



**GENDER  
EQUALITY  
TOOLBOX**

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# GENDER INTEGRATION SUITE

Gender integration at the Bill and Melinda Gates Foundation is the adoption of a gender lens across bodies of work and in specific investments to accelerate progress toward sectoral goals and to advance gender equality. The foundation's Gender Equality Toolbox is made up of tools that can guide foundation staff in designing, managing and measuring the results and impact of gender intentional and gender transformative investments. This Gender Integration Suite is a key subset of tools to be used at different moments in the investment cycle to support the identification of gender gaps that pose barriers to the achievement of PST goals, as well as solutions to these barriers. For more information about these tools, reach out to a member of your PST's Gender Core team or to the Gender Equality team.

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# GENDER INTEGRATION CRITERIA



This **Gender Integration Criteria** sets up a continuum of three types of investments according to their level of gender integration. The tool describes the conditions that categorize an investment along this continuum at the design stage. The categorization of an investment is not based on how likely it is to achieve gender outcomes, but rather how strong the evidence is of the investment’s intention to address gender gaps. This tool can be used at any point in time to assess an investment’s level of gender integration, though it is best used at the design phase and in conjunction with the Gender Integration Guide and the Gender Integration Marker.

<b>Gender Unintentional</b>	<b>Gender Intentional</b>	<b>Gender Transformative</b>
<p>Investment does not recognize impact of gender on the problem, nor does it integrate a gender lens in the proposed approach, nor target gender gaps.</p> <ul style="list-style-type: none"> <li>The problem statement, scope of work and approach do not acknowledge any difference in how people are impacted by the problem because of their gender.</li> <li>No outputs or primary outcomes explicitly target gender gaps in access to or agency over resources.</li> <li>No risks that may arise from targeting gender gaps or gender inequality have been identified.</li> <li>Implementation team has no gender expertise.</li> </ul>	<p>Investment is designed to reduce gender gaps in access to resources.<sup>1</sup></p> <ul style="list-style-type: none"> <li>The problem statement, scope of work and approach describe differences in how people are impacted by the problem because of their gender.</li> <li>At least one primary outcome has the explicit intention of reducing gender gaps in access to resources.</li> <li>Outputs will be designed to contribute to the reduction of gender gaps in access to resources.</li> <li>Activities address how people experience the problem differently because of their gender.</li> <li>The risks (unintended consequences) that may arise from targeting gender gaps or gender inequality have been identified and appropriate mitigation strategies have been developed.</li> <li>Monitoring and evaluation data will be sex disaggregated and sufficient resources are dedicated to the M&amp;E of gender gaps.</li> <li>Implementation team has sufficient gender expertise.</li> </ul>	<p>Investment is designed to transform gender power relations and/or reduce gender gaps in agency<sup>2</sup> over resources.</p> <p>The investment fulfils all criteria of a gender intentional investment, and in addition:</p> <ul style="list-style-type: none"> <li>At least one primary outcome explicitly focuses on transforming gender power relations and/or reducing gaps in agency over resources, for example by strengthening women and girls’ empowerment.</li> <li>Outputs contribute to the transformation of gender power relations and/or to the reduction of gender gaps in agency over resources.</li> </ul>

1. Resources are the tangible and intangible capital and sources of power that people have, own or use to carry out their social and professional roles. These include, but are not limited to, natural, physical, financial, social, infrastructure and personal resources, as well as skills and information. For a fuller discussion of resources, see the foundation’s [Conceptual Model of Women and Girls’ Empowerment](#), pages 7-9.

2. Agency is the capacity to take purposeful action and pursue goals, free from the threat of violence or retribution. For a fuller discussion of agency, see the link above, pages 5-7.

# GENDER INTEGRATION GUIDE



This **Gender Integration Guide** highlights key questions for POs and provides hints about what to look out for during the investment design phase. This tool can also be used as a guide in their discussions with partners, ideally during concept development and before a full proposal is developed. It is important to note that this guide is not meant to be used to evaluate the effectiveness of an investment with regard to outcomes and impact, but rather to support POs in integrating a gender lens in the design of investments so that they can be pushed further along the gender integration continuum.



Whether designing an intervention, technology or product, integrating a gender lens can greatly contribute to the success and impact of an investment. Gender integration looks beyond simply targeting women with products and services. Instead, it uses solid gender analysis to consider how people might experience the problem differently because of their gender, and also to identify the gender gaps in access to and agency over resources, as well as the gendered power relations that may affect the solution to a problem. Effective gender integration requires gender analysis to inform gender integration in all aspects of the design. This will in turn ensure better results.

This tool highlights key questions for Program Officers (POs) and provides hints about what to look out for during the investment design phase. This tool can also be used as a guide in their discussions with partners during proposal development. It is important to note that this guide is not meant to be used to evaluate the effectiveness of an investment with regard to outcomes and impact, but rather to support POs in integrating a gender lens in the design of investments so that they can be pushed further along the gender integration continuum.

<p><b>Gender Unintentional</b> Investments do not recognize impact of gender on the problem, do not integrate a gender lens in the proposed approach, or target gender gaps.</p>	<p><b>Gender Intentional</b> Investments are designed to reduce gender gaps in access to resources.</p>	<p><b>Gender Transformative</b> Investments are designed to transform gender power relations and/or reduce gender gaps in agency over resources.</p>
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The following questions and prompts can guide POs to better understand how gender affects the targeted problem and identify opportunities for gender integration in the design.



### **PROBLEM: What problem does this investment target?**

**Look for:**

- a clear articulation of the problem the intervention, technology or product is trying to solve.
- an analysis of the social context of the problem.



### **POPULATION: Who is affected by this problem?**

**Look for:**

- an analysis of who is most affected by this problem and/or will most benefit from the proposed solution.
- how the problem differentially affects people based on their social and demographic characteristics– e.g. age, sex, gender identity, ability, status, race, class, ethnicity, sexual orientation, migratory status, etc.



### **CONTEXT: What is the gendered context in which the problem exists?**

**Look for:**

- whether a gender analysis was conducted. This would be demonstrated by a context analysis that identifies the different barriers, challenges and opportunities that people face with regard to the problem because of their gender. Even if no formal gender analysis was conducted, you can still look for:
  - acknowledgement of the differences in how people experiences the problem because of their gender.
  - an analysis of how gender barriers intersect with other forms of discrimination to further qualify how people experience the problem (intersectionality).
  - references to primary and secondary data reflecting gender differences in access to (the opportunity to use a resource), use of, and agency over (the capacity to make decisions over resources, free from violence or retribution) relevant resources in the specific context.
  - descriptions of the gender differences related to who makes decisions relevant to the problem and also to the intervention, technology or product, e.g., design of services or products, access to transportation, household activities, spending, service utilization, design of policy, design of market strategies, research activities, etc.
  - descriptions of relevant gender differences in time use that relate to the problem.
  - an analysis of how institutional policies and practices (public or private) reinforce or challenge gender inequalities.



### **GENDER GAPS AND BARRIERS: What are the relevant gender gaps and barriers affecting this problem?**

**Look for:**

- a clear articulation of gender gaps in access to and/or in agency over resources.
- a clear articulation of barriers that people may face in benefitting from an intervention, technology or problem because of their gender.
- data supporting the identification of gender gaps and barriers.
- a clear articulation of how these gender gaps and barriers relate to the desired sectoral outcomes
- an explanation of how these gaps were prioritized in determining the proposed solution(s).



## **SOLUTION: How does the proposed solution integrate a gender lens?**

### **If aiming to design a gender intentional investment, look for:**

- whether the proposed solution addresses the prioritized gender gaps and barriers in access to resources.
  - a clear plan of how the approach will address the prioritized gender gaps and barriers in access to resources.
  - an articulation of how the proposed scope, approach and planned activities will account for gender gaps and barriers in access to resources for example by suggesting different gender-specific approaches to reaching investment participants without exacerbating gender inequalities.
- a description and analysis of the potential risks (unintended consequences) that may arise from targeting gender gaps or gender inequality.
  - a strategy for mitigating or avoiding these potential risks, including indicators to monitor whether the identified risks happen.
- activities and outputs that engage men in the achievement of gender equality outcomes and that result in benefits for all.
- activities and outputs that address how the problem affects people of different ages, e.g. engaging and/or benefitting girls and boys will require different activities than women and men.
- specific outcomes and outputs in the results framework that set clear targets for the reduction of gender gaps in access to resources.
- a plan to measure changes in the identified gender gaps and barriers and how these changes affect progress towards sectoral outcomes. Specifically:
  - a plan to collect and report sex disaggregated data.
  - a plan to collect relevant data on gender gaps and barriers and their links to sectoral outcomes to assess progress, inform midcourse corrections (as needed) and ultimately show who has been effectively reached with which services/products.
  - a plan for how the analysis of the data on gender gaps will inform the project progress and outcomes.
- gender expertise in the implementation/partner team. Specifically:
  - the staff identified have the appropriate skill set and position, i.e., that they have experience conducting gender analysis and integrating gender in program design and have technical knowledge of the sector of this investment.
  - gender staff have dedicated time to support the investment.
  - if there is no gender expertise on staff or it is not sufficient, look for a plan to obtain expertise on staff or through partnering with other organizations or persons with proven expertise in gender analysis and/or integration.

### **If aiming to push gender integration further to design a gender transformative investment, look for all items described above AND also:**

- a clear articulation of how underlying gender power relations and gender gaps in agency over resources affect how people experience the problem and also how addressing them may strengthen the investment.
- an explicit intention to address underlying gender power relations and gender gaps in agency over resources, for example, by:
  - setting outcomes and outputs that aim to increase women and girls' empowerment.
  - engaging local partners that have experience working to transform unequal gender power relations.
  - engaging decision-makers and stakeholders at all levels to support the investment's focus on transforming gender power relations.

# GENDER INTEGRATION MARKER



This **Gender Integration Marker** is a tool designed to be used at the end of the investment development phase. Section I of the tool can be used to assess what type of investment it is, according to the established gender integration criteria. Section II can support POs in identifying additional opportunities for gender integration.

## GENDER INTEGRATION MARKER

Opportunity/Contract ID:	Is this a supplement? YES <input type="checkbox"/> NO <input type="checkbox"/>
PO completing assessment:	

### Part I: Gender Integration Assessment

Please answer each question and provide evidence that justifies your response.

Criteria	
Does the problem statement, scope of work or approach acknowledge any difference in how people are impacted by the problem because of their gender?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Does at least one primary outcome have the explicit intention of reducing gender gaps in access to resources?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Will any outputs be designed to contribute to the reduction of gender gaps in access to resources?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	

Criteria	
Are activities designed to address how people experience the problem differently because of their gender?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Have the risks (unintended consequences) that may arise from targeting gender gaps or gender inequality been identified and have appropriate mitigation strategies been developed?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Does the M&E plan include sex disaggregated data and does it allocate sufficient resources to the M&E of gender gaps?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Does the implementation team have sufficient gender expertise?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	

If you answered 'NO' to more than two question, then the project is likely gender unintentional and you can skip to Section II. If you answered 'YES' to most questions, then the project is at least gender intentional and you can move on to the next set of questions:

Criteria	
Does the investment include at least one primary outcome that explicitly focuses on transforming gender power relations and/or reducing gaps in agency over resources?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	
Will any outputs contribute to the transformation of gender power relations and/or to the reduction of gender gaps in agency over resources?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Explain:	

If you answered 'NO' to both questions, then the project is likely gender unintentional. If you answered 'YES' to both questions, then the grant is very likely gender transformative.

This investment is gender:	unintentional <input type="checkbox"/> intentional <input type="checkbox"/> transformative <input type="checkbox"/>
Explain:	



## Part II: Opportunities for Increased Gender Integration

Gender integration can always be strengthened regardless of the category assigned to the investment. The probing questions below are meant to help you identify opportunities for increased gender integration for your investment, and to guide a conversation with your partner(s) about how to more accurately reflect this integration in the proposal documents. If the investment was rated as gender transformative you can skip to #3. For a more robust set of probing questions to help strengthen the initial design of investments, please consult the Gender Integration Guide.

**1. Identifying Gender Gaps and Barriers:** Does the proposal show a clear understanding of how gender affects the problem the investment aims to address? Were specific gender gaps and barriers identified? Was a gender analysis conducted as part of design? If so, what did it reveal? If not, could it be done at the start of the project?

**2. Addressing Gender Gaps and Barriers:** Can the general approach, scope of work and results framework be changed to address how people experience the problem differently because of their gender? Can primary outcomes, outputs and activities be changed or added to address relevant gender gaps and barriers? Which ones?

**3. Opportunities for More Gender Transformative Work:** Are there additional opportunities to tackle imbalances in gender power relations or to increase agency over resources? Are there additional stakeholders and/or decision makers that could support the investment's focus on transforming gender power relations?

**4. Risks (Unintended Consequences):** Are there additional risks (unintended consequences) that may result from challenging gender inequality? If so, how can these be mitigated?

**5. Additional Support and Resources:** Does the partner need support to strengthen gender integration? For example, to conduct gender analysis, to ensure all data are sex-disaggregated and gender outcomes are well monitored, to mitigate potential risks, or to secure sufficient gender expertise, preferably among staff attached to this investment? If so, what support? Are there additional local partners that can support this work?

Will you make amendments to the investment to increase gender integration?

YES

NO

If so, please agree on next steps and time frame for the amendments, and include them here:

For more information on the foundation's gender integration approach, please contact your PST's gender equality core team gender lead (if applicable) or the Gender Equality team. To access all available tools and case studies in gender integration, including the other tools in the Gender Integration Suite, the Gender Equality Lexicon and the Gender Mainstreaming Primer, please visit the Gender Equality Toolbox website (coming soon).