

9. Standard indicator reference and typical lessons learned (Gender and Development)

Central issues (typical examples) and priority areas in this reference

Central issues (typical examples)	Priority areas
(1) Central issues (typical examples) “Improving Women’s Livelihood and Expanding Women’s Employment Opportunities (Project on Gender Mainstreaming in Cambodia (Phase 2))”	I Promoting women’s economic empowerment
(2) Central issues (typical examples) “Improving Women’s Livelihood and Expanding Women’s Employment Opportunities (Poverty Reduction for Chronically Poor Women(CPW) in Afghanistan)”	I Promoting women’s economic empowerment
(3) Central issues (typical examples) “Protecting Women from Conflict, Natural Disasters, and Other Crises, including Trafficking in Persons and Gender-based Violence, and Supporting Their Reintegration into Society and Autonomy (Measures for trafficking in persons in Thailand, Myanmar, and Viet Nam)”	II Ensuring women’s rights and security
(4) Central issues (typical examples) “Promoting Women’s Health and Education (Improving Maternal and Newborn Care through Midwifery Capacity Development)”	III Promoting women’s education and lifetime health
(5) Central issues (typical examples) “Promoting Women’s Health and Education (Primary Healthcare)”	III Promoting women’s education and lifetime health
(6) Central issues (typical examples) “Creating Policies and Systems and Strengthening Organizational Capacity for Promoting Gender Equality (Project on Activation of Women Development Centers (WDCs) to Improve Women’s Livelihood in Nigeria)”	IV Promoting gender responsive governance
(7) Central issues (typical examples) “Creating Policies and Systems and Strengthening Organizational Capacity for Promoting Gender Equality (Gender Mainstreaming and Social Inclusion Project in Nepal)”	IV Promoting gender responsive governance

(Note 1) In “Gender and development”, “mid-term sub-targets” specified in the overall view of the development objectives chart are not used, but “priority areas” specified in the cooperation policy “Gender equality and women’s empowerment” (2015) prepared by Office for Gender Equality and Poverty Reduction are used.

(Note 2) As there are not many gender principal cases in the sector of “Gender and Development,” overall goals, project purposes, and indicator examples cannot be classified or standardized like other sectors. Therefore, “central issues (typical examples)” are provided instead of “models.”

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Gender and Development)

(1) Central issues (typical examples) “Improving Women’s Livelihood and Expanding Women’s Employment Opportunities (Project on Gender Mainstreaming in Cambodia (Phase 2))”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	I Promoting women’s economic empowerment	(Model example) To develop a coordination system of the Ministry of Women’s Affairs to effectively implement activities to promote women’s economic empowerment with ministries/agencies concerned, (Outcome) By strengthening the function of the Ministry of Women’s Affairs in order to effectively coordinate women’s economic empowerment activities implemented by ministries/agencies concerned, (Output) Thereby contributing to the promotion of women’s economic empowerment. (Impact) (Indicator examples) 1. Indicator examples of overall goal • Improvement of social and economic conditions (income, access to employment, legal status, etc.) of women 2. Indicator examples of project purposes • The number of activities to promote women’s economic empowerment implemented in close coordination with ministries/agencies concerned • The number of beneficiaries in the project implemented (men and women)		It is often the case that gender role is subconsciously determined by public perception, cultures, traditions, and customs of the society, which also has an impact on policies, systems, and organizations. In addition, parties concerned often do not realize that they are affected by it. Efforts should be made to change the policies, systems, and organizations so that they can be sensitive to gender issues and contribute to gender equality. (From page 21 of “Thematic Guidelines on gender and development”)	To prepare a system to effectively implement activities to promote women’s economic empowerment by ministries/agencies concerned through strengthening coordination mechanism of the gender mainstreaming by the Ministry of Women’s Affairs, By strengthening the function for coordination with ministries/agencies concerned in order to promote gender mainstreaming on women’s economic empowerment by the Ministry of Women’s Affairs (at the central and province levels), strengthening capacity and functions of central-level ministries/agencies concerned for gender mainstreaming in order to promote women’s economic empowerment, and strengthening capacity and functions for carrying out province-level gender-oriented projects to promote women’s economic empowerment through implementation of the pilot project, Thereby contributing to the promotion of women’s economic empowerment through gender-oriented measures and projects implemented by ministries/agencies concerned in cooperation with the Ministry of Women’s Affairs.	3. Project on Gender mainstreaming in Cambodia (Phase 2) (Term of Cooperation: September 2010 - September 2015)

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Gender and Development)

(2) Central issues (typical examples) “Improving Women’s Livelihood and Expanding Women’s Employment Opportunities (Poverty Reduction for Chronically Poor Women(CPW) in Afghanistan)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	I Promoting women’s economic empowerment	(Model example) To strengthen administrative capacity of the Ministry of Women’s Affairs (Working Team on Poverty Reduction for Chronically Poor Women, Economic Development Administration) for improving the economic condition of chronically poor women, (Outcome) By improving basic knowledge and techniques necessary for pursuing roles as the Ministry of Women’s Affairs through OJT in the pilot project (including training, seminar, and workshop), (Output) Thereby contributing to the improvement of the economic condition of chronically poor women (Impact) (Indicator examples) 1. Indicator examples of overall goal 1. Gender Development Index (GDI) 2. Gender Empowerment Index (GEI) 2. Indicator examples of project purposes 1. Activities for the promotion of projects, implemented by the Ministry of Women’s Affairs, for chronically poor women increase by X%. All the following activities increase as follows: (1) The number of annual reports and other reports of the Ministry of Women’s Affairs: A% (2) The number of meetings with persons of ministries/agencies concerned and those involved in national programs: B% (3) The number of monitoring activities: C% (4) The number of MoUs to conclude on collaboration with the Ministry of Women’s Affairs: D% (5) The number of monitoring reports : E% 2. Based on the evaluation standards for		It is often the case that gender role is subconsciously determined by public perception, cultures, traditions, and customs of the society, which also has an impact on policies, systems, and organizations. In addition, parties concerned often do not realize that they are affected by it. Efforts should be made to change the policies, systems, and organizations so that they can be sensitive to gender issues and contribute to gender equality. (From page 21 of “Thematic Guidelines on gender and development”) The cross-sectoral collaboration management method among related ministries, agencies, and organizations, which is adopted in the pilot project, offers wide and diversified techniques and knowledge to persons concerned as well as generates various positive impacts. In addition, it promotes understanding of persons involved in the implementation of the project on administrative services and techniques they have. However, the issue is that it requires time to attend training and regular meetings. (From the Reference Project 3. written on the right)	To strengthen administrative capacity of the Ministry of Women’s Affairs (Working Team on Poverty Reduction for Chronically Poor Women (CPW), Economic Development Administration) for improving the economic condition of chronically poor women, By improving basic knowledge and techniques necessary for pursuing roles as the Ministry of Women’s Affairs required in the National Action Plan for the Women of Afghanistan (NAPWA) through OJT in the pilot project (including training, seminar, and workshop), strengthening networks within the Ministry of Women’s Affairs and with related ministries and agencies and national programs, increasing promotional and publicity activities for improving the economic condition of chronically poor women carried out by the Ministry of Women’s Affairs, and improving organizational experience of the Ministry of Women’s Affairs through recording and updating lessons learned from the activities, resource information, issues, and collaboration with other agencies, Thereby contributing to the improvement of the economic condition of chronically poor women in Afghanistan towards the achievement of goals set in the Afghanistan National Development Strategy (ANDS) and NAPWA (2005-2015).	1. Poverty Reduction for Chronically Poor Women(CPW) in Afghanistan (Term of Cooperation: January 2009 - January 2013)

			<p>administrative capacity developed in the project (to be rated A, B, C, or D), the administrative capacity of the Ministry of Women's Affairs (Working Team on Poverty Reduction for Chronically Poor Women established in the Ministry of Women's Affairs and the Economic Development Administration of the Ministry of Women's Affairs) is evaluated on a regular basis, and the capacity is rated "A" at the completion of the project.</p>				
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(3) Central issues (typical examples) “Protecting Women from Conflict, Natural Disasters, and Other Crises, including Trafficking in Persons and Gender-based Violence, and Supporting Their Reintegration into Society and Autonomy (Measures for trafficking in persons in Thailand, Myanmar, and Viet Nam)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	II Ensuring women’s rights and security	(Model example) To help the government of “A” implement effective protection and support for autonomy of trafficked persons through MDT (Multi-Disciplinary Team), (Outcome) By strengthening functions (coordination, management, implementation, capacity development) of MDT for effective protection and autonomy support of trafficked persons, (Output) Thereby contributing to the promotion of MDT approach for the protection and support for autonomy of trafficked persons by the government of “A” in provinces other than the pilot province. (Impact) (Indicator examples) 1. Indicator examples of overall goal • The number of provinces where MDT’s effective protection and autonomy support (approach) is introduced 2. Indicator examples of project purposes 1. Satisfaction level of native and nonnative trafficked persons who received MDT’s services within the country 2. Satisfaction level of native and nonnative trafficked persons who received MDT’s services and returned to the country from abroad 3. Satisfaction level of foreign trafficked persons who received MDT’s services 4. The percentage of activities carried out following the MDT implementation guidelines		In cooperation targeting female groups, it is crucial to carry out activities not only for women but also for decision-makers and leaders through appropriate approaches and practice from the perspective of improvement of mutual relationship between men and women. It is also important not to consider women as a uniform category but to focus on their class distinctions and the gap between rich and poor in performing an analysis. (From page 24 of “Thematic Guidelines on gender and development”) In order to gain commitment of governmental organizations to measures for trafficking in persons, it is effective to establish a section (bureau/division) specializing in trafficking in persons in organizations involved in various areas, such as legal, labor, social welfare, medical services, etc. (From the Reference Project 4. written on the right)	To promote effective protection and support (approach) for autonomy of trafficked persons implemented by the central MDT (Multi-Disciplinary Team) and target provincial MDTs, By strengthening functions (coordination, management, implementation, capacity development) of the central and provincial MDTs for the protection and support for autonomy of trafficked persons, and sharing lessons on MDT approaches, Thereby contributing to the promotion of MDT’s effective protection and support (approach) for autonomy of trafficked persons in the provinces. To improve protection and support for autonomy of trafficked persons carried out by persons in the target area involved in support for trafficked persons, By strengthening capacity of persons involved in the protection and support for autonomy of trafficked persons, planning and implementing pilot activities for the protection and support for autonomy of trafficked persons, and organizing and sharing tools and information to be practically used by persons involved in the protection and support for autonomy of trafficked persons, Thereby contributing to trafficked persons to receive support for the protection and autonomy of trafficked persons which has been improved in the project. To establish an operational system of a hotline for the prevention of trafficking in persons and support for trafficked persons in the central government and target province, By creating a cooperative system for the operation of the hotline for trafficking in persons between related organizations in the central government and target province, creating an operational system of the hotline,	4. Project on Strengthening MDT for Protection of Trafficked Persons in Thailand (Term of Cooperation: March 2009 - March 2014) 35. Project on Capacity Improvement of Recovery and Reintegration Assistance for Trafficked Persons in Myanmar (Term of Cooperation: June 2012 - June 2015) 17. Project for the Establishment of Anti-Trafficking in Persons Hotline in Viet Nam (Term of Cooperation: July 2012 - July 2015)

								<p>strengthening counseling, case management, and referral capacities of personnel in the operation center, connecting unit, and other related organizations, and improving knowledge and awareness of persons involved in trafficked in persons and the hotline for trafficking in persons in the target province, Thereby contributing to the improvement of collaborative system for the hotline for the prevention of trafficking in persons and protection of trafficked persons in areas other than the target province.</p>	
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Gender and Development)
(4) Central issues (typical examples) “Promoting Women’s Health and Education (Improving Maternal and Newborn Care through Midwifery Capacity Development)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	III Promoting women’s education and lifetime health	(Model example) To strengthen the midwifery training system that enables the provision of evidence-based high quality midwifery care (*Note), (Outcome) By enhancing the capacity of midwifery trainers involved in training for midwifery school students before and after graduation, (Output) Thereby contributing to increases in the use of and access to prenatal, maternal, and newborn care provided by midwives. (Impact) (Indicator examples) 1. Indicator examples of overall goal • The consultation rate of prenatal checkup (taken twice) • The rate of delivery with the assistance of medical professionals • The consultation rate of maternal checkup (taken once) • The rate of delivery at healthcare facilities 2. Indicator examples of project purposes • The number of midwives and midwifery school students having knowledge on evidence-based midwifery services • The rate of midwives providing with evidence-based care	(*Note) The optimum care recommended in “WHO Care in Normal Birth” and “WHO Reproductive Health Library”	In cooperation targeting female groups, it is crucial to carry out activities not only for women but also for decision-makers and leaders through appropriate approaches and practice from the perspective of improvement of mutual relationship between men and women. It is also important not to consider women as a uniform category but to focus on their class distinctions and the gap between rich and poor in performing an analysis. (From page 24 of “Thematic Guidelines on gender and development”) It is expected that an approach to quantitatively measure high quality midwifery care by using WHO’s “Care in Normal Birth: a practical guide” is widely used in other projects. (From the Reference Project 7. written on the right)	To strengthen the midwifery training system that enables the provision of evidence-based high quality midwifery care, By enhancing the capacity of midwifery trainers in National Maternal and Child Health Centre (NMCHC) and model areas (4 provinces) who are involved in training for midwifery school students before and after graduation, enhancing the management of training for midwifery school students before and after graduation in Kampong Cham Province, improving the environment for training for midwifery school students before and after graduation in NMCHC and model areas, enhancing communication and collaboration for capacity building of midwives between NMCHC/model areas and other areas, clarifying issues and lessons on capacity building of midwives in model areas, and reflecting the issues and lessons in national strategies and programs, Thereby contributing to increases in the use of and access to prenatal, maternal, and newborn care provided by midwives.	7. The Project for Improving Maternal and Newborn Care through Midwifery Capacity Development in Cambodia (Term of Cooperation: March 2010 - February 2015)

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(5) Central issues (typical examples) “Promoting Women’s Health and Education (Primary Healthcare)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	III Promoting women’s education and lifetime health	(Model example) To improve the quality of prenatal and maternal checkup and newborn care provided by primary medical facilities, (Outcome) By improving knowledge and skills of personnel in primary medical facilities, (Output) Thereby contributing to the reduction of expectant/nursing mother and newborn fatalities. (Impact) (Indicator examples) 1. Indicator examples of overall goal (1) Expectant/nursing mother fatalities reduced to YY from XX. (2) Newborn fatalities reduced to YY from XX. (3) Perinatal fatalities reduced to YY from XX. 2. Indicator examples of project purposes (1) The number of expectant mothers who have taken blood screening according to the national guidelines reaches YY%. (2) The number of women who have taken maternal checkup at home from a medical professional within 24 to 72 hours after normal delivery reaches YY%. (3) The number of newborns who have taken newborn care at home from a medical professional within 24 to 72 hours after normal delivery reaches YY%. (4) The number of women who have taken guidance on family planning at maternal checkup reaches YY%. (5) The number of women who have received information on warning signs of newborns reaches YY%.		In cooperation targeting female groups, it is crucial to carry out activities not only for women but also for decision-makers and leaders through appropriate approaches and practice from the perspective of improvement of mutual relationship between men and women. It is also important not to consider women as a uniform category but to focus on their class distinctions and the gap between rich and poor in performing an analysis. (From page 24 of “Thematic Guidelines on gender and development”)	To improve the quality of prenatal and maternal checkup and newborn care provided by primary medical facilities and Unidades de Atención Primaria (UNAP), By improving knowledge and skills of personnel in primary medical facilities and UNAP, enhancing the capacity of the regional medical service division and provincial medical office for monitoring and guiding primary medical facilities and UNAP, improving referral and counter referral among district hospitals, provincial hospitals, city hospitals, and UNAP, and improving audit and feedback on expectant/nursing mother and newborn fatalities, Thereby contributing to the reduction of expectant/nursing mother and newborn fatalities in the third health area. To enhance the capacity to provide continuous care (including basic maternity care, emergency maternity care, and newborn care), By applying 5S-KAIZEN-TQM approach to district hospitals, Thereby contributing to the reduction of expectant/nursing mother and perinatal fatalities at the facilities. To reduce health risk of expectant mothers and infants in the project district, By helping medical personnel in the project district have sufficient technical and problem-solving skills in prenatal and newborn care, Thereby contributing to the improvement of maternal and child health in City of Potosi.	15. The Project for Strengthening Primary Health Care for Pregnant Women and Newborns in Health Region 3 in the Dominican Republic (Term of Cooperation: May 2013 - May 2017) 16. Project for Capacity Building of Provincial Health Staff for Maternal and Child Health in the Republic of Burundi (Term of Cooperation: August 2013 - August 2017) 18. Maternal and Child Health Network Improvement Project in Potosi, Bolivia (Term of Cooperation: May 2013 - May 2017)

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(6) Central issues (typical examples) “Creating Policies and Systems and Strengthening Organizational Capacity for Promoting Gender Equality (Project on Activation of Women Development Centers (WDCs) to Improve Women’s Livelihood in Nigeria)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	IV Promoting gender responsive governance	(Model example) To expand a model to invigorate the Women Development Center (WDC) at the state level, (Outcome) By invigorating WDC in the target state, (Output) Thereby contributing to the further expansion of the model to invigorate the WDC. (Impact) (Indicator examples) 1. Indicator examples of overall goal 1. The number of states that have newly applied the model to invigorate the WDC is more than the project target (○● states or more). 2. Among XX% of female staff of the target WDC, at least three of five aspects of the empowerment index, are improved. 3. The number of cases of good practices and lessons, which are collected for the revised guidelines 2. Indicator examples of project purposes (Basic) 1. The number of states that have newly applied the model to invigorate the WDC is more than ○● states. 2. The number of WDCs operated that have utilized the revised guidelines reaches XX in the target state.	The invigoration of WDC is defined in terms of three aspects of the service quality, positive perception by the community, and management. Five aspects of the women’s empowerment index mean to consider women’s empowerment in terms of five aspects (Social, physical, economic, psychological, and political aspects) in a phased manner.	In cooperation targeting female groups, it is crucial to carry out activities not only for women but also for decision-makers and leaders through appropriate approaches and practice from the perspective improvement of mutual relationship between men and women. It is also important not to consider women as a uniform category but to focus on their class distinctions and the gap between rich and poor in performing an analysis. (From page 24 of “Thematic Guidelines on gender and development”) • Selection of approach for empowerment Empowerment can be considered in terms of different aspects (economic, social, political, physical, and mental aspects, etc.). Therefore, in the project aiming at the empowerment of women or a specific group, it is important to analyze which aspect is needed most by the target group and to examine the appropriate approach for the aspect. (From the Reference Project 6. written on the right) • Use of local translators Hausa-speaking trainees (Head of Centre (HOC) in Kano State) and trainers were not always good at English. Therefore, training was conducted with a Hausa translator in the final year. If the project had been conducted with the translator since the initial stage, a greater training effect could have been achieved. Based on this, it is important to consider the use of local translators in conducting training in an area where local-specific language is used, like this project. (From the Reference Project 6. written on the right)	To expand a model to invigorate the Women Development Center (WDC) at the federation level through the invigoration of WDC in the target state, By invigorating the WDC in the target state (The invigoration of WDC is defined in terms of the service quality, positive perception by the community, and management.), creating a draft of the WDC invigoration guidelines based on good practices collected, and improving the capacity of the counterpart in the project, Thereby contributing to the further expansion of the model to invigorate the WDC at the federation and state levels. To help the National Center For Women Development (NCWD), an organization belonging to the Ministry of Women’s Affairs, create an effective guiding framework for the WDC invigoration and management based on the experience of the project, By invigorating the WDC in the target district, creating a draft of the WDC invigoration guidelines based on good practices collected, and improving the capacity of the counterpart in the project, Thereby contributing to the improvement of women’s empowerment at the community and family levels through functioning of the WDC.	5. Project on Activation of Women Development Centers (WDCs) to Improve Women’s Livelihood in Nigeria (Phase 2) (Term of Cooperation: February 2011 - February 2015) 6. Project on Activation of Women Development Centers (WDCs) to Improve Women’s Livelihood in Nigeria (Term of Cooperation: January 2007 - January 2010)

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(7) Central issues (typical examples) “Creating Policies and Systems and Strengthening Organizational Capacity for Promoting Gender Equality (Gender Mainstreaming and Social Inclusion Project in Nepal)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of project)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Realization of women’s participation in society and leadership		Gender equality-related indexes (1) GII (Gender Inequality Index, UNDP) (2) GGGI (Global Gender Gap Index, World Economic Forum)	IV Promoting gender responsive governance	(Model example) To implement policies and measures from the perspective of gender mainstreaming and social inclusion (GM/SI) in the central government and two districts subject to the project, (Outcome) By enhancing understanding and recognition on GM/SI by persons involved in the central government and two districts subject to the project, (Output) Thereby contributing to extensive implementation of policies and measures from the perspective of GM/SI at the central and local levels in the country of ●○. (Impact) (Indicator examples) 1. Indicator examples of overall goal Policies and measures from the perspective of GM/SI are implemented in the district by the year 201X. 2. Indicator examples of project purposes 1. The number of policies and measures from the perspective of GM/SI increases by XX% in the central government and by YY% in two districts subject to the project by the completion of the project, compared with that at the launch of the project (baseline). 2. The percentage of GM/SI-related budget increases by at least XX% in two districts subject to the project by the completion of the project, compared with that at the launch of the project (baseline). 3. The percentage of direct benefits to women and socially excluded groups from all the development programs and projects increases by at least XX% in two districts subject to the project by the completion of the project, compared with that at the launch of the project (baseline).		It is often the case that gender role is subconsciously determined by public perception, cultures, traditions, and customs of the society, which also has an impact on policies, systems, and organizations. In addition, parties concerned often do not realize that they are affected by it. Efforts should be made to change the policies, systems, and organizations so that they can be sensitive to gender issues and contribute to gender equality. (From page 21 of “Thematic Guidelines on gender and development”)	To implement policies and measures from the perspective of gender mainstreaming and social inclusion (GM/SI) in the central government and two districts subject to the project, By enhancing understanding and recognition on GM/SI by persons involved in the central government and two districts subject to the project, Thereby contributing to the development and implementation of policies and measures from the perspective of GM/SI at the central and local levels in Nepal.	2. Gender Mainstreaming and Social Inclusion Project in Nepal (Term of Cooperation: February 2009 - January 2014)