender needs:** Needs arising within the existing context, related to immediate concerns and in the gender mainstreamed M4P intervention will include issues such as access to finance, information, equipment, linkages.

**Strategic gender needs:** Needs requiring changes in existing gender roles, which are related more broadly to issues related to gender equality including; division of labour, legal rights, protection from domestic violence, participation in decision-making processes, equal access to opportunities and resources, and increasing women’s control over their bodies. In an M4P intervention this might revolve around access and participation in decision making related to livelihoods.<sup>33</sup>

**Gender mainstreamed:** Programming where poor women and poor men form the target group. This includes recognizing that both groups have different roles and constraints and that these must be considered in every stage of programming from initial data collection to budgeting.

**Gender sensitized intervention:** An intervention in which women and men are the target group but where the constraints to the participation or access of women pertaining to their productive role requires a different mode of facilitation than of that directed towards men. **Example:** provision of information on blueberry cultivation to women who are the main pickers and therefore ensuring that information on picking is addressed and delivered and packaged specifically for them.

**Gender overt intervention:** An intervention focussing on women only, as the target group, to address a key constraint to their participation in and success of mainstreamed interventions. These constraints are often strategic i.e. women’s access to public decision making, and public goods and services it could also include practical needs such as child care or access to clean water.

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<sup>30</sup> This list is by no means exhaustive or intended to be so and not all concepts were covered in detail in the trainings but they are included here as a start point and were selected as particularly relevant to the programmes.

<sup>31</sup> Click here for the link to the [SDC Gender Tool Kit](#)

<sup>32</sup> As well as all aspects of gender including analysis.

<sup>33</sup> As in M4P the causes rather than the symptoms of a constraint are addressed, M4P and WEE analysis will allow for a detailed understanding of strategic gender needs and their relationship to the practical.

**Gender and Governance:** It was pointed out to the teams that the SDC Governance Principles sit naturally with gender interventions which are often addressing some if not all of the governance issues. The governance principles<sup>34</sup> should therefore be identified for any gender and WEE activities or intervention and can be used to enhance governance mainstreaming as well as helping to refine the WEE programming to which they are being applied.

**Information:** Access to the appropriate type of information, delivered in an appropriate manner is a common point of facilitation for all M4P projects. Women are often particularly vulnerable to being in an information vacuum and all interventions will have the common denominator of requiring a focus on tailored information provision and dissemination to women.

- Tools & use of tools including **Roles and Responsibilities Matrix** and **Access and Control Matrix**, **SDC Gender Tool Kit**, **gender sensitized results chains**, **gender overt interventions**, introduction to and use of the **WEE framework from the Guidelines Document**, introduction to the development and use of **WEE indicators see # 10**.

#### DEBRIEF

The debrief focused on maintaining the spirit of transparency and openness fostered during the visits with the consultants reiterating what the focus of their recommendations would be and that additional and appropriate support would be recommended.

## RECCOMENDATIONS

### Team Building and Capacity Building

1. It is important to continue to build team confidence and ownership of gender and WEE leading to a permanent change in perception which includes harnessing their existing knowledge and experience and good practice in M4P now and expanding it to include gender in M4P.

By the end of the fieldwork and training the participants from feeling pressured and confused felt; less confused, positive, inspired, more relaxed and with plenty of ideas. This should be built upon, in the same spirit see #13.

2. The team should develop more clarity in thinking surrounding gender and WEE, acknowledging the need for more rigour and comprehensive analysis into key gender areas of relevance to the programme.

A key part of the above is maintaining clarity among team members of what gender and M4P is for. The field sessions and training workshop were structured to strip away confusion and complexity in thinking surrounding gender and focus on seeing poor women and poor men as merely part of the target group, albeit a group with often different needs and constraints. The key factor that the teams must grasp is that without the requisite analysis it is impossible to structure an intervention correctly to achieve this impact.

3. Understanding should be developed amongst all team members of the relevance of gender in the programme, their remit to it and the extent to which they can effect change.

The development of an understanding of where gender sits, where the opportunity for WEE lies and the ability to identify the key WEE entry point or key constraint from amongst other constraints is crucial amongst the team but particularly for the Team Leader. The field and diagnostic work

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<sup>34</sup> The five SDC Good Governance Principles Accountability, Efficiency, Participation, Non Discrimination, Transparency.

revealed that the weight of perceived problems for women was leading to ‘not being able to see the wood for the trees’. This results in gender and WEE programming becoming static rather than forward moving on issues where change can be effected. To counter this, the teams need the data and tools to amalgamate strategic gender thinking with strategic M4P thinking which will result in systemic programming. It is vital that the team leaders supported by the theme coordinators and M&E Officers, develop the capacity to understand the level to which WEE can be carried out within the domain of the project and within each specific intervention. The fundamental problem currently, is that in lacking sufficient gender analysis they cannot do this. Once the analysis is done the team will be able to identify key constraints, assess to what extent they may or may not be able to affect change within the scope of the programme and control how they design the programming to address them.

In addition there must be an understanding that *gender and WEE will always be considered*: in every sector scoping survey, every piece of analysis, every intervention, all data collection and every report. However *depending on circumstances and the remit of the project this will vary according to sector and intervention* and that where WEE can only be marginally affected such as in the construction sector, as long as due diligence has been done in the analysis, intervention design and implementation, this is acceptable.

### Provision of Tools and Techniques

#### 4. Provision of & ongoing development in knowledge of and use of key tools.

The teams had no knowledge of the most basic gender tools i.e. the **Access and Control Matrix** and the **Roles and Responsibilities Matrix**. (They were shown how to use these in the training). They were also provided with **examples available on line** to follow and shown how to include time use and age groups in the gender analysis. The basic level of knowledge on issues such as how to conduct a focus group<sup>35</sup> varied immensely as well as the documentation and use of data. The ongoing support should include guidance in **good research practices**. The teams should not be left alone to conduct the requisite analysis, appropriate local support should be provided see #13.

The teams were also shown examples of **Gender Sensitized Results Chains**, and the rationale for their use was explained. This is **the main tool** in ensuring that WEE activities are integrated into the programme cycle. Once the analysis has been done the results chains can be constructed with a separate box, boxes or chain of steps to address the key constraints affecting women under that particular intervention. These will lead to the same outcomes and impact as the rest of the intervention. In a Gender Overt Intervention the whole results chain will be constructed as normal with however the impact being specific to women as the target group<sup>36</sup>.

#### 5. Improved research and analysis based on the better use of key tools

This follows from the above and has been stated and restated throughout the report. Without adequate research and analysis WEE cannot be properly effected or the full impact potential of an intervention exploited.

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<sup>35</sup> Focus groups carried out for one of the main pieces of gender research contained 60-100 people. In the research resulting from these groups it is noted that 98% of the women present stated that they wished to join a cooperative. It was discovered that present at the focus group meetings had been the president of local cooperatives who had given a speech extolling the benefits of cooperatives after which the women’s opinion had been noted. In this case therefore there was no way to distinguish between whether it was a cooperative in particular that the women wanted or whether they were expressing a need for livelihood opportunities or a choices in general.

<sup>36</sup> Although the impact does often provide benefits to men indirectly.

6. Improved definitions of target groups based on better analysis.

As above and in both projects more attention must be paid to rural and urban differences as well as those due to age.

### Programming

7. Improve calibration of gender sensitized interventions. This will be dependent on the requisite analysis and definition of the target group (as described in # 4, 5, and 6 above). However suggested calibrations to existing interventions, scale ups, entry points and potential intervention design for gender overt interventions in gender and governance for both programmes based on the field visits can be found in **Annex 1A and 1B**.

8. Better harnessing of existing resources related to gender and governance.

Serbia has a wealth of both governmental and civil society fora which may be leveraged by the programme. Please see **Annex 7** for a list of fora in Serbia. Although many players will not be appropriate partners, the existence of dedicated gender focal points in local government, women's NGO's and other civil society fora (many in the CSR field and philanthropy) should be leveraged where appropriate in conjunction with strategy i.e. used for advocacy & scaling up, or addressing a strategic gender need or practical one such as access to land. As an example please see the suggested gender and governance intervention in Annex 1A and the suggestion for scaling up the Top Sofa model in Annex 1B.

### Monitoring and Evaluation & Reporting

9. Improved mechanisms within the M&E system to plan, monitor and feed data back into the calibration and better targeting of existing interventions.<sup>37</sup>

The use of gender sensitized results chains will result in monitoring plans with better defined indicators for women which will in turn improve data availability on women. Once gender sensitized boxes and their attendant indicators are in place in the results chains and monitoring plans this provides options for aggregating impact for women across interventions in addition to the jobs, scale and income aggregated at outcome level. In addition to ensuring that all relevant data is gender disaggregated, attention should be paid to the qualitative monitoring system and ensuring that baseline information is gathered on qualitative indicators to allow a before and after comparison. Qualitative indicators will be ascribed to the gender sensitized boxes in the gender sensitized results chains, in addition to the quantitative indicators ascribed to them, for key changes in behaviour according to the definition of WEE. At output, outcome and impact level WEE indicators may be inserted where appropriate. Please see #10 below.

**Note on targets:** one of the recommendations of the external mid-term review was the revision of targets for impact on women which are currently too low. This again is an issue which is tied to the need for a better understanding of what entry points and opportunities exist to effect WEE and is linked to the need for the requisite analysis or evaluation of ongoing intervention impact. Once this has been carried out **the targets may be revisited/set for new interventions with the help of the backstoppers.**

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<sup>37</sup> The latest Springfield backstopping reports for both programmes offers structured recommendations for the M&E system.

## 10. Development of the capacity to understand, generate & use WEE indicators.

The generation of WEE indicators requires an understanding of what to measure, how to measure it and how to report it. It is reliant on a solid M&E platform based on robust research and analysis, timely data collection and gender disaggregated data for all relevant data as a minimum. **The programme will require additional support in generating these and implementing the mechanism and structure to measure them.** WEE indicators have to go beyond gender disaggregated indicators and measure the change effected for women in terms of not just access but choice, decision making or increase in control over resources or life chances. This is easier for programmes to measure in the public sphere e.g. public decision making; otherwise impact assessment will largely be at the HH level<sup>38</sup> and require HH level surveys. This then ties back to adequate research and analysis being a **MUST** as the data must be available for the teams to make a **before and after comparison as well as having the relatively sophisticated data and understanding of what is happening at the HH level in order to be able to measure it later on.** Three areas for which WEE indicators will be of particular relevance to both programmes are shown below with **examples of WEE indicators.** As with all indicators these should be SMART<sup>39</sup>:

*Women's access to public decision making* - # of women accessing public decision making fora/ # of decisions made/ WEE initiatives generated by public women's fora/ % increase in annual budget allocated to Local Gender Committee , by the end of the programme/annually/during the programme

*Women's control over HH income* - # of women exercising control over the use of HH income, by the end of the programme/annually/during the programme

*Women's use of knowledge & skills provided through programme interventions* - # of women using knowledge & skills/information provided through programme interventions to access livelihood options/make choices regarding livelihood options/skills/training, by the end of the programme/annually/during the programme

In the training an example was shown of how to convert a Gender Disaggregated Indicator (GDI) into a WEE indicator by vocalising the assumption being made based on the GDI and then working out what to measure, as shown below:

**Example 1: Aim:** To measure the increase in decision making and increase in choice due to information/knowledge and skills accessed by women:

### **Gender Disaggregated Indicator**

# women have access to new skills and knowledge/information through training centre/technical training.

### **Assumption**

# women are using the skills and knowledge gained through the training centre to access jobs, or skills and knowledge are allowing # women to make a choice on livelihood options.

### **WEE Indicator**

Skills and knowledge enable # women to have choice over accessing jobs or new market opportunities.

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<sup>38</sup>As many of the changes related to empowerment are linked to control, choice and decision making in the HH.

<sup>39</sup> Specific, Measurable, Attainable, Relevant & Time bound.

**Example 2: Aim:** To measure the increase in control over the use of income by women through their increased income from blueberries.

**Gender Disaggregated Indicator(s)**

# women pickers are registered as HH's and are paid for blueberry crop

**Assumption:**

# women registered as HH's are being paid directly to their bank account for the blueberry crop and will be able to use the money to the benefit of themselves or their HH (i.e. control)

**WEE Indicator**

# of women have control over use and expenditure of income from the blueberry crop.

As with all indicators the impact will be made much more meaningful **by the addition of appropriate qualitative data which should be collected from informants on an annual basis** as shown below:

**Example 3:** Of the XXX women who were registered as HH's in their own right and who the programme facilitated to have their own bank accounts, over 75% have reported that they have far more control over the use of the income from the crop which they cultivate than when the money went into the HH account. Women have reported that they have been able to invest in better tools (empowered to invest in livelihood) they have been able to pay for extra tuition for their children and pay for health and dental treatment for children previously too expensive etc (empowered to invest in family).

11. A mechanism for regular (ideally monthly) discussion of monthly impact per intervention should be instituted, with all figures gender disaggregated for trouble shooting, capacity building, and feedback of impact into the calibration and better targeting of interventions.

**A monthly meeting where data is presented by each respective theme coordinator** and discussed by the team as a whole is a pre requisite of gender and WEE mainstreaming which requires a well functioning management and M&E system which possesses the requisite feedback loops from data and analysis of the data into management. It is also of course good management practice for teams to have a greater ownership of their data but is **particularly necessary in gender & WEE where constraints are generally more hidden, often more persistent and may require facilitation to be more frequently calibrated to achieve the desired results.** Each theme coordinator should be responsible for 'caretaking' the data generated from their interventions in tandem with the M&E officer. This should/may include data entry and should definitively include the manipulation, presentation and basic analysis of the data by the theme coordinator. This data will be gender disaggregated and when feeding back from appropriately gender sensitized or overt interventions will when collected and analyzed regularly, be able to serve as a management tool for ongoing calibration of the intervention. For example too low a figure for women when compared to the target will immediately alert the Theme Coordinator and Team Leader to a problem and the analysis of this problem. Discussing figures on a monthly basis will allow for contextual and programmatic insights to be used to interpret the data and may result in finding 'hidden' beneficiaries or people benefitting indirectly, which again may result in re calibrating an intervention or undertaking a piece of research to further understand an aspect of an intervention which once understood may unlock the potential for further impact.

12. Better reporting should be developed in which reporting on women and men is a given and which highlights the way in which interventions have been calibrated to overcome key constraints to women

and the specific impact on women generated as a result. This will include a synthesis of quantitative and qualitative data (including the impact from WEE indicators), showing how impact contributes to the goal of the intervention and the project goal.

In the same way that all analysis, planning and design should incorporate gender and WEE as a matter of course, so should reporting. Improved qualitative and quantitative data pertaining to all relevant WEE interventions should be available and included in reports clearly showing the specific roles of women within the intervention and the impact upon them. The resulting full and meaningful picture of women within the targeted sector will further improve the programmatic understanding and capacity of the team.

## Next Steps

### 13. Ongoing capacity building & support.

***In country capacity building and capacity:*** As noted and detailed in the sections above the team would now benefit from support in basic techniques which include designing and carrying out qualitative and quantitative research. **Both teams require in depth gender analyses both to define their target groups and the gender characteristics at the HH level and gendered market analysis specific to the sectors in which they are working or planning to work.** They should do this in tandem with a suitably qualified local consultant. In addition specific support is needed in: **questionnaires/key prompts design, conducting key informant interviews, conducting focus groups, how to utilize and present data including the use of external sources and report writing.** SDC works with national consultants who possess these skills. . It would be of considerable benefit to SDC to find ways to nurture and develop in country knowledge of M4P and WEE.

***Note on synergy with the Springfield Backstopping:*** given the long standing, strategic and structured nature of the Springfield backstopping to both teams, it is recommended that any local level support be discussed and coordinated with Springfield and integrated correctly within the backstopping mandate. The mechanism for carrying out the in country support and capacity building activities detailed above should be decided upon before the activities commence to ensure mutually supportive and synergistic activities.

### 14. Team Management and Organization for Gender.

Gender focal points have been appointed in both teams and both of these are the M&E Officers. The consultants suggest that this is not ideal. The M&E Officers as noted above will be responsible for ensuring the GDD and WEE research, analysis, design, gender sensitized results chain design checks, impact assessment qualitative and quantitative and input into reporting. There is ample focus on Gender and WEE in this alone. In addition as hitherto mentioned the whole team should carry the responsibility for Gender and WEE within the remit of their roles and responsibilities and indeed adding specific reference to this in Job Descriptions is recommended<sup>40</sup>. The Gender Focal Point role however is relevant for a team member who is particularly good with information, liaison and communication and has an outward looking focus which can take note of National, Regional and Local level initiatives and happenings of note and convey these to the team. The consultants have informed SDC of the two team members from RDA and VEEDA who seem most suited to this role. The appointing of these two **Gender Liaison Points** also provides a concrete focus for the coordination and synergy between both projects.

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<sup>40</sup> A prerequisite of the DCED standard is that the relationship of each team member to M&E be included in the job description. I.e. M&E as part of everyone's job and responsibility. The same is true of gender and governance.

## ANNEX 1A: POTENTIAL AREAS FOR WEE INTERVENTION RDA ZLATIBOR

RDA Programme Intervention Area	Potential WEE Entry Point, Intervention Sensitization/Calibration Activity, Interventions to address key constraints mainstreamed and Overt
Outcome 1	
<p>Interventions Targeting Tourism and a rise in the # of overnight stays.</p>	<p>The main issue for Outcome 1 interventions surrounds better understanding of the target group. Data indicates that there are 15,000 beds in the private guest house sector in Zlatibor region. In these guest houses women, predominantly poor rural women who are hard for the programme to reach and who form a core segment of the programme's target group are working informally and are paid around 250 euro a month primarily for doing the laundry and cleaning. Extended social and community networks are used to recruit them. Informal benefits such as flexibility in the work schedule, the gifting of food and clothes are part of the arrangement. There are several key points:</p> <ul style="list-style-type: none"> <li>- This group of women offers an excellent opportunity to study control over the use and the use itself and impact of income brought into the HH by women.</li> <li>- It offers an opportunity to add in depth data and analysis to enrich the definition of the target group and inform interventions</li> <li>- The network of guesthouses could be leveraged as an information dissemination network potentially offering the choice/opportunity for women to transition into training/ skills development/job opportunities if need be.</li> <li>- It offers an opportunity to address a lack of access to social networking and information related to livelihoods choices. Greater understanding of this sector will inform the gender and governance intervention and offers opportunities for linking the intervention to key beneficiaries.</li> </ul>
Outcome 2:	
<p>Traditional products, including dairy products, wool, raspberries. Currently focussed on addressing standards which may hinder the development of the industry and 'lock' women out of the value chain.</p>	<p>Outcome 2 has high potential for the involvement of women yet offers difficulties from an M4P perspective in generating systemic change due to the myriad diversified micro enterprises involved in which women tend to be found and which can lead to a programme implementing sets of more directly facilitated activities. In fact these types of activities may be required and the programme should identify the agency through which this is done. This then should form the backbone of an intervention as proposed in the gender and governance intervention below. There are many strong private sector companies operating in the area and traditional products such as kajmak which can be exploited for women. The team need to be more flexible and nimble and respond more quickly with appropriate research into potential entry points. Those arising from the visit included:</p> <ul style="list-style-type: none"> <li>- Linking producers e.g. with Zlatibor Delicatesse.</li> <li>- Doing a more thorough investigation of wool production given Sirogojno are in the region and there is a strong tradition of knitting</li> <li>- Rules: looking into possibilities for facilitation in the transparency of the allocation of market places.</li> </ul> <p>The team are cautious of entering into interventions which don't have scale, perhaps because of their experiences in Phase 1 but this is a misunderstanding of the nature of facilitation. The Rural Guest House and Women's Cooperative were poor choices in terms of impact and scale. However linking a national level outlet with local producers of an artisanal product within a broader facilitation of the quality and standards of the product (including GIO and perhaps organic<sup>41</sup> production) is replicable across the expanded region.</p>

<sup>41</sup> Organic production came up many times in the field work in fields where women are central to production and it seems recommendable to do an organic feasibility study for both RDA in raspberries and VEEDA NTFP's & Horticulture and to ascertain whether there are any key constraints in the industry which could be addressed to stimulate pro poor opportunities for growth. The VEEDA NTFP producer is certified organic and selling at a

	<p>In addition: The key theme which affects both outcomes but which can be maximized in this intervention <i>is the provision of key information to women</i> regarding Food Safety and Hygiene Standards, Public Rules and Regulations regarding sales, taxes, market places, access to finance, opportunities for small businesses etc, technical information, linkages to key organisations &amp; organic standards. Research has repeatedly shown that the way in which information is delivered, the nature in which the information is presented and the practical considerations required to deliver it to women i.e. the times that trainings are arranged, allowing sick children to attend, the language used in training manuals etc are vital in ensuring its efficacy. Very often men are the nominal head of HH &amp; as such attend 'external' activities arranged by external agencies or related to 'business' and too often the assumption is made that the information delivered will be passed on through the HH network to women. This is usually a misconception and does not address the issue of <i>ownership</i> of the information or the <i>public validation</i> that proper targeting will bring to the role the women are performing and that the information in question is attempting to support.</p>
Cross Cutting	
<p>Gender &amp; Governance: Addressing a strategic gender need: women's access to decision making &amp; public goods in the public sphere at the community level and a need for social<sup>42</sup> structures as well as livelihoods opportunities within villages for younger and middle aged women, both a worsening symptom and a cause of rural outmigration to urban centres.</p>	<p>There is excellent potential for an overt gender and governance intervention in RDA Zlatibor, working with the Local Committee for Gender Equality and sub committees, the predominant NGO the Women's Centre and the network of women's NGO and informal groupings of women's in small towns and villages to whom they are linked. The systemic potential in the intervention lies in improving the credibility &amp; visibility of the committee currently underfunded and unrecognized by the municipal government. This will be done by facilitation to help them improve their local results and facilitate linkages to national networks and advocacy channels and can also be an excellent platform on which to synergize with VEEDA who may do a similar intervention adapted to context. In Serbia the networks are in place but constrained, and this intervention can address the delivery of support and funds aforementioned above to the diverse enterprises of women entrepreneurs and producers.</p>

premium although the organic side of the business is in its infancy. Serbia is well placed for export to large markets and has the infrastructure in place including certification bodies etc.

<sup>42</sup> This needs more research, but from the key informant interviews and existing research it seems as if the lack of a social life and social opportunities and the degradation of social networks has become a strategic gender constraint in the rural areas and both a symptom and a cause of depopulation to urban areas.

ANNEX 1B: POTENTIAL AREAS FOR WEE INTERVENTION VEEDA

Programme Intervention Area	Potential WEE Entry Point, Intervention Sensitization/Calibration Activity, Interventions to address key constraints mainstreamed and Overt
Outcome 1	
<p>Furniture and Crafts Interventions targeting skills development/employability in finished wood</p>	<p>Top Sofa: provides an excellent model for scale up and replication and more energy should be put into finding means to replicate the model. The owner had just returned when we interviewed her, from a National Conference for Women Entrepreneurs, this is the sort of venue and fora which could be used for promotion. In addition more should be made of the business case not just for employing women but for the extension in the probation period that training brings. The owner was also very open to input for creating 'shared value' in her workforce which could include surveying her workforce to look at strategic as well as practical gender needs such as perhaps childcare/establishing a crèche, the desire for more social events at work etc.</p> <p>The owner of Top Sofa stated that it was not now a constraint to find women to apply for traditionally male jobs, however if this is found to be a problem beyond the influence of the Tops Sofa factory, indirect publicity of the female employees could be employed e.g. 'Female Tops Sofa employees at a charity event etc', using the myriad information channels available.</p> <p>NES: has gone as far as it can for now: Expanding the profiling and training activities to include the VET sector would be a logical extension to the activities. i.e. including the private sector directly in the process of revising the VET curriculum to suit their needs.</p> <p>The team have identified a group linked to the COCR in Nis training women in decoupage and producing decoupage starter kits (i.e. undecorated boxes etc) and painted furniture. One furniture manufacturer, Atlas is interested in broadening the product range. Decoupage and painting are areas which naturally fall to the remit of women. The team need to conduct a gendered market analysis of the opportunities in this sector in Serbia and potential for export amongst craft shops and furniture manufactures taking into account regional preferences in Vojvodina where painted furniture is more popular.</p>
Outcome 2	
<p>NTPF's &amp; Horticulture</p>	<p>This sector and the replicability of successful facilitation models in blueberries in the horticulture sector in Phase II offers significant scope for WEE. The crux of unlocking the potential lies in understanding the target group and the dynamics of the HH over access and control of land, income and roles and responsibilities connected with planting etc. Wider analysis must also be done on access to credit, rules surrounding registration and payment (including bank accounts). From the field visit it became apparent that older generation is playing an important role as 'gatekeeper' over access to land or expansion of production. Potential entry points to unlocking access and title of land for women are:</p> <ul style="list-style-type: none"> <li>- Using peer networks to influence old people attitudes (to pass the land to their daughters and let them make decisions on production, expansion, etc)</li> <li>- Increase micro-finance institutions and banks interest in female entrepreneurs as potential customers. Including a survey on FI's and their attitudes to women as customers and leveraging Business Fora for advocacy. <b>Certainly more research is needed on women's access to finance and needs regarding credit.</b></li> <li>- Work on informing women on the rights and benefits of having direct access to income linked to a Gender and Governance intervention. (see below)</li> </ul>

	<p><b>As with RDA the key theme which affects both outcomes but which can be maximized in this intervention is the provision of key information to women</b> regarding technical inputs, picking, cultivation etc, regulations surrounding access to land and registration of HH' including bank accounts, Food Safety and Hygiene Standards, Public Rules and Regulations regarding sales, taxes, market places, access to finance, linkages to key organisations &amp; organic standards. <b>The way in which information is delivered,</b> the nature in which the information is presented and the practical considerations required to deliver it to women i.e. the times that trainings are arranged, allowing sick children to attend, the language used in training manuals etc. Very often men as the oft nominal head of HH attend 'external' activities arranged by external agencies or related to 'business' and too often the assumption is made that the information will be passed on though the HH network to women<sup>43</sup>. This is usually a misconception and does not address the ownership of the information or the public validation that proper targeting will bring to the role the women are performing and that the information in question is attempting to support..</p>
<p>Gender &amp; Governance</p>	<p>The consultants did not get the chance to meet any gender and governance stakeholders. But what was mainly apparent was that the team had little knowledge concerning these actors. The team did seem to think however that there was definitely potential for the provision of outreach to women in villages in the sphere of access to decision making and public goods possibly through the local municipality. There will definitely be scope to leverage traction gained in Zlatibor and for advocacy to national level. The Gender Liaison Point should be highly clued in to this intervention as understanding advocacy channels and linkages are key to the future sustainability and replicability of the intervention. Part of the requisite gender analysis will be women's access to decision making and public goods, their awareness of access to and use of services and information which will inform this intervention.</p>

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<sup>43</sup> When first questioned on this i.e. do women receive information directly a team member said of course. How we asked, the husbands attend the training and of course they will tell their wives about it. We rested our case.

## ANNEX 2: EXTERNAL GENDER CONSULTANCY PRE TRIP TEAM SELF ASSESSMENT

The consultants Helen and Dejana will be spending three days with each team. Two half days and two full days. The two half days will be for introductory sessions and a wrap up team debrief. The two full days will be for working together to help you to discuss your interventions and together develop some clear activities, actions and tools which will help you address WEE more effectively in your programming. To illustrate this process we would like to meet key stakeholders/programme partners in situ who you think best represent your interventions according the categories below. It would be good to have half day visits to them on the two full days accompanied by key team members. Filling in the tables below will help us prepare for the trip.

Please fill in the table below

Name & Category of Intervention	Main Reasons Why this Intervention is Good, Challenging, Not Working so Well (e.g. Impact (exceeding, achieving, not achieving), difficult issues, good partners, good market opportunities, changes in market, rules (good or bad) strategy)	Is this intervention more Gender Overt (targeting women specifically) or Gender Mainstreamed (ensuring women access the impact generated by the intervention)
<b>Good:</b> working well we know what the challenges are with this intervention and our programming can address them and even exploit them to target the intervention better		
<b>Challenging:</b> working fairly well but there are some issues, some of which we can address in our programming and other which are more difficult		
<b>Not working so well:</b> the issues with this intervention are preventing it from working &/or we are not sure what the issues are and we are not sure how to address them		

Based on the estimation above please indicate who from each category you think it would be good for the consultants to meet to best illuminate this process. Please indicate the names of the key informants and decide if you feel key informant interviews are enough or whether any focus groups are necessary with beneficiaries to highlight key WEE issues or to make more sense of an intervention.

Intervention Types	Name of Beneficiary/Stakeholder for Consultants Key Informant/Focus Group Meeting
<b>Good</b>	
<b>Challenging</b>	
<b>Not working so well</b>	

Which documents or part of your documents are important/useful to you & your project for gender?

Document and Type e.g. log frame, strategy document, gender analysis, results chains, gender survey, backstopping report	Document/Part of Document & brief reasons why useful

Who are the people you go to for help with gender? Who do you feel is responsible for gender/WEE on your team?

Person/Role	Brief reasons why (e.g. it's their job, expertise etc)

## ANNEX 2A RDA PRE TRIP TEAM SELF ASSESSMENT

### EXTERNAL GENDER CONSULTANCY PRE TRIP TEAM SELF ASSESSMENT

The consultants Helen and Dejana will be spending three days with each team. Two half days and two full days. The two half days will be for introductory sessions and a wrap up team debrief. The two full days will be for working together to help you to discuss your interventions and together develop some clear activities, actions and tools which will help you address WEE more effectively in your programming. To illustrate this process we would like to meet key stakeholders/programme partners in situ who you think best represent your interventions according the categories below. It would be good to have half day visits to them on the two full days accompanied by key team members. Filling in the tables below will help us prepare for the trip.

Please fill in the table below

Name & Category of Intervention	Main Reasons Why this Intervention is Good, Challenging, Not Working so Well		
<b>Establishing experimental rural tourism households, Tourism sector</b>	(e.g. Impact (exceeding, achieving, not achieving), difficult issues, good partners, good market opportunities, changes in market, rules (good or bad) strategy)		
	Rural Guest House: Phase 1	Women's Fruit Coop: Phase 1	NES Profiles
<b>Good:</b> working well we know what the challenges are with this intervention and our programming can address them and even exploit them to target the intervention better	Meeting tourist demand for unique experience Increasing awareness of rural households on practicing tourism	Good market opportunities Impact on women in rural areas	Wide scope of possible impact that could improve women position in labour market Wide network of training providers that are potential partners
<b>Challenging:</b> working fairly well but there are some issues, some of which we can address in our programming and other which are more difficult	Establishing function of training centre Coordination among tourism entities responsible for building capacities of tourism householders	Choosing right partners, finding balance between partner's incentives and capacity Reducing purchasing power, changing in consumer preferences, competition	Identifying adequate partners Identifying adequate scale agents
<b>Not working so well:</b> the issues with this intervention are preventing it from working &/or we are not sure what the issues are and we are not sure how to address them	Finding adequate partner for replication and scaling up Implementation of law and strategies related to tourism	Supporting cooperatives to develop sale and distribution channels Lows related to agriculture, cooperatives and food safety Implementation of relevant strategies	Reaction and action of labour market system
<b>Is this intervention more Gender Overt</b> (targeting women specifically) <b>or Gender Mainstreamed</b> (ensuring women access the impact generated by the intervention)	Gender Mainstreamed	Gender Overt	Gender mainstreamed

Based on the estimation above please indicate who from each category you think it would be good for the consultants to meet to best illuminate this process. Please indicate the names of the key informants and decide if you feel key informant interviews are enough or whether any focus groups are necessary with beneficiaries to highlight key WEE issues or to make more sense of an intervention.

Intervention Types	Name of Beneficiary/Stakeholder for Consultants Key Informant/Focus Group Meeting
Good	
Challenging	Rural Tourism: Mila Lecic, Rural tourism household Vila Ravijojla Cooperative: Rada Joksimovic, Women agriculture cooperative Pro Femine –Zdravcica NES: N/A
Not working so well	

Which documents or part of your documents are important/useful to you & your project for gender?

Document and Type e.g. log frame, strategy document, gender analysis, results chains, gender survey, backstopping report	Document/Part of Document & brief reasons why useful
Rural Guest House: Evaluation report	External Evaluation report gave recommendations for potentials of women economic empowerment
Women's Cooperatives: Gender analysis	The report on the position of women who live in rural areas and recommendations for its improvement. The purpose was to understand women's position in comparison to men
NES: Specific gender analysis for selected sectors	Need to be conducted
Training need assessment	Need to be conducted
Analysis of labour market supply	Need to be conducted

Who are the people you go to for help with gender? Who do you feel is responsible for gender/WEE on your team?

Person/Role	Brief reasons why (e.g. it's their job, expertise etc)
Rural Guest House Intervention: Tijana Bogdanovic, theme coordinator	Experience in tourism, being familiar with best practice models and able to give additional advice for practicing tourism
NES Intervention: Nikola Babic: MRM specialist	MRM specialist works with all theme coordinators and this position enables interventions to be design and implemented to target women more specifically, according to donor's requirements.
Cooperatives Intervention: Radmila Gujanicic, Women centre Uzice	They have wide overview on gender issues, a lot of experience in strengthening women position and useful information. They also have valuable database and contacts with women and relevant institutions.
Aleksandra Vladisavljevic, Serbian Association for Autonomous Women's Initiatives	
Todora Simovic, theme coordination	Knowledge in agriculture and recognising the best models how to engage women in order to increase their economic strength

**ANNEX 2B VEEDA PRE TRIP TEAM SELF ASSESSMENT**

**EXTERNAL GENDER CONSULTANCY PRE TRIP TEAM SELF ASSESSMENT**

The consultants Helen and Dejana will be spending three days with each team. Two half days and two full days. The two half days will be for introductory sessions and a wrap up team debrief. The two full days will be for working together to help you to discuss your interventions and together develop some clear activities, actions and tools which will help you address WEE more effectively in your programming. To illustrate this process we would like to meet key stakeholders/programme partners in situ who you think best represent your interventions according the categories below. It would be good to have half day visits to them on the two full days accompanied by key team members. Filling in the tables below will help us prepare for the trip.

15. Please fill in the table below

Name & Category of Intervention	Main Reasons Why this Intervention is Good, Challenging, Not Working so Well (e.g. Impact (exceeding, achieving, not achieving), difficult issues, good partners, good market opportunities, changes in market, rules (good or bad) strategy)	Is this intervention more Gender Overt (targeting women specifically) or Gender Mainstreamed (ensuring women access the impact generated by the intervention)
<p><b>Challenging:</b> working fairly well but there are some issues, some of which we can address in our programming and other which are more difficult</p>	<p><b>Training System – developing appropriate skills in furniture sector.</b></p> <p>Impact exceeding so far, good partners that recognize opportunity to employ more female workforce, but on limited types of positions (tailors, sewers). Possibility to include unemployed women from other sectors – textile, leather (from previously state-owned companies that collapsed – Yumco, Kostana etc).</p> <p>PSD worked with company Top Sofa and Matis to establish training center within companies' premises for training in several profiles. VEEDA supported two companies in developing training products for profiles that can be more attractive to women.</p> <p>Limited opportunities to scale up, dependence on partners perception on female workforce, low awareness among women that can work in furniture and wood industry; traditional perception on furniture and wood industry as a "man" occupation.</p>	<p>Gender mainstreamed</p>
<p><b>Challenging:</b> working fairly well but there are some issues, some of which we can address in our programming and other which are more difficult</p>	<p><b>Overcoming seasonal character by growing berries, fruit and medicinal herbs.</b></p> <p>Project is achieving results. There are good partners, associations of pickers and out-growers involved in promotion of blueberries, mostly in direct contact with farmers. Also, women are included in processing as temporary workers.</p> <p>Project is facing limitations due to several reasons. First, men are owners of the land, in rural areas there is</p>	<p>Gender mainstreamed</p>

	<p>traditional split of work between women and man. Even if woman is working on the field, man is the one included in transactions. Therefore, there is limited control over financial resources for women. Second, if a woman starts to grow blueberries or medicinal herbs it means more work for her in addition to other house work and care work.</p>	
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16. Based on the estimation above please indicate who from each category you think it would be good for the consultants to meet to best illuminate this process. Please indicate the names of the key informants and decide if you feel key informant interviews are enough or whether any focus groups are necessary with beneficiaries to highlight key WEE issues or to make more sense of an intervention.

Intervention Types	Name of Beneficiary/Stakeholder for Consultants Key Informant/Focus Group Meeting
Challenging	MajaJanjevic, Deputy Manager Top Sofa – furniture manufacturer
Challenging	Suncica Manic, co-owner Sumsko blago – NTFP processor Olivera Stojanovic, blueberry out-grower

Which documents or part of your documents are important/useful to you & your project for gender?

Document and Type e.g. log frame, strategy document, gender analysis, results chains, gender survey, backstopping report	Document/Part of Document & brief reasons why useful
Amendment to the Project Document	Gender Mainstreaming section page 21-22
Market Analysis of the Forest plants industry	Gender dimension, page 45-46
Market Analysis of the Wood industry	Gender equality page 37
3 <sup>rd</sup> Operational report	Cross-cutting issue – gender balance, page 12

17. Who are the people you go to for help with gender? Who do you feel is responsible for gender/WEE on your team?

Person/Role	Brief reasons why (e.g. it's their job, expertise etc)
Goran Kostic/Team Leader	Formal gender focal point
Jelena Kocic / MRM Officer	Recently appointed as gender focal point
Ljiljana Rsumovic / Field Officer	Person from implementation that can provide insight into gender issues from operational perspective

**ANNEX 3 SCHEDULE FOR HELEN BRADBURY AND DEJANA RAZIĆ ILIĆ FOR THE SDC  
EXTERNAL GENDER CONSULTANCY MANDATE**

HB – Helen Bradbury  
DRI – Dejana Razićilić

October 1 <sup>st</sup> to November 23 <sup>rd</sup>	Analysis of the national gender context, analysis of programme documentation, scheduling of the visit, pre-visit opening diagnostic (team self assessment)
November 24 <sup>th</sup>	HB travel to Belgrade arrival at 12:00 14:00 briefing HB and DRI
November 25th	08:30 Briefing with SDC office: SDC expectations 9:30 Travel to RDA Zlatibor 16:00 – meeting with RDA Team Leader, introduction to the project and the team
November 26th	Morning: Visits to key stakeholders, 2 gender overt interventions from Phase 1: Vila Ravijolja rural tourism household in Arilje (meeting with the owner and her sister working as full time employee and designer there) and Women Agriculture Cooperative Zdravčica from Požega (meeting with the President of the Cooperative) Afternoon: Feedback & interactive brainstorming and input session with RDA team.
November 27 <sup>th</sup>	Morning: Visits to Key stakeholders,(potential intervention areas Outcome 2) : Dairy production at Zlatibor (meeting with production manager) and Zlatibor open market for random interviews with producers and traders. Afternoon. Half day workshop with the RDA Team. <ul style="list-style-type: none"> <li>• Diagnostic, perceptions and needs analysis,</li> <li>• Key terms &amp; definitions, inc sex and gender, equality &amp; equity, WEE definition, WEE in M4P and where it sits,</li> <li>• Tools &amp; use of tools including Roles and Responsibilities matrix and Access and Control Matrix, gender sensitized results chains, gender overt interventions, SDC Gender Tool Kit, introduction to and use of the WEE framework, introduction to the development and use of WEE indicators</li> </ul>
November 28 <sup>th</sup>	Morning: Key stakeholder interview (gender and governance): meeting with the President of Uzice town Committee for Gender Equality and local NGO Women Centre representative also member of the Gender Equality committee. Debriefing with the RDA team (summarising and revisiting pre-mission diagnostic) Travel to Vranje 17:00 meeting with VEEDA Team Leader, introduction to the project
November 29 <sup>th</sup>	Morning: Project presentation and interactive brainstorming & input session cross all sectors. Afternoon: Visits to key stakeholder in furniture sector and skills development Top Sofa SRB Vranje, meeting with the Deputy General Manager and visit to the production factory.
November 30th	Morning: Visit to NTFP stakeholders & key informant interviews, Organic association – collectors and out growers of

	<p>NTFP, Vranje and visit to two growers and fields at the outskirts of Vranje.</p> <p>Afternoon:</p> <p>Half day workshop with VEEDA team.</p> <ul style="list-style-type: none"> <li>• Diagnostic, perceptions and needs analysis,</li> <li>• Key terms &amp; definitions, inc sex and gender, equality &amp; equity, WEE definition, WEE in M4P and where it sits,</li> <li>• Tools &amp; use of tools including Roles and Responsibilities matrix and Access and Control Matrix, gender sensitized results chains, gender overt interventions, SDC Gender Tool Kit, introduction to and use of the WEE framework, introduction to the development and use of WEE indicators</li> </ul>
December 1 <sup>st</sup>	Write up and preparation for the debriefing workshops with SDC and teams
December 2 <sup>nd</sup>	<p>Morning</p> <p>Key informant interviews NES, meeting with Director</p> <p>Team debrief (summarising and revisiting pre-mission diagnostic)</p> <p>Travel to Nis</p> <p>Key informant interview with Chamber of Crafts Director and visit to Old Crafts Association (potential entry point - women decoupage enterprise)</p> <p>Late afternoon return to Belgrade</p>
December 3 <sup>rd</sup>	<p>09.00 Debriefing with SDC, RDA and VEEDA : mission report and key recommendations</p> <p>HB and DRI debrief</p> <p>HB Departure 16:45</p>
December 4 <sup>th</sup> to December 15 <sup>th</sup>	Analysis of findings and writing final report
December 15 <sup>th</sup>	Submission of the Draft Final report
December 20 <sup>th</sup>	Comments from SDC, RDA and VEEDA, submission of Final report

## ANNEX 4 LIST OF KEY INFORMANTS

<b>List of key informants</b>			
<b>RDA Zlatibor</b>			
18.	SlavkoLukiĆ	RDA director	
19.	<b>Team members</b>	<b>Position</b>	
20.	DarkoDjuroviĆ	Team Leader	
1.	Nikola BabiĆ	MRM Officer	
2.	Bojan CvijoviĆ	Finance and Admin Officer	
3.	TijanaBogdanoviĆ	Theme coordinator	
4.	Bojan MiliĆeviĆ	Theme coordinator	
5.	Slobodan MitroviĆ	Theme coordinator	
6.	MilomirTucoviĆ	Theme coordinator	
21.	<b>Local Municipalities</b>	<b>Name</b>	<b>Position</b>
22.	City of Uzice	SnežanaJanjiĆ,	President of the city Committee for gender equality
23.	<b>Local Civil Society Organisations</b>		
24.	Women Centre Uzice, local NGO	Radmila GrujaniĆiĆ	Coordinator of the WEE programme
25.	<b>Private Sector</b>		
26.	Vila Ravijolja rural tourism household , Arilje	Mila and OliveraLeĆiĆ	Owner + her sister creative designer
27.	Women Agriculture Cooperative ZdravĆica, Požega	RadaJoksimoviĆ	President
28.	Dairy production factory Zlatibor	JelenaAĆimoviĆ, Ivana ŠišiĆ Milan DžoliĆ RadošGukiĆ	Sales manager Technologist Director of dairy Production manager
29.	Random interviews with 10 producers and traders at Uzice open market		Dairy, wool products, meat products, fruit and honey products, traditional wood craft
<b>VEEDA Vranje</b>			
<b>N.</b>			
30.	<b>Team members</b>	<b>Position</b>	
31.	Goran Kostic	Team Leader	
7.	Zivko Ivankovic	Project Manager	
8.	Jelena Kocic	MRM Officer	
9.	Vladimir Petrovic	Project Assistant and Theme Coordinator	
10.	Milica Jovanovic	Admin Officer	
11.	Ljilana Rsumovic	Field Officer - West Serbia	
12.	Miodrag Strak	Field Officer - East Serbia	
32.	<b>National Institutions</b>	<b>Name</b>	<b>Position</b>
33.	National Employment Service Vranje branch	Zoran Antic	Director
34.	<b>Business Associations</b>		
35.	Chamber of Craftsmen Nis – training provider	Blagoje Stanisavljevic	Director

36.	<b>Private Sector</b>		
37.	Top Sofa SRB Vranje – furniture manufacturer	Maja Janjevic	Deputy General Manager + visit to the factory
38.	Organic association – collectors and out growers of NTFP, Vranje	Zoran Manic Sunčica Manic	President His wife and 3 out growers
39.	Two blueberries out growers' farms, outskirts of Vranje	Olivera Stojanovic Miroslav and Biljana Stankovic	Owner and members of the household
40.	Old crafts association IZVOR, Nis	Ljubodrag Vukic	President+ two members in charge of carving and decoupage training

## ANNEX 5: LIST OF KEY DOCUMENT REVIEWED FOR THE CONSULTANCY

1. Project Documents for both projects and all phases
2. Available Sectors Market Analysis
3. Available Context Analysis
4. Intervention Plans
5. Result Chains
6. Case studies on implemented interventions
7. Operational Reports
8. Back-stopper Springfield Centre Mission reports
9. External Evaluation reports
10. Swiss Cooperation Strategy for 2010-2013
11. Concept note for the Swiss Cooperation Strategy for 2014-2017
12. Law on Gender Equality
13. Law against discrimination
14. Labour Law
15. Family Law
16. Criminal Code
17. Law on the Fundamentals of the Education System
18. Law on Social Protection
19. National Strategy to improve the status of women and promote gender equality (2009-2015)
20. Action Plan for implementation of the National Strategy for the Advancement of Women and Gender Equality (2010-2015).
21. Strategy for Prevention and Protection against Discrimination, 2013
22. National Strategy for Rural Development 2009-2013
23. Regional Development Strategy of the Republic of Serbia 2007-2012
24. Publication of Statistical Office of The Republic of Serbia: Municipalities and Regions of the Republic of Serbia 2011
25. Global Report on gender differences in 2012
26. Citizens of Serbia on Gender Equality, Institute of Social Sciences – Center for Political Studies and Public Opinion Research survey (2010)
27. Labour Force Survey from April 2013, SORS
28. Report on the Status of Women and Gender Equality in Serbia, Gender Equality Directorate, 2013
29. Shadow over Serbia – CEDAW Shadow Report, 2013
30. CEDAW Concluding Observations, 2013
31. Reconciliation Of Private And Professional Life, JelenaSekulić, 2012, Gender Equality Directorate, SORS
32. Time Use Survey Women and Men in the Republic of Serbia, Statistics Office of the Republic of Serbia, SORS, Belgrade,2011
33. Exchange of good practices on gender equality Equal Pay Days Comments Paper – Serbia, EC Estonia, 18-19 June 2013
34. First National Report on Social Inclusion and Poverty Reduction, SIPRU 2011

35. Census 2012, Republic Statistical Office
36. Investing in Early Childhood Education in Serbia, UNICEF, 2012
37. Health of Serbian Citizens” research from 2006 and other reports from the National Public Health Institute Batut
38. Statistical Yearbooks of the Institute for Public Health of Serbia from 2007 to 2010
39. PBILD Survey report on Gender Equality at Local Level from 2010 in Jablanicki and Pcinjski districts in South Serbia
40. Draft National Agenda on Corporate Social Responsibility for the Republic Of Serbia, 2010
41. Access for women and children to services in the rural areas of Serbia and proposed measures to improve the situation, Secons 2011
42. Small Rural Households in Serbia, NatalijaBogdanov, UNDP, 2007
43. Agricultural Finance In Serbia – Status And Recommendations, USAID, 2013
44. Analysis of the HACCP system implementation- The factor of improving competitiveness in Serbian companies, DejanDjordjevic, Dragan Cockalo and SrdjanBogetic, 2010
45. Food and Agricultural Import Regulations and Standards – Narrative, Serbia, 2012, USDA
46. Boosting Social Entrepreneurship And Social Enterprise Creation In The Republic Of Serbia Report For Republic Of Serbia, OECD, 2012 State of the World Population Report 2009, UNFPA

Key Reference Documents:

47. M4P Hub May (2012)*M4P and Women’s Economic Empowerment: Phase 2: Guidelines for Incorporating WEE into M4P Programmes. Consultation Document.*
48. Jones, L. (2012) *Discussion Paper for an M4P WEE Framework: How can the Making Markets Work for the Poor Framework work for poor women and for poor men?*
49. Employment and Income Network August (2012) *Women’s Economic Empowerment and Making Markets Work for the Poor. Synthesis of a process carried out between March and May 2012 as part of a broader initiative in collaboration with the M4P Hub.*

1. It is important to integrate WEE into the project cycle from the very start. Gender should be integrated into the M&E and impact assessment system from the start as well.
2. WEE should therefore be included in the strategic framework and logframe for a project. This should make explicit what the WEE objectives are within the broader context of how the project defines poverty and what the poverty reduction objectives are, and whether gender specific constraints will be addressed.
3. If WEE is a high priority, a market system should be selected with scope for WEE when tradeoffs are understood with regard to growth potential of a sector and a market system that includes many women.
4. Good research forms the basis for mainstreaming WEE. Integrating gender analysis into the market system analysis is an effective way to ensure this happens. This benefits from taking into account context factors such as class or ethnicity.
5. The analysis should consider rules and their implementation such as legislation or informal rules about what is culturally acceptable. This enhances the potential for impact on large(r) numbers.
6. Women's ability to make use of economic opportunities can be improved by considering interventions for constraints rooted in women's reproductive, productive and community roles beyond the selected market system. This includes their disproportionate role within the care economy of paid and unpaid work, inside and outside the household, which constitutes a special burden to women and a challenge to private sector development projects.
7. As for all M4P interventions, it is important to be able to make a "business case" for those that contribute to WEE. Women are a large potential market is the underlying argument of many of these business cases.
8. Interventions that contribute to WEE include those that target men and women, as well as those that specifically target women. The goal is equal opportunities in the market system, not equal treatment by a project.
9. Intervention planning should consider and predict the potential impact on WEE. Gender analysis makes this possible, but research does not stop once initial studies for the analysis of the market system are done.
10. Research and interventions gain from including and considering the public sector, NGOs and civil society.
11. Reaching scale is a challenge for most projects at this stage of development in WEE/M4P because market players that respond to the case for WEE are often small and not perceived as market leaders. Projects are still experimenting with ways to achieve this.
12. Capacity in a project is a prerequisite for success in WEE and there are successful precedents in M4P of integrating multiple skills sets in intervention teams. This can be a model in integrating and embedding gender specialists needed for M4P WEE.

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<sup>44</sup> Taken from the M4P Hub's (2012) Guidelines for the Incorporation of WEE into M4P Programmes (p2)

***Gender Related Fora******National Institutional Framework***

a) ***Gender Equality Directorate*** of the Ministry of Labour and Social Policy of the Republic of Serbia is the primary executive mechanism of the Government of the Republic of Serbia, responsible for activities to achieve and advance gender equality. The Directorate was established in 2007 as the Sector for Gender Equality within the Ministry of Labour and Social Policy, developing into the Gender Equality Directorate within the same Ministry in 2008. Main tasks, among other: status analyses and proposing measures pertinent to the gender equality area; coordinating and cooperating with other key stakeholders in implementation of the National Strategy for Improvement of the Women's Position and Gender Equality; drafting bills and other regulations in this area; international cooperation in this area; coordinating and providing expert and administrative-technical assistance to the Council for Gender Equality; promoting gender equality and the equal opportunity policy; implementing the recommendations of the UN Committee on Elimination of Discrimination against Women. However, the directorate has a rather weak position and is often lacking sufficient budgetary funds.

b) ***National Parliamentary Committee for Human and Minority Rights and Gender Equality***; The Gender Equality Committee of the National Parliament was formed in 2003 as a permanent working body. The Committee discusses bills and other regulations from the gender equality aspect and monitors the implementation of laws and other acts pertinent to gender equality. Since the new sitting of the Parliament it has been transformed into the current Committee with wider mandate, which means that the gender equality is only one of the many issues this Committee has to address;

c) ***Commissioner for Protection of Equality*** is an independent, autonomous and specialized state authority established on the basis of the Law on Prohibition of Discrimination from 2009. Tasks, among other: to prevent all forms, types and cases of discrimination; to protect the equality of natural persons and legal entities in all spheres of social relations; to oversee the enforcement of antidiscrimination regulations, and to improve realization and protection of equality.

d) ***Deputy Ombudsman for Gender Equality*** is one of the four deputies. The Ombudsman handles gender equality issues within its competencies. The Ombudsman institution employs a Deputy Ombudsman who is responsible for gender equality and the rights of persons with disabilities.

e) ***Council for Gender Equality*** is an expert body of the Government that was established in 2012 and appointed for the period of four years by the decision of the Government. It is a governmental working body composed of representatives of ministries and experts. The tasks of the Council, among others, are to consider and propose measures and initiatives for improvement of the gender equality policy, to initiate programs and propose measures for encouraging women to participate in public and political life, to give suggestions for improvement of the policy for prevention of gender based violence and domestic violence, etc.

f) In addition, there are strong ***gender equality mechanisms at the legislative and executive levels of the Autonomous Province of Vojvodina*** (Parliamentary Committee for Gender Equality, Provincial Secretariat for Economy, Employment and Gender Equality, Gender Equality Council and Gender Equality Institute).

g) ***Local Gender Equality Mechanisms***: Local Assembly Gender Equality Committees or Councils are mechanisms established at local level (in 2012 they were established in some 30 towns and municipalities). Local GE Committees represent a very good mechanism for establishing cooperation between public, private and civil sectors. Gender Focal Points in Local Municipal Administrations used to exist in less than half of municipalities (70 out of 167 local municipalities) but many are not active.

***Civil society organisations*** and networks dealing with gender issue are few but with good capacities and issue regularly CEDAW Shadow report.

There are several operating networks of CSOs in Serbia. Some of the WEE relevant networks are:

- a) **The Federation of Nongovernmental Organizations of Serbia (FENS)** was founded in 2003 to provide better exchange of information, promote civil society values, influence decision makers and highlight issues relevant to the civil society sector. Currently, there are over 600 FENS member organisations from more than 120 municipalities in Serbia in all fields of CSO activity.
- b) **The Coalition Against Discrimination** was formed with the support of the Swedish Helsinki Committee for human rights in 2005 by eight organisations from different fields of human rights protection and promotion from all over Serbia.
- c) **The Business Sector** in Serbia is connected through a number of geographic and professional associations. At the local level business subjects are gathered around Associations of Entrepreneurs, Associations of Producers and Associations of Vocational Workers. Associations of Entrepreneurs represent a significant segment which, however, is insufficiently developed. **Association of Business Women** in Serbia is very active and well connected in EU and regional networks
- d) The **Network for supporting rural development** was established in 2010 with the aim of creating better living conditions in rural areas in Serbia.
- e) The **Serbian Youth Umbrella Organizations (KOMS)** was founded at a constitutional assembly held on 12 March 2011.
- f) **Serbian Anti-Poverty Network** was founded by Amity, Autonomous Women Centre, Centre for Independent Life for Disabled Persons – Serbia, Association for Protection and Improvement of Mental Health of Children and Youth Niš, Leskovac Education Centre, Civic Initiatives, Group 484, the Roma Information Centre Kragujevac, Sun Kragujevac, IDC, Regional Centre for Minorities, SeConS.

### **Corporate Social responsibility**

- a) **Global Compact Local Network Serbia** In 2008 network participants established a semi-formal organisational structure, and adopted the Network's organisational structure and governing policies. The Network operates through the following bodies: :
  - Steering Committee (five members: Erste Bank, Chamber of Commerce and Industry of Serbia, BCIF, Ernst and Young, Telenor Serbia)
  - Secretariat: Chamber of Commerce and Industry of Serbia;
  - Seven working groups:
    1. Social Inclusion
    2. Anti-Corruption
    3. CSR in Banking and Finance
    4. Education and Development of CSR
    5. Environment
    6. Media
    7. Labour rights
- b) **Business Leaders Forum (BLF)** is the first coalition of socially responsible companies in Serbia established with a mission to stimulate the development of corporate social responsibility and set permanent and stable CSR practices in Serbian business sector. The network was founded in 2008 at the initiative of non-profit CSR organization Smart kolektiv and several leading Serbian and multinational companies.
- c) Local **foundation Trag** (ex BCIF) is actively working on the development of corporate philanthropy **in order to include in future as many companies and entrepreneurs, but also individuals, in nonprofit actions and actions for the general cause. Business subjects may participate** in the development of local community in which they operate, by providing aforementioned actions with material and financial support. Companies upgrade their socially responsible management by strategically planned investments, and they invest in the field of corporate philanthropy.

## GENDER EQUALITY IN SERBIA – NATIONAL CONTEXT

*Beijing Declaration and Platform for Action, Convention on the Elimination of All Forms of Discrimination against Women CEDAW* (Serbia signatory since 1980), *Europe 2020 and EC Strategy for Equality Between Men and Women 2010-2015* are claimed to be the source of measures in the strategic documents that relate directly to women as legal subjects. Following the EU standards and other international documents, Serbia has started with the standardization of legislation and policy relating to gender equality.

### Legislative framework

A set of gender related regulations, i.e. the *Law on Gender Equality and the Law against discrimination* have been adopted and a number of changes to the laws governing areas relevant to gender equality have been introduced. Some other valid Serbian regulations have adequate provisions for the equal participation of women in the decision-making process in accordance to the: a) By-law on prohibiting gender discrimination and b) the election laws which stipulate a system of a 30% quota for women to be represented during the parliamentary, provincial and local elections. However the Law on Gender Equality has little effects on the actual equality of men and women. Implementation and enforcement of legislation represents a big issue in Serbia. In case of the Law on Gender Equality there appropriate sanctions are missing for breaching the norms. Another problem is lack of public awareness.

Besides the two general laws mentioned above, there are also other laws which regulate the position of women and men in various in public and private life roles, such as the: a) Law on labour (which regulates employment conditions and in-work rights); b) Family law (which regulates the area of personal relationships and parental obligations); c) Criminal code (which introduces important regulations in the field of sanctioning violence against women), etc.

### Strategic Framework

Strategic documents intended to improve the position of women and improve their status and participation in the decision-making positions are: a) *National Strategy to improve the status of women and promote gender equality (2009-2015)*; and b) *Action Plan for implementation of the National Strategy for the Advancement of Women and Gender Equality (2010-2015)*. six priority areas of the National Strategy for Improving the Position of Women and Gender Equality and the Action Plan for its implementation:

1. Increasing women's participation in decision-making processes and achieving equal representation at all levels and in all areas;
2. Improving women's economic position;
3. Improving women's health and advancing gender equality in the health policy;
4. Achieving gender equality in education;
5. Preventing and combating violence against women and improving victim protection practice;
6. Eliminating gender stereotypes in media and promoting gender equality.

However, strategic documents in the Republic of Serbia and action plans for their realization aren't harmonized enough. What concerns is the fact that almost all funds for the implementation of these strategies are from foreign donations, and not from the budget of the Republic of Serbia. In the reports on implementation of the measures there is no adequate gender statistics. In local strategies and action plans measures and activities targeting women empowerment and advancement are scarce.

## **Institutional Framework**

During the previous years, the main national institutions for gender equality have been established:

a) ***Gender Equality Directorate*** of the Ministry of Labour and Social Policy of the Republic of Serbia is the primary executive mechanism of the Government of the Republic of Serbia, responsible for activities to achieve and advance gender equality. The Directorate was established in 2007 as the Sector for Gender Equality within the Ministry of Labour and Social Policy, developing into the Gender Equality Directorate within the same Ministry in 2008. Main tasks, among other: status analyses and proposing measures pertinent to the gender equality area; coordinating and cooperating with other key stakeholders in implementation of the National Strategy for Improvement of the Women's Position and Gender Equality; drafting bills and other regulations in this area; international cooperation in this area; coordinating and providing expert and administrative-technical assistance to the Council for Gender Equality; promoting gender equality and the equal opportunity policy; implementing the recommendations of the UN Committee on Elimination of Discrimination against Women. However, the directorate has a rather weak position and is often lacking sufficient budgetary funds.

b) ***National Parliamentary Committee for Human and Minority Rights and Gender Equality***; The Gender Equality Committee of the National Parliament was formed in 2003 as a permanent working body. The Committee discusses bills and other regulations from the gender equality aspect and monitors the implementation of laws and other acts pertinent to gender equality. Since the new sitting of the Parliament it has been transformed into the current Committee with wider mandate, which means that the gender equality is only one of the many issues this Committee has to address;

c) ***Commissioner for Protection of Equality*** is an independent, autonomous and specialized state authority established on the basis of the Law on Prohibition of Discrimination from 2009. Tasks, among other: to prevent all forms, types and cases of discrimination; to protect the equality of natural persons and legal entities in all spheres of social relations; to oversee the enforcement of antidiscrimination regulations, and to improve realization and protection of equality.

d) ***Deputy Ombudsman for Gender Equality*** is one of the four deputies. The Ombudsman handles gender equality issues within its competencies. The Ombudsman institution employs a Deputy Ombudsman who is responsible for gender equality and the rights of persons with disabilities.

e) ***Council for Gender Equality*** is an expert body of the Government that was established in 2012 and appointed for the period of four years by the decision of the Government. It is a governmental working body composed of representatives of ministries and experts. The tasks of the Council, among others, are to consider and propose measures and initiatives for improvement of the gender equality policy, to initiate programs and propose measures for encouraging women to participate in public and political life, to give suggestions for improvement of the policy for prevention of gender based violence and domestic violence, etc.

f) In addition, there are strong ***gender equality mechanisms at the legislative and executive levels of the Autonomous Province of Vojvodina*** (Parliamentary Committee for Gender Equality, Provincial Secretariat for Economy, Employment and Gender Equality, Gender Equality Council and Gender Equality Institute).

g) ***Local Gender Equality Mechanisms***: Local Assembly Gender Equality Committees or Councils are mechanisms established at local level (in 2012 they were established in some 30 towns and municipalities). Local GE Committees represent a very good mechanism for establishing cooperation between public, private and civil sectors. Gender Focal Points in Local Municipal Administrations used to exist in less than half of municipalities (70 out of 167 local municipalities) but many are not active.

***Civil society organisations*** and networks dealing with gender issue are few but with good capacities and issue regularly CEDAW Shadow report.

## **Policy Implementation**

According to the CSO CEDAW Shadow report Shadow over Serbia (May 2013) “The issue of gender equality became more present and visible in the previous period. Activities of gender equality (GE) mechanisms are mostly supported by international donations, while budget support of their work is still very small. Within the jurisdiction of these bodies, the least attention was paid to activities related to analysis of legislation, drafting amendments and plans for monitoring the implementation of the existing laws and strategies. The establishment of local gender equality mechanisms was strongly encouraged. Many local GE mechanisms have no influence on the change of situation, and some actively avoid cooperation with local women's organizations. Reports on the work of gender equality mechanisms at best enumerate the activities of these bodies, but not the changes made in this field. GE mechanisms often tend to marginalize the role of independent women's organizations. Budget money (at all levels) given to women's NGOs is very small, and does not provide even the continuity of their work. Independent regulatory bodies for the protection of rights of citizens have been established, but their influence is still very weak. “

Many strategic documents are not gender sensitive (only four recognize women as full legal subjects) and often do not include measures related to multiple-marginalized groups of women. Statistical Office of the Republic of Serbia has improved presentation and availability of data disaggregated by gender. However, gender sensitive statistics is not always used and the relevant data are not categorized by gender, age, region, intersecting them with the specific features of multiple marginalization (based on ethnicity, disability, position of refugees/displaced persons, urban/rural living, etc.). Gender sensitivity of some surveys is still deficient.

## **GE IN FIGURES**

In 2012, Serbia was ranked for the first time by the World Economic Forum (WEF). According to WEF, Serbia is on 50th place among 135 countries with regards to gender equality (leading are the Nordic countries, while at the end of the ranking are Chad, Pakistan and Yemen). Based on this ranking information, the Serbian Commissioner for Equality pointed out that in Serbia, specifically, in the most difficult position are women from marginalized social groups, single mothers, older women, Roma women, rural women and women with disabilities.

The Global Report on gender differences in 2012 (according to which the countries are ranked according to their ability to eliminate gender differences in four key sectors - access to healthcare, education, and participation in political life and economic equality) ranks Serbia 67<sup>th</sup> in the world. Specifically, per indicator, Serbia is ranked the following:

41. Equality in wages for the same job 76<sup>th</sup>;
42. Access to healthcare 91<sup>st</sup>;
43. Access to education 61<sup>st</sup>; and
44. Equality in the participation in political life 40<sup>th</sup>.

## **Public Opinion on Gender equality**

CPSPOR survey (2010) showed that “Majority of citizens of Serbia do not discriminate between boys and girls in inculcating key socialization values. However, some respondents attribute certain desirable characteristics to either boys or girls. More expectations are specific for girls: being obedient, having good manners, expression of emotions, doing household chores, and taking care of other people. The only gender-specific values ascribed to boys are doing sports and independence. Male, older, less educated and people with more traditional social roles, tend to have customary patterns of gender roles. According to

gender distribution of responses, there are some differences. Male respondents believe that independence (12%), and practicing sports (18%), are more important for boys, and that girls should be more obedient (14%), have good manners (10%), do house chores (31%), express their emotions (15%), and care about others (11%). Female respondents also relatively frequently stressed their expectation about girls doing household chores (24%), expressing emotions (11%), being obedient (9%), and caring about others (9%).

The Index of Gender Equality (IGE) was developed from 26 statements, including those representing prejudices about women (e.g. *“Successful business women always have to neglect their families”*), attitudes toward gender equality (e.g. *“Being employed is the best instrument for women’s independence”*), attitudes toward specific policy of gender equality (e.g. *“Organizations aiming to improve the status of women should be financed from the state budget”*), attitudes concerning both gender and other aspects (*“Roma women should marry Roma men, and Serbian women should marry Serbian men”*). One half of respondents preferred the idea of gender equality, one third is ambivalent, and around one sixth of them tend to express negative attitude towards gender equality. Level of education is a factor determining the IGE score variations. Women have more positive attitudes towards gender equality than men of the same educational level. Within the subsample of women, better educated women have more positive orientation toward gender equality, and difference decreases among secondary and university level. Within the subsample of men, education level is determining a more linear increase of positive attitudes toward gender equality. Women of all generations’ value gender equality more than their male peers.

Elimination of violence against women is the most relevant dimension of general population’s understanding of gender equality (64%). Other options are distributed as follows: “equal financial power of both genders“ (47%), “achieving gender equality in governing positions“ (44%), “equality in division of household labour“ (41%), “elimination of gender prejudices in general population“ (37%), “achieving gender equality in curriculum, textbooks and media“ (10%), “use of gender sensitive language“ (6%). Gender does not discriminate respondents’ definitions of gender equality, except for “equality of household labour“(more preferred by women, than men).

Gender-based discrimination is explored in the following fields: family, political activity, work and employment, formal institutions, and informal relations with friends and neighbours. Majority of both male and female respondents reported no experience of gender-based inequality (from 86% in family to 97% in political activities). More women than men experienced gender-based discrimination. Among the respondents who have experienced some sort of gender-based discrimination, majority of victims did not ask for any assistance afterwards. Less frequently, they turned to family members, colleagues, and managers, counsellor, and police. Only a few percent of respondents turned to a labour union, a lawyer, an organization for rights of women or official institutions for discrimination issues.

### **Access to employment**

According to the Labour Force Survey from April 2013 **Unemployment rate**, presenting the share of the unemployed in total active population (employed and unemployed) in the Republic of Serbia amounted to 24.1%, i.e. 22.3% regarding the male population and 26.5% regarding the female. Unemployment rate in the Region of Belgrade amounted to 19.0% and in AP Vojvodina to 24.8%. In the Region of Sumadija and West Serbia, unemployment rate was 25.9%, while in the Region of South and East Serbia, it amounted to 26.3%. **Employment rate** presents the percentage of the employed in total population aged 15 and over, and in April 2013, it amounted to 36.3%. Additionally, employment rate of males was 44.1%, while of females, it was 29.2%. The greatest employment rate was recorded in the Region of Belgrade, amounting to 37.9%, then in the Region of Sumadija and West Serbia where it amounted to 36.7%. In the Region of South and East Serbia as well as in the Region of Vojvodina, unemployment rate

was 35.4%. The women's employment rate in the period from 2000 to 2010 had a downward trajectory from the highest rate of 41.8% in 2000, to the lowest rate of 31.1% in 2010.

The employment rate of women in Serbia is significantly lower than in the EU-27 (58.6%) and the rate of female employment in neighbouring countries (Croatia, Bulgaria, Romania). Unemployment rates among women from socially marginalized groups are higher than among the general population of women. There are significantly less women among individual agriculture producers (23% of women; 77% of men), but much more of women among contributing family workers in the field of agriculture (71: 29). Position of women in rural areas is particularly difficult: they mostly work as contributing family workers, have no property of their own, rarely are holders of agricultural farms, don't take part in decision making concerning agricultural production.<sup>45</sup>The activity rate in Serbia has been in the progressive decline since 2000. In 2000, the activity rate of women was 48.9%, while this value reached 39% in 2010.<sup>46</sup>

Women are disadvantaged on the labour market, since they have more difficulties to exercise labour rights when it comes to motherhood, and they also lose jobs more often due to the economic crisis. Women are also not in an equal position when seeking employment as a result of their marital or family status since young women are expected to give birth and thus discriminated from employment. As a result, they are forced to work in the grey economy in lower-paid jobs and to accept jobs under poor conditions, with no social protection benefits. Women with lower education are less active at the labour market, and more active in the family and unpaid housework, while the most frequent reason for inactivity of men is retirement. According to the research of the Statistics Office of the Republic of Serbia on Reconciliation of Family and Professional Life in 2010, there were more women working reduced hours because child care service was not available (63% comparing to 37% of men). Women are those who more often quit working even when they are employed, in order to address the needs of children. In the group of the self-employed, there are twice as many self-employed men than women (28:14), while women occur in the highest percentages in the category of employed workers (75%), slightly more than men (68%). This is a result of a number of various limiting factors, for which women are not motivated to engage in entrepreneurship. When it comes to supporting members of the household women occur in 11%, and men in 4% only. If we take a look at the category of the people who are between 55 and 64 years of age, this statistic significantly changes, and women appear as supporting members in 24% of cases, while men are present in 2% only. The fact that the women over 55 years of age are mostly those who support their families in various ways is confirmed by the data that number of women in informal employment is bigger than number of the men.

According to the first Time Use Survey<sup>47</sup>, the average time that men and women spend on paid or unpaid work differs. Thus, women are those who spend less time on paid and twice as much time on unpaid work than men. Women spend more than three hours a day of on unpaid work, which include activities related to food, housekeeping, child care, while men spend on this activity for about an hour.

Gender segregation in the labour market by occupation and branch of activity is still present. Sectors in which the majority of women are employed are among the lowest paid. Even in these branches mostly the men are in the management positions. Women represent a very low percentage of property owners, and therefore face difficulties in access to loans and financial incentives. Many rural women work in family

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<sup>45</sup> Shadow over Serbia, NGO Shadow report to CEDAW, 2013

<sup>46</sup> Reconciliation Of Private And Professional Life, Jelena Sekulić, 2012, Gender Equality Directorate

<sup>47</sup> Women and Men in the Republic of Serbia, Statistics Office of the Republic of Serbia, RSO, Belgrade,

households, do not receive any compensation for their work and have no income and opportunity to earn a pension and health insurance.

The majority of complaints that are received by the Commissioner for the equality are in the area of labour and employment. For example, after returning from the maternity leave, women are moved to lower positions and less paid jobs, employers are looking for younger female workers, employers ask about their family status during the job interview, etc.

In the National Strategy for Improved Status of Women and Gender Equality Promotion in the Republic of Serbia, data shows that the difference in salaries between men and women amounts to 16%. According to the Statistics Office of the Republic of Serbia<sup>18</sup>, the difference in earnings in legal entities amounted to 7% in 2010, i.e. on average women were paid 93% of the average male earnings. However, it is also stated that pay gap differences in this publication are not comparable with the official European statistics (which implies Eurostat definition) because it does not include salaries of employees by the private individuals and does not show the average earnings per work hour.<sup>48</sup> Women earn approximately 90% of male earnings.

Besides earnings, work environment is often a source of frustration and discrimination. Researches show that women are often abused at work, especially in small and medium size enterprises, working in bad conditions and are being fired because of pregnancy/maternity leave. Job advertisements and hiring procedures are not transparent, and many employers avoid hiring women to traditionally male jobs, require good looks and doing work not included in the job description, ask for information on family plans and maternity. The State of Serbia confirms the existing inequality, but does not give stronger power to state institutions to investigate prosecute and punish the employers for actions stated in par. 182 and 183 of the state report. On the other hand there are no tax benefits or any other measures which will improve the position of women in the labour market.

Older women, unemployed women, self-supported mothers, women with no more than elementary education, ones from economically undeveloped regions, Roma women, women with disabilities, women from rural areas – all of them are the biggest victims of transition, because they have the least chances for employment. There is a great gap in use of the right to leave for family reasons between men and women. There are no systematic monitoring and reliable data on sexual harassment of women at work. Short period of retirement reflects poor state at the labour market (working in the grey economy, long waiting for the employment, losing jobs at older age, paying contributions on the minimum base) and the fact that women are more affected.

Union organisations are lagging behind the market changes, which creates a further barrier for women to engage sufficiently in advocacy. Unemployment, low wages and job insecurity affect their negotiating positions. Women are underrepresented in the social dialogue process, which excludes the opportunity for the incorporation gender-specific interests into the policy making process.

Unlike other countries in the region, the rights related to maternity leave, child care leave and the possibility of early retirement are to great extend preserved in Serbia.

## **Education**

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<sup>48</sup> Reconciliation Of Private And Professional Life, Jelena Sekulić, 2012, Gender Equality Directorate

Educational structure of the population in Serbia is unfavourable (14% of illiterate with no education whatsoever), especially when it comes to women with lower levels of education. Educational level of Roma population is extremely unfavourable. Among the illiterate 80% are women.<sup>49</sup>

Preschool education is not compulsory. Average coverage of children 3-5.5 years by preschool education was only 48% in 2012<sup>50</sup>. According to the Law on Primary Education, the parent (or guardian) is required to enrol a child aged 5.5 to 6.5 years in preschool or primary school with preschool curriculum, and attendance of this program is compulsory and free of charge. For other children who attend preschool institutions, the Law on Preschool Education (Article 50) stipulates that the parent (guardian) is partially involved in the provision of funds in the amount of 20% of the economic cost per child, and the amount of the economic cost is defined by the founder (the Republic of Serbia, autonomous province or local self-government) There are no big gender disparities but at the same time very low coverage among the most vulnerable groups (children from Roma families only 8%, from poor families 22%, from rural areas 29%, mothers with low education attainment 21%)<sup>51</sup>. Regulations that stipulate criteria for prioritization of children during enrolment do recognize children from vulnerable groups as the first priority. However there are not enough pre-school capacities in urban areas and often none in rural areas. At the same time the diversity of services is not adequate to the needs of different families (type, duration, working hours, etc.). All this hugely affects women and their employability.

At the compulsory basic level of education gender inequality is almost eliminated as 98.4% of boys and 98% of girls attend primary school. In addition to the compulsory curriculum, some schools provide an extended stay for students in lower grades. This type of organized work in the schools, according to current legislation, is not specifically regulated, and there are no specific guidelines on the manner and content of work, but it is left to the schools to organize this type of work according to their needs and abilities. According to the decision of the Ministry of Education, extended stay in primary schools can be organized for students of first and second grade. Some local self-governments, responded to parents' needs by expanding this service to children attending the third and fourth grade. However, when we talk about the specific services targeting children with disabilities and chronically ill children, there are still municipalities, local self-governments and towns that do not provide the necessary support to children or their parents in meeting their needs for child care. Inclusive education of students with disabilities in regular schools is possible under the Law on Education. In addition to children who are covered by inclusion, schools for elementary and secondary education of children with disabilities can provide additional support in education of children who need additional and special care and attention.

Big differences in education between women and men also do not exist in terms of secondary education. At higher levels of education, there is a trend of the higher participation of young women, where the percentage of female students even surpasses the percentage of male students (50.9% female to 47.1% male students). From 2007 to 2009 the share of female students in total population of students enrolled to universities was 55%, while the share of graduated female students was even higher – 61%. Gender segregation by fields of education is still strong. But this advantage is lost during the post graduate studies (Holders of the Masters of the science degree are 32, 6% women, holders of the Doctorate / PhD degrees are 30.4% women)<sup>52</sup>.

Overview of textbooks and curriculums shows that there is more gender sensitive content in elementary school textbooks, while there are almost no such content in secondary school textbooks. In Serbia there are no obligatory sexual education curriculums for primary and secondary school students.

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<sup>49</sup> Census 2012, Republic Statistical Office

<sup>50</sup> Investing in Early Childhood Education in Serbia, UNICEF, 2012

<sup>51</sup> Idem

<sup>52</sup> Ministry of Education and Republic Statistical Office data

Gender inequality is reflected in segregated educational profiles, where there still dominates the traditional division between "male" and "female" professions. For example, women are prevailing students at the Faculty of Social Sciences and Arts with approximately 65%, in medical schools with 50%, while at technical universities women participate with approximately 25%. Share of women in the sport system in Serbia is strikingly low: only 8.4% of employees are women. Women make between 24 and 37.5% of active members of sport clubs. Only 13% of professional associates in the clubs are women<sup>53</sup>.

Traditionalism in relation to gender roles causes greater technical illiteracy of women, which further marginalizes them later in the labour market.

In the educational institutions female teachers participate with a large majority. This phenomenon cannot be considered entirely positive, as teachers have lower wages due to a general reduction in the level of wages in the public sector. The percentage of women in the educational sector depends of the level of institutions and professions, so among preschool teachers women participate with 95.5%, in primary schools with 71.8% of women, while among the lecturers and professors at universities only with 29.4%.

In spite of higher number of women graduated from universities, women dominate among the unemployed, very few of them are positioned at decision making and management positions and they are much more involved in household and care work.

### **Participation of women in the decision-making positions**

Although the legislation and institutional mechanism for gender equality are established at the national level and have set the target of at least 30% of women representatives in political parties and national and local parliaments, the actual number of women especially at local level in South Serbia is much less than that. The number of women in senior management positions is significantly lower, and top positions are dominated by men.

Especially evident is the absence of a large number of women in the decision-making positions in legal entities with greater financial power and profitable industries in general. A sound indication for this statement is the composition of boards and other relevant bodies where decision-making power for the most important business and policy making is concentrated. This is also evident in the boards of public companies, as well as with other agencies and organizations within the system of public administration in Serbia.

Reasons for this low participation of women in decision making are mainly in still very strong patriarchal values especially in rural and remote areas, lack of confidence in local political actors, women predominant engagement in family and house chores while “men have time to deal with politics – which is the waste of time anyhow”, and lack of awareness among men and women what would be the benefits of women greater engagement in decision making processes.

### **Marriage and Family Relations**

In the field of marriage and family relations the Republic of Serbia has achieved *de jure* equality between women and men, but not *de facto* equality. Traditional, patriarchal marital and family models of life and gender role distribution are still present and nurtured through ideological and structural influences. We

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<sup>53</sup> Shadow over Serbia, NGO Shadow report to CEDAW, 2013

can see a certain increase of the early marriages among the younger generation of women. There are no data on how many marriages are „contractual“, agreed between families while their children are still minors, or whether and how much these contracts are paid for, but this phenomenon still exists in certain ethnic groups. Since August 2009, by the Amendments of the Criminal Code, articles 188 - *Concluding a Void Marriage* and 189 - *Enabling to Enter into Unlawful Marriage* have been deleted and are no longer criminal offenses.

Equality between women and men in fulfilling family responsibilities has not been achieved. In average, women spend much more time doing unpaid housework. Distribution of housework shows a significant domination of patriarchal model of the household work distribution. Strategic management of the money is more often in the hands of men. Serbia has not achieved true equality between women and men when it comes to responsibilities of parents toward children. Out of the total number of inactive persons who did not seek for job because of the care for children or adult and elderly family members, even 97% were women, and only 3% men.

Despite the increased number of facilities, preschool education capacities are insufficient. Day care services for children and young persons with developmental disabilities, as well as day care services for adults and elderly, have been developed in the previous years, but are still insufficient and unevenly available. Since the burden of child and care of the elder and disabled members of the household is not equally distributed between parents or partners, women are under much more pressure and it reflects not only to their employment and career, but also to their physical and emotional resources. Special problem represents the fact that these services are often not available at local level. Insufficient social care for children is also reflected in the children allowance, the instrument of support to poor families with children, given for the first four children.

Single parents (women make 77% of all persons living out of marriage with a child/children not older than 17) are often unable to exercise their legal right to alimony. Given the totally inefficient system of enforcement of court rulings, it's obvious that this obligation can be avoided and unfulfilled for years, with no serious consequences. A person living alone can be granted the right to adopt a child only exceptionally - in case of special and justifiable reasons, and such permission can be issued by the minister in charge for family protection.

## **Health and Care**

According to National Public Health Institute Batut, the estimated total expenditure on health care in the Republic of Serbia in 2009 amounted to 10.3% of the GDP, which exceeds the EU member states' average (9.0). However, compared to other European countries, the Republic of Serbia's expenditure on health care, in absolute terms, is low, which is a result of its relatively low GDP.

The structure of the Republic Institute of Health Insurance income and expenditure has been relatively constant in recent years: a mere 3% is spent on prevention activities, 33% on primary health care and 63% on hospital care. Family planning counselling services in Serbia are in the scope of medical institutions. The Report of the Institute for Public Health of Serbia for the period 1997-2007 states that number of women using those services had declined and that the average of 5% of women in fertile age had used these services. There are no obligatory sexual education curriculums for primary and secondary school students in Serbia.

According to the data from “Health of Serbian Citizens” research from 2006, conducted by Ministry of Health and Public Health Institute, 70% of youth in Serbia aged 15–29 are sexually active. From the total number of girls in Serbia aged 15–29 who were sexually active in the preceding 12 months, less than half

of them (42.3%) used contemporary contraceptive methods. A quarter (24.3%) of youth or their partners aged 15-29 reported always using condoms during sexual intercourses. According to the data from health statistics specific rate of intentional termination of pregnancies per 1000 females aged 15-29 in 2007 was 11.3. The 2009 survey results of user or patient satisfaction with health care services, conducted by the Ministry of Health, indicate high satisfaction with all aspects of health care provided. Overall satisfaction of recent mothers with their stay in maternity wards was of the average rating of 3.8, lower than the average rating of satisfaction with hospital treatment (4.3). There are no possibilities/services for women to choose medically guided and monitored home births. The new concepts of father or other person of trust being present during childbirth is not available to the majority of population. Not all women in Serbia are entitled to free of charge epidural during child birth. The concept of Baby Friendly Hospital in Serbia did not meet its goal. In reality, the nursery is not 24/7 available to mothers and their needs. Fertility rate dropped from 1.6, as recorded in 2001, to 1.4 in 2010. In 2009 and 2010 the greatest number of deliveries, by mother's age, was in the 20-29 age group, followed by deliveries in 30-39 age group, and then those in 15-19 group (in app. 5% of cases). Girls younger than 15 gave birth in less than 0.1% of cases. Perinatal mortality decreased from 9.3 perinatal deaths per 1,000 births in 2007 to 8.9 perinatal deaths per 1,000 births in 2009. (The value of this indicator in the EU in 2008 was 5.8.). Infant mortality rate in Roma settlements is considerably less favourable: in 2005, it was 25 infant deaths per 1000 live births. No doctor has ever been accused of medical error in case of death of a child or mother at birth. Women access to family planning devices is limited. On the approved list of medicaments that can be bought in Serbia are 8 types of contraceptive pills (7 imported and 1 domestic), morning after pill, vaginal ring, diaphragm, female condoms, spermicides, etc, but the State of Serbia subsidizes only 5 contraceptive pills in cases when women have prescription from their gynaecologists working within state health care centres. There are no choices for women with low salaries or unemployed to reach the right to the highest attainable standard of health in the field of reproductive rights, to have medicament suitable to their personal medical characteristics because the price of imported pill is 10 times higher than domestic pill.

Although Law on In Vitro Fertilization in art. 8 proscribe equality of services for men and women, it is obvious that the service of free IVF is primarily available to the citizens of the 4 largest cities in Serbia, because high travel and accommodation costs are still the major obstacles for poor, marginalized, and rural women, and these costs are not covered by the Republic Institute of Health Insurance. There is direct state discrimination of all single women on the bases of their marital status, proscribed in art. 26 of this Law, reserving the right to IVF to couples, married or people in a long lasting relationship. The only exception, proscribed in par. 3 of the same article, for a single woman to be granted the right to IVF is if there are especially important reasons and approvals from Ministry of Health and Ministry of Employment and Social Policy. Despite the previous Concluding comments of the CEDAW Committee and lack of free or subsidized contraceptive pills/devices, abortion is still used as a family planning method. In the Health Statistical Yearbooks of the Institute for Public Health of Serbia from 2007 to 2010, app. 18.000 medically indicated abortions are yearly reported, out of which 95% in the gestational period 10 weeks or less. Abortion is considered to be additional medical service for which women do not need official referral from their gynaecologist working in public medical sector. Women can choose between public or private sector to perform that procedure, and that choice often vary of financial means. In the beginning of 2013, 374 women in Serbia were registered as HIV infected. Increase of infection is noted in female population. In the first years of epidemics, the ratio between the male and female sex among the persons suffering from AIDS was 5, 7:1 (in 1991), while in recent years this ratio has stabilised at about 2, 5:1.

Transmission of HIV from mother to child is insignificantly represented in the total number of the registered HIV-infected persons. Pregnant women infected with HIV have the possibility to enrol to holistic prevention program of HIV transmission and have a healthy child. Since there is no Special protocol for victims of rape, women victims of marital rape and rape are not recognized as vulnerable

categories that should be entitled to free abortion, nor they are offered free of charge morning after pill to prevent unwanted pregnancy or HIV/STI testing. There are no Rape crisis centres or similar institutions.

In cases of no court order for forensic medical examination of the victims, the victims have to pay for that examination by themselves. There are no free of charge specialized services that provide psychological help in order to overcome the trauma of rape, nor the state provide funds for the CSO's to give that type of service. According to the Health Act, free access to emergency treatment is explicitly granted only to foreign victims of trafficking. Domestic victims of trafficking have access to health care based on a Communication of 28 July 2006 signed by the then Assistant Minister. This Communication provides that victims of trafficking are entitled to primary health care. They have access to secondary care upon the referral by the primary care doctor providing that they have the certificate issued by the Agency for Coordination of Protection of Victims of Trafficking that they are victims of trafficking. In practice, it is very difficult to ensure victims' access to public health care services.

According to the Law on Social Protection<sup>43</sup> *Social Welfare Centres* are founded by the local self-government unit, in order to provide social welfare services. These services are organized as a social services aimed at children, youth and family, and as services for adults and elderly users.

Social protection services are divided into five basic groups:

- 1) Services aimed at the evaluation and planning the status and needs of the users, guardians' estimate, development of the individual and family plan of service delivery, etc;
- 2) Daily services in the community, which include day care, home assistance and other services;
- 3) Services aimed at supporting independent living, such as supported housing, personal assistance, etc;
- 4) advisory-therapeutic, and social and educational services aimed at intensive support for families in crisis, counselling and support to parents, guardians and other;
- 5) Accommodation service in a foster family, centre and other sorts of accommodation.

Daily services in the community are provided and funded by the local self-government and these are activities that help the user and his/her family to stay together and provide them support in coordination of daily activities, in order to ease user's stay in the family. Centre for Social Welfare has the authority on its jurisdiction to assess the needs of the user in accordance with the law and to plan the provision of social welfare services.

The daily services in the local community are provided equally by state institutions (social welfare centres, gerontology centres, centres for the development of social welfare at the local level, primary and secondary schools for children with disabilities) and civil society organizations which offer specific services in the community as part of their activities. In some communities the Red Cross is an institution that provides a specific service on the local level, mostly the service of home assistance and home care for adults and the elderly. However, as stated before the biggest problem at local level is lack or inaccessibility of such services (e.g. 70-90% of local communities lack different services targeting disabled people – the % varies depending on the type of service).

## **GE at Local Level**

According to the PBILD Survey report on Gender Equality at Local Level from 2010 in Jablanicki and Pcinjski districts in South Serbia one of the most underdeveloped regions, "there are neither significant tendencies to establish systematic policy framework for gender equality 'from below' (from local actors and governments), nor significant tendencies to develop adequate framework by implementing principles and standards 'from above' (national level and international community). The analysis presented in this report leads to two main conclusions:

- Local communities in Jablanicki and Pcinjski districts are marked by prominent gender inequalities;

- Local framework for improvement of gender equality and empowerment of women is not favourable.

The inequalities are evident in political and economic participation, in education, but also in sphere of private life which is marked by dominance of traditional, patriarchal norms and domestic violence against women.

Local mechanisms for gender equality are established in majority of municipalities, but they are not functional, while gender equality issues are very sporadic in local policies and gender mainstreaming is completely absent from local policy making.

Generally, representatives of local government and political parties (excluding representatives from women's networks/forums), as well as representatives of majority of centres for social work are less sensitive to gender equality issues and problems than representatives of national employment service, CSOs and local media. Perception of gender inequality problems is vague, mostly limited to few aspects, and often contradictory. Lack of awareness is partly grounded in lack of evidence base.

Activities of different stakeholders aimed to improve gender inequality are lacking or they are very fragmentary. There is no stable, long-term, regular cooperation between different stakeholders in the same municipality, or between municipalities, related to the gender equality issues. For the improvement of gender equality it is needed simultaneous 'top-down' and 'bottom-up' intervention.

### **Labour law - maternity**

Pregnant women in Serbia are entitled to a year's paid maternity leave for their first and second child, and two years for any subsequent child. The Labour Law was amended in April 2013<sup>54</sup>. Recent amendments to the Labour Law give additional protection to female employees who are pregnant or have recently given birth. Prior to the amendments, an employment contract concluded for a fixed period could expire according to its terms even if the female employee became pregnant or took maternity leave, childcare leave or special childcare leave during the contract period. As a result of the amendments to the law, an employment contract concluded for a fixed period shall be extended "until the expiry of the use of the right to leave". The amended Law forbids dismissal of pregnant women, and women on the maternity leave, as well as of employers who use the child care leave (Arts. 187.2 and 187.3). The Article 93a introduces the obligation to employers to provide female employees, mothers with babies, certain benefits with respect using time breaks and shortened working hours. The amendments introduce special benefits for breastfeeding mothers who return to work before the expiry of one year from the childbirth if their working day is at least six hours long. Such employees are entitled to one or more breastfeeding daily breaks in total duration of 90 minutes or to working hours reduced by 90 minutes. The breaks are included in regular working hours. The discrimination against women in the labour market was addressed in the Anti-Discrimination Strategy adopted in July 2013. The Strategy envisages undertaking further amendments to the Labour Law that would provide clear rules on the prevention of discrimination of women at work, securing measures for the reduction of gender segregation in the labour market, and eliminating the gender pay gap.

### **Poverty**

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<sup>54</sup>(Zakon o izmenama i dopunama zakona o radu, "Sl. glasnik RS" br. 32/2013)

There are no recent official statistical data on poverty. The table below shows the data from 2010 (the Second Report on Social Inclusion and Poverty Reduction is due in 2014). However it can serve as good indicator of comparative poverty in urban and other (rural) areas, different regions, age, etc. However, the data in the table refers to the period prior to the financial crisis when the trends in poverty were decreasing. Since the outbreak of the crisis the poverty has considerably increased judging only by the increase of the unemployment from 14% to 25% in the same period. If we consider that the % of poor (relative poverty line) in rural areas was rising even in the period prior to 2010 the situation is rather alarming.

Women were more exposed to the risk of poverty than men in 2006 (7.4%), but the initial superior position of men disappeared in 2009, so the differences in poverty by sex were almost non-existent in 2009 (0.6%). However, differences in poverty between sexes are noted when disaggregated by age. While the young men (aged 18-24) were more vulnerable than young women, older women (65+) were more vulnerable than older men. However, it is estimated that the situation has worsened again judging from the unemployment figures: only among registered unemployed (and it is estimated that there are more unregistered women than men) % of unemployed women from 25 to 50 years of age is much higher than unemployed men of the same age. Even more alarming is the increasing number of people who are living just above the poverty line. Situation is particularly difficult in South Serbia where the number of unemployed is increasing constantly

First National Report on Social Inclusion and Poverty Reduction (2011)

	2006	2007	2008	2009
<b>Absolute poverty line, RSD per month per consumer unit</b>	6,221	6,625	7,401	8,022
<b>% of the poor in the Republic of Serbia</b>	8.8	8.3	6.1	6.9
<b>% poor by regions</b>				
Belgrade	4.3	2.4	2.9	3.8
Central Serbia	10.7	9.0	7.0	9.3
Vojvodina	8.6	11.9	6.8	4.9
<b>% of the poor by type of settlement</b>				
urban area	5.3	6.0	5.0	4.9
other area	13.3	11.2	7.5	9.6
<b>% of the poor by type of household</b>				
single-member	8.6	8.8	6.6	5.7
two-member	8.7	9.2	5.5	5.6
three-member	5.2	4.9	5.1	5.0
four-member	5.7	5.3	4.7	4.7
five-member	8.3	8.1	5.2	5.7
six-member+	17.3	14.4	10.0	14.2
<b>% of the poor by age</b>				
children up to the age of 13	11.6	11.2	7.3	9.8
children 14–18	11.7	8.8	6.9	8.4
adults 19–24	7.2	6.6	5.9	7.5
adults 25–45	8.4	7.4	5.0	6.4

adults 46–64	7.0	6.6	5.4	5.3
elderly 65 +	10.0	10.3	7.5	7.5
<b>% of the poor by socio-economic status of the head of household</b>				
self-employed	10.2	10.9	5.1	6.0
employed	5.2	5.3	3.9	4.6
unemployed	14.7	10.9	16.9	17.5
pensioners	8.8	7.6	5.7	6.1
other inactive	28.2	24.2	15.5	29.3
<b>Relative poverty line<sup>55</sup>, RSD/month/consumer unit</b>	7,171	7,747	8,923	9,583
<b>% of the poor in the Republic of Serbia</b>	14.4	13.4	13.2	13.6
<b>% of the poor by type of settlement:</b>				
urban area	9.5	10.1	10.9	9.1
other area	0.6	17.6	16.1	19.5

Source: HBS, Statistical Office of the Republic of Serbia (SORS). Taken from the report “Monitoring Social Inclusion in Serbia” Government of the Republic of Serbia, 2010

Relative at-risk-of-poverty gap by age and sex, %

	2006	2007	2008	2009
<b>Total</b>				
total	28.5	28.5	23.6	22.0
male	28.5	28.1	24.4	24.0
Female	28.5	28.7	22.8	20.9
<b>0 – 17</b>				
Total	29.7	29.9	23.1	21.8
Male	30.1	27.9	25.3	26.5
Female	29.3	30.9	22.2	19.8
<b>18 – 64</b>				
total	28.5	29.2	24.8	22.0
Male	28.5	29.7	25.3	22.9
Female	28.5	28.2	23.5	21.5
<b>65+</b>				

<sup>55</sup>\*Relative poverty line defines poverty relative to the national living standards level and has been established at 60%

Median average consumption per consumer unit.

Total	26.7	24.7	21.9	22.0
Male	25.2	21.4	20.7	22.0
Female	28.5	27.6	22.3	21.9

Source: HBS, SORS. Taken from the report “Monitoring Social Inclusion in Serbia” Government of the Republic of Serbia, 2010

### **Access to Land**

Women and men have equal rights to land ownership, but respect for traditional customs restricts the ownership rights of some Serbian women. In some rural areas, women do not have de facto access to land, e.g. if women buy or inherit land, tradition obliges them to register it in the name of their husband or another close male relative. Women own land mainly where there are no male members or in case of a single mothers with no adult male members. The 2011 CEDAW report notes that a survey conducted in 2008 in one rural area found that women made up 10% of landowners. In 2009, the Ministry of Agriculture launched a six-year programme of rural development, which included working with rural women to raise awareness of ownership rights, and to provide support to rural women entrepreneurs.

In many cases the landowners are actually old parents that still live in villages without being able to farm the land any more. However, parents are rarely willing to hand over the land to their children (especially daughters) prior to their death and even when they let their children use the land still have a final say on type and scope of production and use of income.

The Constitution guarantees equal rights of access to property other than land for men and women. Each spouse retains ownership of property that was acquired before the marriage, or that is inherited or received as a gift, and can manage such property as he or she chooses. Property acquired by spouses during the marriage is joint property; they manage it together and each spouse must have the other’s agreement to dispose of it. In the event of divorce, the division of joint property is based on each spouse’s contribution to the family’s assets.

Serbian law guarantees equal access to bank loans for men and women. In some cases, borrowers are required to provide security in the form of property or a guarantee from another property owner. As women are less likely to be property owners than men, it is often difficult for them to access loans.

The Holder of the agricultural household is a farmer or entrepreneur who is engaged in agricultural production and that is entered in the Register of Agricultural Households as the holder of the agricultural household. A Member of the family agricultural household is a member of the same household, who permanently or occasionally works in the household, and who is entered in the Register of Agricultural Households as member of the family agricultural household, based on the statement that he/she is a member of the family agricultural household, and/or a minor member of the same household based on a statement of parents and/or custodian. Only registered HH can make use of subsidies provided by Ministry of Agriculture.

The Holder of the agricultural HH is usually the owner of the land but it can also be a person that is renting the land or has been given the land for use for free. Holders of the HH are those who are authorized to use the registered HH bank account, access loans, etc. However, if the owner agrees he/she can authorize another registered member to use the bank account.

## VET

There is recognised need to involve private sector in VET reform, and it is expected that this will result in increased employment of youth and increased productivity. The general observation is that the education system does not prepare students well for the world of work; it is not sufficiently responsive to the needs of the economy and does not offer enough training opportunities for workers to upgrade their skills and improve their employment prospects. The reform of the VET sector is ongoing and has started with the revision of educational profiles in line with market needs and introduction of work experience (58% of vocational schools have at least one work experience class which covers around 15% of students in the system). Pilot-testing in selected VET schools has been carried out and has resulted in higher teaching standards in participating schools, but the scale of improvement remains modest compared to the needs of the sector. To date, only 67 out of 347 educational profiles across 15 occupational sectors have been fully updated in line with revised occupational standards agreed upon with representatives from the relevant industries. Since 2010, 35 revised profiles were mainstreamed in schools.

Despite achieved results, the overall view is that the VET sector is changing slowly, with weak governance and resistance to change embedded within the system, an inadequate network of schools and an enrolment plan that does not follow labour market needs, and a regulatory and quality control system in rudiment. Development of individual teaching plans and programmes in VET schools and introduction of carrier guidance and counselling system are among national priorities.

### Educational attainment in Serbia

In the period between the two censuses (2002-2011) there was a decrease in the total number of persons without educational attainment and persons with lower educational level, i.e. persons with incomplete primary education and primary education in the total population aged 15 and over, while the number of persons with secondary, high and higher education increased. In the period between the two last censuses the total number of illiterate persons decreased by 45.28%. **When observed by sex, 82.1% of illiterates are women. It is observed that rural areas and South Serbia have much lower level of education attainment.** When observed by sex, among computer literate persons the percentage of men and women is nearly equal (50.4% of men and 49.6% of women are computer literate), while among computer illiterate persons the percentage of women (54%) is higher than that of men (46%).

### Population aged 15 and over by educational attainment (highest level of education completed), by censuses 2002 and 2011

	2002 Census		2011 Census	
	Total	%	Total	%
<b>REPUBLIC OF SERBIA</b>	<b>6321231</b>	<b>100</b>	<b>6161584</b>	<b>100</b>
Without educational attainment	357552	5.66	164884	2.68
Incomplete primary education	1022974	16.18	677499	11.00
Primary education	1509462	23.88	1279116	20.76
Secondary education	2596348	41.07	3015092	48.93
High education	285056	4.51	348335	5.65
Higher education	411944	6.52	652234	10.59
Unknown	137895	2.18	24424	0.40

**Source: 2013 Statistical Office of the Republic of Serbia, 2011 Census of Population, Households and Dwellings, in the Republic of Serbia, Book 3: Educational Attainment, Literacy and Computer Literacy**

## **Terms of Reference**

for

### **The External Gender Consultancy Mandate**

Of

**“Private Sector Development in Southwest Serbia”, Phase III**

**(7F-05864.03)**

and

**“Private Sector Development in South Serbia”, Phase I**

**(7F-06861.01)**

in

**Serbia**

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## 1) GENERAL CONTEXT IN SERBIA

- The current economic crisis in Serbia is assessed as the most severe in the last 10 years. Serbia's GDP per capita is 37% of the EU average; there was a GDP contraction by 1.7% in 2012, but a 2% growth is foreseen for 2013. Unemployment among Serbia's workforce is high, with even 50% of youth being jobless; among those 48% are considered at risk of becoming poor. The economic crisis particularly affects remote regions and strong regional disparities are even growing, causing rapid rural-to-urban migration, and depopulating the countryside. Serbia's uncompetitive business environment also constrains economic development.
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- Southwest and South Serbia as remote regions are struck even more by the economic crisis and is continuously suffering from regional disparities, which result in a specially difficult position of the poor. The poverty particularly strikes women and youth whereas the youth have a high tendency for migration, either to other Serbian cities or abroad.
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- SDC is implementing two projects based on the Making Markets Work of the Poor (M4P) methodology:
  1. "Private Sector Development (PSD) in South-West Serbia", Phase 3, and
  2. "Private Sector Development (PSD) in South Serbia", Phase 1.

The projects apply the M4P methodology and are twinned for the purpose of exchanging experiences and lessons learnt. Regional Development Agencies (RDAs) have been chosen to implement economic development projects due to their role in developing the local economy and also due to the future anticipated perspective of channelling EU-Pre-Accession (IPA) funds for local development exactly through the RDAs.

Both projects have a strategic backstopper for applying the M4P approach – the Springfield Centre from Durham, UK. One of the goals of the backstopping support is to build the capacity of the implementing partners in to implementing the M4P approach, as this approach is relatively new to Serbia and the Western Balkan in general. Previously, the development schemes were designed from a direct service delivery rather than a systemic and facilitative perspective.

## 2) BACKGROUND ON PSD SOUTH SERBIA, PHASE 1

The Regional Economic and Entrepreneurship Development Agency of the Pcinja District – VEEDA<sup>56</sup>, has been implementing the "Private Sector Development in South Serbia Project" in the region of South Serbia, since April 2010.

- The period of first 18 months was an entry phase allocated for conducting preparatory activities, which has resulted in defining goals, outcomes and outputs for the implementation of Phase 1.
- Project implementation of Phase 1 started in September 2011 and will end on 31 August 2014.

Due to early successes of the project, the project was expanded according to the National Mandate-Regional focus:

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<sup>56</sup>VEEDA is a non for profit limited liability company, which was established in 2004 with the support of the Dutch Government and the International Labour Organization (ILO). Founding members, which are also part of the organization's advisory board, include both municipalities and the private sector.

- The extended mandate started in September 2012 is in addition to South Serbia, covering Central, West and East Serbia, where 70% of the targeted sectors production occurs, with special consideration on gender mainstreaming, as project interventions will secure equal participation of women and men. The extended mandate covers 14 districts, instead of the initial 2 districts and to target 4 times the number of beneficiaries.

The overall project **goal** is defined as: “Increased income opportunities and quality jobs, particularly for young people and women in Serbia”. The outcomes per sectors are: *Wood*: Improved performance of finished wood products manufacturers; *Finished Wood Products*: Improved volume, quality and sustainability of domestic timber supply; *Non Timber Forest Products* (NTFP): Improved sales & additional value among NTFP collectors, processors & exporters.

The project has established a number of **synergies**. For example, the in-depth market analysis of the wood and furniture sectors conducted for SIPPO revealed that many of the systemic constraints to inclusive growth in South Serbia were common to other regions of Serbia. These constraints included but were not limited to: accessing the right type of skills, utilisation of critical market information and services, weak cooperation and communication between value chain players, poor access to knowledge of more appropriate and new technologies. The analysis covered the whole territory of Serbia, which has resulted in PSD South has scaled-up to the national level. Secondly, PSD has established collaboration with the SECO supported and World Bank implemented Credit Risk Insurance Facility, where VEEDA provides insights for the World Bank in order to create tailored insurance products.

The PSD has **institutionalized cooperation** on M4P principles (through signed MoUs with a number of key stakeholders: Ministry of Agriculture, National Employment Service, Institute for Science Application in Agriculture, Chamber of Craftsmen and others).

First signs of **scaling-up** are visible. For example, PSD facilitated new training models for wood industry and furniture processing workers based on private sector demands and as a result, the Chamber of Crafts developed additional training models. The National Employment Service (NES) is employing persons trained by the Chamber of Crafts as a result of applying the systemic market development approach. NES is replicating the system throughout Serbia, offering the newly trained workers to the private sector.

M4P South Serbia has reflected upon **gender** through the: a) analysis conducted during the inception phase; b) identification of gender specific issues during the implementation phase; c) design of strategies; and d) for the purpose of the programme results measurement system which adequately reflects gender.

Furthermore, a gender lens has been applied to the selection of sectors for the PSD programme portfolio. For example, the forest plants sector has a high participation rate of women (almost 60%). Despite the wood industry being generally male dominated, among the intervention areas that VEEDA selected are segments such as nurseries which offer income and employment opportunities in particular for women. In the furniture industry, women involvement is around 15%.

### 3) BACKGROUND ON PSD SOUTH-WEST SERBIA, PHASE 3

- The PSD South-West Serbia, phase 3 will be implemented by the Regional Development Agency (RDA) Zlatibor<sup>57</sup>, in the period from June 2013 to May 2017, with a budget of 3'200'000 CHF. It will focus on tourism and traditional products and is expected to provide the best opportunity for *growth, employment and income generation in the region*, thus to enhance effectiveness through better outreach of both sectors. The programme aims to facilitate national level systemic change through national level institutions, but will focus on Southwest Serbia which has a high concentration of tourism destinations. The geographic expansion from the existing 6 to 25 municipalities of Southwest Serbia as a proposed scaling-up mechanism for the forthcoming phase, will multiply efforts done so far.
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- Based on the criteria of economic potential for tourism and traditional products, the programme will **target** 1,600 households and SMEs and their employees in 25 rural and peripheral municipalities in the 4 most underdeveloped districts with a combined population of one million. Particular emphasis will be given to support women and to promote youth employability. The overall **Goal** of Phase 3 is *to increase incomes and employment opportunities of south and west Serbia's inhabitants, especially young people and women*– i.e. inclusive growth and access to relevant services. This will be achieved through:

By the **end of the programme**, the implementer is expected to contribute to: A) 160,000 additional overnight stays by domestic tourists and 20,000 by foreign tourists; B) CHF 11 million additional net income generated by 1.600 SMEs, rural households or workers; C) the creation and safeguarding of 1,000 additional full time jobs (which is equivalent to 4,000 part time jobs).

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- RDA will analyze *gender* as part of intervention design in order to promote women's and men's return on labour and to reduce unemployment. The aim of the external gender assessment early in the process, to design the interventions under the governance principles of participation and non-discrimination, and utilizing experiences and guidelines from other SDC programmes in Women's Economic Empowerment.
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- In 2012, RDA has created a gender relevant "Report on the position of women which live in rural areas and recommendations for its improvement", which is a relevant document for this gender consultancy.
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- RDA will cooperate with a number of *stakeholders*, such as the: Ministry of Tourism, national Employment Service, Tourism organizations, Agricultural Extension Services and the private sector: hotels, tour companies, service providers and traditional product value chain actors. The RDA has a *signed MoU* on implementing Phase 3 of the PSD South-West with the Ministry of Economy / Department of Tourism.

### 4) PURPOSE AND OBJECTIVES OF THE GENDER CONSULTANCY / QUESTIONS

The purpose of this gender consultancy is assistance to the VEEDA and RDA Zlatibor teams to define specific targets related to Women Economic Empowerment (WEE) elements and to give recommendations for WEE mainstreaming into M4P strategic thinking with the special focus on:

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<sup>57</sup>The RDA was established in 2002 by the Serbian Small and Medium Enterprise (SME) Agency. It has different interests to defend and different roles to play, e.g. non-profit limited liability company founded by 7 municipalities with its main role to foster sustainable social and economic development of the region.

- women access to opportunities for well qualified jobs (women entering new roles in the market system, higher return on labour for women, more time for women living in the rural areas);
- Women decision-making empowerment in rural areas, particularly control over household finances;
- General recommendations and practical tips on incorporating SDC's recommendations on Women Economic Empowerment into the M4P programmes.

#### **A) Women access to opportunities for well qualified jobs**

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Example: In order to improve the productivity and performances of finished wood products manufacturers, VEEDA focused on improving access to workforce that is skilled in the use of modern equipment and has knowledge of modern designs and construction techniques. The participation of woman in furniture companies is very low and women are mainly represented in administrative positions. In order to increase participation on woman within production functions as well as in managerial positions, VEEDA identified several profiles more appealing and suitable for woman such as: tailors, sewers, upholsterers. By selecting suitable partner among furniture producers that perceive woman as more loyal, more precise and hard working employees, VEEDA worked on including more women in trainings for new profiles in furniture production, and moreover on increasing their capacity to become trainers themselves. Since they possess more technical knowledge on specific aspects of production, female trainers occupy the position of shift managers. In this way female trainers will not only increase their income and return on labour, but will enter into new roles in the market system by having the equal opportunities for qualified jobs across functions and levels in the organizational structure.

Specific questions to be considered by the consultant are the following:

- a) Follow up on results and benefits in the above mentioned intervention;
- b) Recommendations for reaching a scale.

#### **B) Women decision-making empowerment in rural areas, particularly control over household finances.**

More than just additional income is needed to talk about real empowerment of women. This is particularly evident for poor women in rural areas, where women do mostly unpaid family work. Even when women increase income, it is always a question if she is "allowed" to have a control over it or the income is still going to men and men are the decision makers.

Example: VEEDA is planning to pilot the intervention with the purpose to improve women's position related to control over household finances. Consultant's role will include practical advices for designing such intervention based on experience and best-practices (i.e. access to financial services)

### **C) General recommendations and practical tips on incorporating WEE into M4P programmes**

Consultant should give practical advices for incorporation of WEE into the programme with the purpose of improving internal capacities of the VEEDA and RDA Zlatibor teams. Specifically, the consultant should give recommendations for the following aspects:

- a) Strategy and tactics;
- b) Required capacities (necessary skills, team composition, dedicated gender adviser within the team);
- c) Responsive M&E system (selecting qualitative and/or quantitative indicators, selecting methods for documenting changes in women empowerment).

The purposes of this gender consultancy are to: assess of the current level of the gender mainstreaming into interventions; appropriateness of intervention design in regard to equal opportunities for women and men in accessing markets; and subsequently to give recommendations for the application of gender mainstreaming into current interventions. The above constitute the core of the consultant's analytical approach towards reaching objectives of this TOR.

Specific questions to be considered by the consultant are the following:

#### **A) Review of the current level of the gender mainstreaming into interventions**

- a) How is gender mainstreamed by the project team into the project interventions?
- b) To what extend is gender mainstreamed from the beginning of planning processes of the interventions to the implementation and measurement?
- c) How is the strategic framework set – vision and rationale, selection of market system(s)?
- d) What are the poverty reduction objectives? How are poor women part of the group whose poverty should be reduced? What do want to achieve for them?
- e) What changes in growth and access are needed to achieve the poverty reduction objectives? What are the opportunities for women? What change in access to resources and services do women need?
- f) What systemic changes are needed to achieve the changes in growth and access? Why are markets not working for women? How does the market system have to change for women?
- g) What is the main thrust of the intervention strategy? Which market system(s) will be targeted? (Drawing on answer to preceding questions). Which areas that may play a role in limiting women's benefits from these selected market system(s) will be addressed?
- h) What are the capacities (human resources, technical capacities) of VEEDA and RDA Zlatibor in regard to understanding local dynamics of gender inequalities, opportunities and constraints at all stages of the programme (strategies, interventions, monitoring, and evaluation)?

#### **B) The appropriateness of intervention design with regard to equal opportunities for women and men in accessing markets**

*Understanding market systems*

- a) What constraints do women face in the core (exchanges between providers and consumers) of the market system?
- b) What constraints do women face in access to household and community resources (e.g. land, own savings, labour)?
- c) What constraints do women face to access support functions (e.g. services, community, market and other infrastructure)?
- d) What constraints do women face due to rules and the way they are implemented?

*Defining sustainable outcomes – planning and design*

- e) To what extent can the current interventions address constraints for women participating and benefiting from the market system?
- f) Are the interventions designed to eliminate constraints for women employment (access to education and skills development, access to recruitment and finances)?
- g) Is there a need for separate interventions which will target only women?
- h) Is there a need to target the less represented sex (either women or men) in a specific economic field of activity?

*Facilitating systemic change*

- i) What is the impact of the interventions on women?
- j) Where is the scale potential of interventions targeting only women?
- k) Which are the qualitative and /or quantitative indicators relevant for gender equality be developed and linked with the National plan for Economic Development to assure that the monitoring system is gender responsive?

**C) What are the recommendations with regard to findings under main questions A-C?**

**5) SCOPE AND METHODS OF WORK**

The main consultant's tasks of the assignment can be summarized as follows:

- a) Desk study (information collection and analysis)
 

Relevant documentation includes:

  - Project documents
  - Impact chains
  - Project reports
  - Existing Case studies
  - Report on the position of women which live in rural areas and recommendations for its improvement", created by RDA Zlatibor in 2012
  - Republic of Serbia by-laws, changed per VEEDA facilitation to target women
  - Backstopper's mission reports (Springfield Centre)

- Swiss Cooperation Strategy for 2010-2013
- Concept note for the Swiss Cooperation Strategy 2014-2017
- Country strategies, policies and programs related to gender equality
- Existing researches on the gender in Serbia
- SDC's recommendations on "M4P and Women Economic Empowerment (WEE)"

b) Field trip to South and South-West Serbia:

Part 1) Introduction from the VEEDA and RDA Zlatibor management and staff in charge of all program components about the existing project interventions and how do they address gender issues;

Part 2) Interviews with main stakeholders;

Part 3) 2 interactive de-briefings with the VEEDA and RDA Zlatibor staff lead by consultant on increasing the impact on Women Economic Empowerment (based on experience and best practices);

Part 4) Sharing best practices related to measuring and presenting project results related to Women Economic Empowerment;

Part 5) Wrap-up with recommendations.

c) Swiss Cooperation Office Serbia:

a) Briefing upon arrival with SCO responsible staff;

b) De-briefing with SCO, VEEDA and RDA Zlatibor staff along with a presentation of key preliminary findings.

## 6) DELIVERABLES / REPORTING

The International Consultant is expected to produce the following deliverables:

- 1) Report which presents recommendations of how M4P programme can leverage its impact on Women Economic Empowerment and how monitoring and evaluation system can should capture changes on a disaggregated level for women and men;
- 2) The report to be submitted electronically within 15 working days after the mission to South Serbia;
- 3) The report would contain maximum 15 pages font Arial 11, without Annexes.

**NOTE: "Upon request, the results of this evaluation will be made available to any interested third parties".**

## 7) SCHEDULE

The evaluation will take place from October to December 2013, with a field mission planned for November 25<sup>th</sup> to December 3<sup>rd</sup> 2013. The evaluation schedule is the following:

- A) Beginning and mid November: preparatory activities by consultants.
- B) End November: field mission undertaken in Serbia.
- C) Mid December: submission of the draft external report by the evaluators.
- D) Mid January 2014: submission of the final external report by the evaluators.
- E) Beginning February 2014: finalization of the management response (by SCO).

The exact work schedule and time allocation is subject to negotiations between SDC and the Consultant when concluding the contract.

## 8) DURATION AND IMPLEMENTATION ARRANGEMENT

The following table gives an indicative overview of the work schedule and allocated time:

<i>Task / Activity</i>	<i>No. of days</i>
Research & analysis of relevant documents	3+3
Field assessments and elaboration of draft findings	6+6
Briefing and De-briefing with SCO	1+1
Report writing	5+5
International travel	2
Travel in Serbia	1+1
Total amount (maximum)	up to 34

VEEDA and RDA Zlatibor, along with the local consultant will provide all logistical support for the mission in Serbia (hotel booking, transport, interpretation services, scheduling meetings in Serbia, etc).

## 9) GENDER CONSULTANCY TEAM / QUALIFICATIONS

The review team will consist of an international consultant acting as team leader and a local expert. The present TOR are valid both for the International Consultant (team leader) and the Local Consultant.

The selected international consultant should have extensive gender evaluation experience with development programs. This includes, but is not limited to:

1. Extensive experience regarding evaluation of gender aspects of mid-term development programs;
2. Extensive experience as team leader of gender project and program evaluations;
3. Expertise in assessing project impact, relevance, efficiency, effectiveness and sustainability;
4. Extensive experience in evaluating systemic market development projects;
5. Analytical expertise ;
6. Expertise in the design and implementation of results-oriented evaluation processes, ;
7. Outstanding report writing skills, and capacity to write independent and objective analyses;
8. Knowledge of the technical aspects of the components, i.e. trade & export, agriculture, intellectual property, etc.
9. Knowledge of the context on the Balkans region and Serbia is an asset.

## 10) BUDGET

See contracts

### Application Procedure:

The following are steps for on-line application:

- Submit the application through the e-mail [arminio.rosic@sdc.net](mailto:arminio.rosic@sdc.net) , together with a letter of interest including a price quotation indicating the lump sum (in CHF) requested for the work and travel envisaged in the section 8 - "Duration and implementation Arrangement".

11000 Belgrade, Date:

Place, Date: .....

Isabel Perich

Swiss Cooperation Office Serbia

Consultant

Director of Cooperation