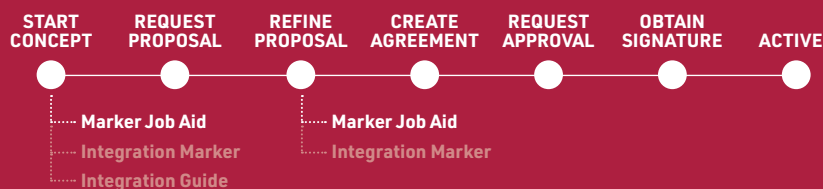


GENDER INTEGRATION MARKER JOB AID FOR PAC INVESTMENTS



This Gender Integration Marker Job Aid is designed for foundation staff making investments in Program Advocacy and Communications (PAC)¹. PAC investments can advance gender equality while creating an enabling environment to accelerate sectoral outcomes. This Job Aid tool will help you identify opportunities to maximize impact by strengthening attention to gender equality considerations. The tool is structured around the questions of the Gender Integration Marker. Using it early—during concept development and early investment design—will be most effective to advance gender integration. The Job Aid will also help you assess final investment proposals against the Marker, and it includes links to sample answers from previous policy, advocacy, and communications investments.

¹ It is a co-creation of GCfGE and Amanda Lanzarone in her role as PAC PO for Nutrition, who recognized a need for support for PAC POs to effectively use the foundation's gender integration marker as a response to the needs assessment carried out by the team in 2021. The Job Aid was informed by the analysis of PAC investment documents and by 12 KIIs with PAC POs working in various Divisions and PSTs.

1. Is a reduction of gender barriers and/or gaps in access to resources explicitly stated in an outcome of the investment?

Many PAC investments will not directly address a gender barrier or gap at the household or community level, but they can **aim to mobilize political commitments and increase financing that will help reduce gender gaps or barriers**. If so, then answer "Yes" to this question. Other investments that would receive a "Yes" are those with an outcome of reducing gender barriers and gaps through how advocacy is conducted – such as by building and training a network of champions for gender-equality – and those that aim to close a gender data gap and increase understanding of gender inequalities in the sector.

This question is specifically looking for gender considerations at the outcome level. Articulating an outcome ensures accountability for gender-integrated activities and enables achievements to be measured within a logical results framework. This outcome should be reflected in the scope of work, approach, activities, and outputs. **If a gender analysis, undertaken as part of the investment, will inform the gender integration goals and related outcomes, you can have a placeholder outcome in the proposal, but you must ensure that there are sufficient resources to implement work results from the analysis.**

The key to answering this question is identifying what relevant gender gaps or barriers an investment can address. Consider how gender inequality may be hindering progress towards PST goals or affecting decision-making processes or advocacy approaches. Then consider how the investment can contribute to reducing those inequalities.

Answer "No" to this question if it is not feasible to make closing gender gaps and/or barriers an outcome. However, the investment can still contribute to reducing gender inequalities, through outputs or activities that reduce gender gaps and/or barriers.

DIFFERENT OPPORTUNITIES AT DIFFERENT LEVELS

In investments that aim to secure or increase funding for broad areas of development, the opportunities for integrating gender considerations differ depending on the specific funding objective and the level of decision-makers engaged. In general, while protecting overall funding for development is a pre-condition for reducing gender gaps and barriers, there are more straightforward opportunities for gender integration in advocacy related to how funds will be deployed and in accountability measures for adherence to those commitments. For example:

- » Advocacy to protect or increase donors' budgets for Overseas Development Assistance (ODA) offers limited opportunities for integrating gender in the focus of the advocacy². However, in deployment of funding, donors can use the OECD Gender Policy Marker to track the extent to which their ODA addresses gender equality.
- » Advocacy to increase or sustain funding for a sector offers opportunities to highlight the links between gender equality and sectoral outcomes and encourage policy commitments that recognize those links and guide allocation of funding accordingly. The OECD Gender Policy Marker, or similar process, can be used to monitor actual allocations.
- » Advocacy for effective allocation of funding at a regional, national, or sub-sector level offers significant opportunities to highlight critical gender gaps or barriers, encourage targets for allocations, and promote gender-intentional accountability mechanisms. Gender responsive budgeting practices in many countries, and by some NGO or research partners, can provide helpful entry points and/or data for monitoring.

TARGETING WOMEN IS NOT NECESSARILY GENDER INTENTIONAL

Investments targeting women can still be done in a gender-unintentional way. For example, increased funding for maternal health will not necessarily reduce gender inequalities unless that funding is used to reduce gender barriers that affect women's access to health services. Similarly, an investment aiming to increase financing for services for "women, men and youth" may not contribute to reducing gender gaps if that is not an explicit aim. To understand the extent to which an investment may contribute to reducing gender inequalities consider:

- » Do the outcomes, outputs and activities demonstrate how the investment will identify and address gender gaps or barriers?
- » Is the investment aiming to influence the quality as well as quantity of financial resources, and if yes, how will gender be addressed in advocacy on the quality of funding?
- » Will the investment encourage use of the OECD [gender policy marker](#) to enable tracking of financing for gender equality?

EXAMPLES OF PRIMARY OUTCOMES THAT MERIT A "YES" TO THIS QUESTION

1. An investment aiming to increase official development assistance (ODA) includes this primary outcome: The ODA that is directed to women's rights organizations, which is currently at 0.13% of ODA, increased to at least 3% by 2024³ in order to boost the resources available to advance gender equality.
2. The African Union's yearly summit commitment to action includes a pledge by national governments to collect and report sex- and age-disaggregated data on nutrition and to incorporate this data in yearly reporting.
3. By 2025, 75% increase in funding to gender-intentional digital financial systems – explicitly designed and implemented to promote women's financial inclusion – by key country donor missions (e.g., FCDO (UK), BMZ (Germany), AFD (France), USAID, EU/EC) through targeted advocacy at the global, country, and mission level.
4. Grow US funding and leadership for malaria (up to \$1.8b annually) and ensure increased financing for gender-intentional and transformative malaria elimination approaches.

See question three for examples of indicators that would measure the progress of these outcomes.

EXAMPLE: GENDER-INTEGRATED PRIMARY OUTCOMES IN A PAC INVESTMENT

A key PAC partner works to advance maternal and newborn child health in Kenya and Nigeria through a coalition-driven advocacy model. In the process of re-designing a Phase 2 grant, the PO engaged technical assistance for gender integration to identify how the coalitions could advocate for gender-intentional policies. This effort resulted in the following primary and intermediate outcomes:

1. Increased salience of gender-responsive approaches to RMNCH (Reproductive, Maternal, Newborn and Child Health) included in policy agendas and budgets of governments and health services in target geographies.
 - 1.1. Increased capacity of coalitions to engage in advocacy to target the root causes of the issue, including gender norms (i.e., gender-transformative advocacy)
 - 1.2. Improved access to and equitable decision-making in RMNCH by women (recognizing intersectionality)

This primary outcome, and importantly, its related outputs and activities, will contribute to increase the resources and political commitment available to close gender barriers to maternal and newborn child health, and will boost progress towards the MNCH PST's goals.

As part of the support provided, GenderTech – the foundation's technical assistance partner – held conversations with the grantee and the coalition members, which revealed gender inequalities within the coalitions: fewer women held leadership roles and there was a perception that men had more influence over coalition decisions. This led the grantee to identify the need for internal-facing work dedicated to promoting gender equality within the coalitions. The investment includes an intermediate outcome that "Coalitions have more responsive governance structures and expand network (number and diversity) of coalition partners" as part of the above primary outcome.

SAMPLE ANSWERS FOR QUESTION #1 ON THE GENDER INTEGRATION MARKER

- » An investment that supports a global forum bringing stakeholders together to accelerate progress towards gender equality, is designed to support and accelerate commitments made during the forum, including those made to finance gender equality initiatives through a pooled-fund. The investment includes a primary outcome that spending from the "fund will be directed in a flexible way towards locally-led movements centering on women, girls, and all historically marginalized people (girls, young women, women with disabilities, trans and gender non-conforming activists)."
- a. The Results Framework includes as an indicator to track progress towards this Outcome: "Development of a common methodology and interactive tools to track the implementation of the prioritized commitments at three levels—accountability for commitment, accountability for process, and accountability for impact."
- » This project "intends to respond to specific gender-related challenges ... The first barrier ... is the dire unmet need to access quality family planning (FP) around the world, linked to the unequal distribution of and lack of funding for FP supplies, which highly hampers women and girls' empowerment. ... The second gender barrier which the project aims to tackle is the lack of prioritization and support for SRHR/FP and gender equality, exacerbated in an increasing polarized, populist and nationalistic political context, both in Europe and globally. ... The double primary outcome of the project to increase volumes of SRHR/FP funding and include stronger prioritization of SRHR/FP within gender-equality policies intends to contribute precisely to the reduction of these gender barriers."

2. Will the investment collect and monitor sex-disaggregated data or gender equality indicators in order to understand changes in gender barriers and/or gaps?

Answer "Yes" to this question if the investment includes indicators to track progress towards a primary outcome that aims to reduce gender inequalities.

Partners should measure changes in gender gaps and barriers in order to track progress, identify any unexpected outcomes, and maintain accountability. Measuring a reduction in gender barriers or gaps requires collecting appropriate data based on the type of change the investment intends to support. For example:

- » **SEX-DISAGGREGATED DATA:** Sex-disaggregated data highlights differences between groups based on sex and/or other characteristics and is one way in which an investment can measure its contribution to closing gender gaps. For example, sex disaggregated data on access to formal financial services would be needed to monitor the gender gap in financial inclusion after regulatory changes achieved through an investment. This type of data can also be used to track participation of women in advocacy spaces or decision-making roles.

- » **SEX- OR GENDER-SPECIFIC INDICATORS¹** pertain to specific groups based on sex or gender and are essential to measure conditions and barriers that are only or primarily experienced by that group. For example, maternal mortality is a critical measure of the situation of women, and monitoring access to gender-affirming health care may be an important indicator related to removing barriers to access to HIV and TB services for transgender communities.
- » **GENDER DATA / GENDER EQUALITY INDICATORS** allow you to assess if gender barriers or gaps are reduced. This requires collecting quantitative or qualitative data on issues related to gender inequality, such as on the estimated GDP value of unpaid work. **Examples of gender data that might be relevant to PAC investments include** the number of gender-sensitive national policies, the countries using gender-responsive budgeting, changes in the availability of sex-disaggregated data, or the effects on commitments to gender equality from having women decision-makers participate in global forums.

EXAMPLES OF INDICATORS THAT MEASURE SOME PRIMARY OUTCOMES

1. The Official Developmental Assistance (ODA) that is directed to women's rights organizations, which is currently at 0.13% of ODA, increased to at least 3% by 2024⁴ in order to boost the resources available to advance gender equality.
 - a. Includes an indicator to track commitments and actual ODA flows to women's rights organizations*
2. The African Union's yearly summit commitment to action includes a pledge by national governments to collect and report sex- and age-disaggregated data on nutrition, and incorporates this commitment in yearly reporting.
 - a. Includes an indicator to track the number of countries that report on gender gaps in adolescent and adult nutrition following commitments made in the Summit.*
3. By 2025, 75% increase in funding to gender intentional digital financial systems by key country donor missions (e.g. FCD0 (UK), BMZ (Germany), AFD (France), USAID, EU/EC) through targeted advocacy at the global, country, and mission level.
 - a. Includes an indicator to track yearly funding flows from each country donor mission to gender-intentional digital financial services (DFS)*
4. Grow US funding and leadership for malaria (up to \$1.8b annually) and ensure increased financing for gender-intentional and transformative malaria elimination approaches.
 - a. Includes an indicator to track funding for malaria that is specifically destined to malaria-elimination programs that include gender-intentional and transformative approaches, using the OECD gender policy marker.*

EXAMPLES OF INTERMEDIATE OUTCOMES THAT CONTRIBUTE TO CLOSING GENDER GAPS AND/OR OVERCOMING BARRIERS

- » **EVIDENCE USED:** "Policy makers in Kenya have access to sex-disaggregated data and evidence of gender gaps and use it to inform funding allocations and policy change."
- » **INCREASED POLITICAL SUPPORT:** "Number of actions by target decision-makers that publicly demonstrate support for closing gender gaps or overcoming gender barriers in relation to grantee's advocacy goals."
- » **AGENDAS INFLUENCED/SET:** "The advocacy agenda prioritizes addressing the gender norms that lead to higher rates of anemia amongst women, and the removal of gender barriers to treatment."

3. Has the design of the investment been, or will the implementation of the investment be, informed by a gender analysis?

Answer 'Yes' to this question if the investment includes a critical and systematic examination of how gender informs and affects specific issues, and what that means for the development and effective implementation of policies, programs, and products. A gender analysis includes research and analysis of the gender differences and inequalities that affect underlying causes of a problem and/or have implications for the solutions. Gender analysis of the policy and political landscape should inform the design and implementation of advocacy and communication tactics.

For many PAC investments, including gender analysis as an early output – and ensuring it's adequately budgeted for – can contribute to the overall success of the investment. Integrating gender in decision-making analyses can inform advocacy strategies as well as identify opportunities to build capacity and elevate the voices of women and gender-equality advocates. Communications investments may include gender analysis to inform a digital campaign, which would consider gender differences within the target audience in relation to information needs, access to digital technology and risks, and the implicit as well as explicit messages communicated about gender in the content of the campaign.

The scope of a gender analysis should align with the focus and scale of the investment. For example, a global initiative can be informed by the analysis of gender data at national or regional levels to determine the effects of gender dynamics on the issue or sector of focus. As another example, an investment aiming to increase financing commitments to family planning could include a gender analysis of the anti-gender-equality movements that aim to influence decision-makers. The investment could then define strategies to address or mitigate potential effects on financing and implementation of overseas development assistance.

In the case of interventions that focus on increasing resources and support for effective development, for example by mobilizing resources or building issue salience, gender analysis can help identify gender gaps in the resources that the investment seeks to increase and/or how gender inequalities in decision-making processes could affect the ultimate use of those resources.

EXAMPLES OF GENDER ANALYSES

- » Identify gender gaps in the resource that an investment seeks to increase. Examples of gender gaps could include: lack of sex- or gender-disaggregated data on an issue or in a sector; insufficient financing to reduce relevant gender inequalities in a sector; lack of tracking of financing that addresses gender equality; lack of political commitment to closing specific sectoral gender gaps.
- » Analyze potential gender biases in the processes through which increased resources (such as evidence, finances or policies) will be applied to address development problems, and how the investment might be able to address those biases. For example, increased resources for digital financial inclusion may not translate into closing gender gaps if financial institutions do not offer products that meet women's needs or if laws that affect account registration, property ownership or access to identity documents create gender barriers to accessing mobile devices or establishing financial accounts.
- » Identify opportunities to strengthen the contribution of investments to reducing gender inequalities. For example, an analysis of donors' commitments to gender equality, and the use of gender-responsive budgeting practices by donor and recipient countries, could suggest ways to shape agendas and promote financing that will reduce gender inequalities in the sector of focus.

EXAMPLE OF AN ANSWER FOR QUESTION #3 ON THE GENDER INTEGRATION MARKER

- » This investment supports the design of the 5-year National Health Strategy for a country and includes a gender analysis as part of the work. The analysis will study how social norms about gender impact women's and men's access to health resources, their activities and decisions, and the constraints they face relative to each other in order to understand barriers to health. Insights gained will be shared with government bodies guiding policy formation and implementation and to ensure the National Strategy will address gender equality considerations and ultimately accelerate health outcomes.
- » The annual donor tracking report will include a gender analysis of European policies and funding to ensure SRHR/FP policies and funding leave no one behind and serve the needs of women, girls and adolescents, among other groups. This will inform the overall advocacy strategy of the partner and enable them to tap into emerging opportunities to further gender equality worldwide. Gender analysis will also be a crucial component of the research carried out within the project. Specifically, one of the five intermediate outcomes of the project is to produce new evidence and arguments for decision makers to inform their policy and funding decisions around SRHR/FP. One of the areas on which such research will be focused will be the concrete impact of emerging funding trends and mechanisms on SRHR/FP at country level, particularly looking at case studies from beneficiary countries of European donor funding.

4. Will the implementation team include someone with expertise in gender equality programming who is dedicated to ensuring effective gender integration?

Answer “Yes” to this question if the investment includes team members, consultant(s), or collaborating partners with the expertise to guide integration of gender in the investment and the budget includes allocations to support that expertise.

This question aims to ensure that the investment includes the resources needed to support the success of gender-intentional or transformative work. Grantees that already have gender-equality expertise in their organization or coalition will need to budget dedicated time to enable their involvement. Grantees that don't yet have this expertise, can add it in a way that best matches their needs. With any approach it is important that the gender expert(s) are included at a level that enables them to advise and guide the investment team. A team member or consultant may be placed at the level of the most senior technical officer. For a partner or sub-awardee, it may mean including them in the central decision-making team.

The specific expertise needed will vary based on the focus, approach, scale and specific geographies of the work:

- » **THEMATIC / SECTOR EXPERTISE:** For example, to strengthen policy frameworks, include a team member experienced in gender policy analysis in relevant sectors, as well as expertise addressing gender dynamics in decision-making processes.
- » **CONTEXT / GEOGRAPHIC SPECIFIC EXPERTISE:** For example, an understanding of how a caste system intersects with gender inequalities in relation to the issue and how to develop strategies to avoid reinforcing harmful practices. Or how to mitigate gender-related risks, including gender-based violence, when working in conflict-affected geographies.

As a PO, this question can inform your thinking from the early stages of concept development. When identifying potential partners, consider their commitment to gender equality within their organizations as well as their gender expertise. If you are hoping to build new partnerships and/or expand capacity to address gender equality, consider prioritizing partners with **demonstrated experience** or a commitment to building this capacity. Flag budget allocations for gender equality expertise and related capacity building from the beginning.

APPROACHES TO MEET THE NEED FOR GENDER EXPERTISE

- » **GENDER EXPERTISE EMBEDDED ON A PROJECT TEAM** may be necessary when there is a primary outcome to reduce gender gaps or barriers and/or multiple activities that are gender intentional or transformative.
- » **GENDER EXPERT(S) ENGAGED IN SPECIFIC TASKS OR AT CERTAIN POINTS IN A PROJECT:** For example, consultants may be effective at undertaking a specific gender analysis or integrating gender in a communications strategy but will be less appropriate for building longer term capacity.
- » **PARTNERSHIP/SUB-AWARD WITH ORGANIZATION WITH GENDER EXPERTISE** can support effective implementation of gender-integrated strategies over the life of the investment and contribute to networks and capacities for both partners as long as the terms of the partnership are equitable and respect all parties' expertise and constraints.

RELEVANT COMPETENCIES AND EXPERTISE TO SUPPORT GENDER-INTEGRATED PAC INVESTMENTS

In assessing the gender-equality expertise of potential partners, consider: the quality and application of their gender-equality policy; the use of inclusive language and gender-sensitive images on their website, marketing, and communications materials; how their past work and partnerships reflect commitments to gender equality and inclusion; how they collaborate with gender-equality advocates and women's organizations. **Consider engaging a technical assistance partner**, such as [GenderTech](#), to identify and assess partners and their capacities.

Examples of relevant competencies and expertise to require:

- » Experience conducting gender analysis of relevant issues, policies, or budgets, including research and analysis of gender dynamics that affect the policy and political landscape
- » Experience integrating gender in sectoral advocacy strategies and/or the design and implementation of advocacy on issues of gender equality
- » Experience in stakeholder mapping that includes the position and capacities of stakeholders in relation to gender equality
- » Knowledge and skills in gender-sensitive communications campaigns and materials
- » Has relationships, or is able to build them, with individuals and groups advocating for gender equality and/or representing women, especially those facing intersecting forms of discrimination
- » Understands gender power dynamics in the geography and among the relevant stakeholders
- » Expertise in gender-responsive budgeting and/or financing for gender equality
- » Experience providing capacity building or technical assistance on gender integration to other actors/organizations, including related to advocacy, accountability, and communications

RISK OF NOT HAVING GENDER EXPERTISE AT THE NECESSARY LEVEL

Not including gender expertise with sufficient resources to conduct the work, and the organizational position to advise and guide other team members, can lead to the activities not being implemented effectively or at all. For example, sex-disaggregated data can be collected, but without the necessary skills and knowledge to analyze it, important insights for the success of the investment may be overlooked. Lack of appropriately placed gender expertise can also increase the potential for unintended negative consequences for the investment and/or the individuals involved. For example, lack of gender expertise in the development of key advocacy messages or communications materials can result in messages that inadvertently reinforce gender biases and affect the credibility of the grantee and the foundation.

EXAMPLE: RESOURCING GENDER EXPERTISE FOR INVESTMENT SUCCESS

A key PAC partner works to advance maternal and newborn child health through a coalition-driven advocacy model. In the process of re-designing a Phase 2 grant, the PO engaged technical assistance for gender integration.

The final proposal draft included significant gender-intentional work, including plans to address gender inequalities within the coalitions themselves and to support coalitions to advocate for gender-intentional policies. The final proposed budget did not, however, include a gender expert and delegated the responsibilities for gender-intentional work to a team member with responsibility for other workstreams. The PO recognized that this reduced the likelihood of the gender-intentional work being implemented adequately and suggested ways that the grantee could manage the budget allocation to enable resources for the gender expert. The approved investment included a full-time gender expert.

5. Have potential gender-related negative consequences that may arise from this investment been identified and have appropriate mitigation strategies been developed?

Answer “Yes” to this question if the investment has considered whether any planned activities or outputs could impact some people negatively because of their gender or reinforce gender stereotypes, barriers and/or gaps, and it includes strategies to mitigate this potential harm.

If investments are not designed appropriately, they can unintentionally cause harm and exacerbate gender inequality. This harm may be harder to identify in many PAC investments, which are focused on enabling policy environments and adequate resources, making them several steps removed from the people who are intended to benefit. A gender analysis can help identify the risks for gender-related harms, and team members or partners with gender equality expertise can design activities to minimize and mitigate potential negative consequences. **When necessary, the analysis to identify risks and the development of a mitigation strategy can be built into the investment as an early milestone.**

Important starting points for identifying potential gender-related negative consequences include:

- » Identify possible impacts or risks for individuals and groups involved in investment activities.
- » Consider how advocacy strategies and messages may unintentionally reinforce gender stereotypes or biases.
- » When addressing policies, identify any potential for those policies to unintentionally reinforce gender biases or widen inequalities and propose ways to mitigate these risks.

EXAMPLES OF IMPACTS, RISKS, AND UNINTENTIONAL HARM

Examples of possible impacts or risks for individuals and groups involved in investment activities:

- » Is there a **risk of backlash against policymakers or champions that stand up for gender equality issues?**
- » Could elevating the voice or interests of marginalized groups **lead to backlash against those individuals or groups?**
- » When involving women affected by the issue in advocacy processes **will they be fairly compensated** for their contribution and any costs they incur?
- » How will **gender barriers to equal participation** be addressed when building coalitions or supporting public mobilization? When expanding the involvement of women, are the potential barriers for women who face multiple forms of discrimination being addressed to avoid recreating forms of exclusion based on disability, ethnicity, poverty or other factors?

Examples of **how advocacy strategies and messages may unintentionally reinforce gender stereotypes or biases**:

- » The message communicated by **who speaks on what issues**. All-male panels are recognized as inappropriate, but **gender stereotypes can be reinforced** if women (whether on a panel, as champions, or across a campaign) speak primarily to issues affecting women and children, whereas discussions on national or sectoral issues are led by men. This can also contribute to perpetuating inequalities by reinforcing the misperception that women are responsible for gender equality
- » The **framing of issues and content of advocacy messages**. Avoid messages that prioritize women as a means to achieving outcomes for children and households. Instrumental rationales for gender equality (such as arguing that increasing women's incomes is important because women spend more of their money on family nutrition and health) may encourage donors to address relevant gender gaps but reinforce women's lower status by valuing them only in their role of caring for others.
- » **Reinforcing stereotypes in communications** to transmit a message. For example, a campaign aimed at promoting nutrition that inadvertently reinforces the message that women are solely responsible for caregiving and children's wellbeing. Also, highlighting the terrible impacts of conflict, poverty or poor services on women may be a powerful tactic for mobilizing resources, but if that is the dominant image of women it may undermine recognition of their contributions as citizens and leaders.

SAMPLE ANSWERS FOR QUESTION #5 ON THE GENDER INTEGRATION MARKER

- » Measures to avoid unintentionally causing harm to women and girls through this work, and exacerbating gender inequality, include a) strengthening the capacity of women and girls to influence policy and funding decisions to ensure they are reflective of their needs, and b) engaging with its partners in accountability as a broader project strategy, to ensure policies are reflected in practice and quality FP is provided at the point of care for women and girls.
- » Challenging gender norms and increasing women's agency may result in stakeholder backlash which could include community withdrawal from the project or even violence against women participating. Phase 1 of the investment will include a risk assessment and mitigation by providing capacity-building opportunities for stakeholders, including men and community leaders, to ensure they understand why gender integration within the malaria sector is critical for success and to understand the strategies that partners are taking to address gender gaps.

6. Is a reduction of gender barriers and/or gaps in agency explicitly stated in a primary outcome of the investment and is there at least one indicator to measure this?

Answer "Yes" to this question if the investment will aim to reduce a gender gap in agency and includes a primary outcome that captures this objective.

A gender-transformative investment is one that aims to transform power dynamics and remove barriers to ensure that people's agency over resources is not determined by their gender. This moves beyond ensuring that people can access a resource regardless of their gender, to whether they can also exercise agency over these resources free from the threat of violence or retribution. Gender transformative PAC investments could focus on:

- » **INCREASED AGENCY FOR WOMEN'S RIGHTS ORGANIZATIONS OR FEMINIST MOVEMENTS** by making flexible, general support, long-term grants. This type of grantmaking shifts control over the financial resources to the grantee and can significantly increase their power to advance gender-equality agendas. This way to make grants could be especially effective in the context of the foundation's DEI strategy and when finding proximal partners to be the owners of the work.
- » **INCREASED DECISION-MAKING OF WOMEN IN ADVOCACY** by facilitating their inclusion and participation in key spaces and supporting their ability to make decisions over the advocacy agenda and strategy, and its implementation. For example, an investment that is designed to increase local women's rights organizations' agency in decision-making, through increased access to leadership positions within advocacy spaces and control over what is advocated for and how. Activities could include working with existing leaders and men to build support for power sharing, increasing awareness of gender biases within coalition processes, and working to establish gender quotas for leadership positions in advocacy coalitions and other bodies. Indicators for the primary outcome could include measures of gender changes in positions, changes in self-perception of how much influence women and men have, and external perceptions of changes in leadership and decision-making.

- » PAC investments that can't directly reduce gender gaps or barriers in agency can still contribute towards these aims, such as by **IMPROVING CONDITIONS THAT ENABLE OTHER GENDER-TRANSFORMATIVE DEVELOPMENT INITIATIVES**. For example, an investment that aims to increase funds targeted to support women's economic empowerment might still receive a "No" for this question because it can't directly increase women's empowerment, but it does help generate the resources needed for interventions that intend to transform women's agency over productive resources and their position in the economy. Seizing opportunities to generate policy and financial resources that support gender transformative actions is a significant contribution to long-term impact.

As a PO you can also use this question to explore opportunities for gender-transformative work at the level of intermediate outcomes or outputs. There may be opportunities, for example, to transform gender power relations in specific decision-making spaces, enable women to organize collectively to change policy agendas, or remove barriers to the women's control over resources at a national or local level.

SAMPLE ANSWERS FOR QUESTION #6 ON THE GENDER MARKER

- » Yes, because this investment supports a global forum bringing stakeholders together to accelerate progress towards gender equality and is designed to support and accelerate commitments made during the forum, including those made to finance gender equality initiatives through a pooled-fund. It includes a primary outcome that "a certain percentage of financial commitments by a key donor government (identified in the grant) are designed and implemented to promote shifting power to locally led movements and communities."
- » Yes, because this investment supports a funding mechanism to support gender transformative approaches to climate adaptation. The mechanism takes advantage of the scale of loans provided by the institution, and adds targeted grant resources to support and incentivize partner governments to invest in and scale-up the capacities and activities required to achieve gender transformative results at scale and build women's adaptive capacity and resilience in rural, agricultural geographies. It includes as a primary outcome:
 - Greater gender equality and women's empowerment, market inclusion and climate resilience of women:
 1. Increase in at least three empowerment dimensions of the Pro-WEAI (WEAI + Market Inclusion) women's empowerment index.
 2. Increase in income or assets (or related indicators such as production or value of products sold)
 3. Strengthened climate resilience as measured through four dimensions: (i) access to enhanced assets and climate-resilient inputs (ii) enhanced social networks, (iii) enhanced adaptive capacity and (iv) access to basic services.

INCREASING WOMEN'S PARTICIPATION AND DECISION-MAKING IN ADVOCACY SPACES AND PLATFORMS, ESPECIALLY IN LEADERSHIP ROLES

Regardless of whether the primary objective is gender transformative, investments can contribute to women's leadership through intermediate outcomes, outputs and activities. For example by:

- » Supporting women's participation in high-visibility advocacy and communication roles can help change power dynamics over time. If participation is meaningful, with strong support, it will contribute to challenging inequitable gender norms in society by providing alternative representations of women's power and roles.
- » It can be particularly impactful to ensure that women who are the focus of the advocacy have an active voice in creating objectives and strategies and participate meaningfully in implementation. Note that facilitating meaningful participation requires removing gender barriers to involvement (for example, providing compensation for lost wages and/or services to cover care-giving responsibilities, building any needed capacities, and sharing decision-making).
- » Investments with this aim need to also, at a minimum, ensure all convenings, workshops, and trainings are designed to ensure diversity and inclusion in terms of participation, facilitation, and speakers⁵, and that event venues include amenities such as on-site childcare, private nursing spaces, and appropriate sanitation facilities. They should also include a budget for resources to support and subsidize the costs for including participants from communities historically not included in decision-making processes, publications, and trainings.
- » Additionally, these investments need to support women's leadership and decision-making power within working groups and coalitions. They should include thorough leadership training for women and work with all members to challenge internalized gender biases and promote equitable behaviors. An evaluation could measure changes in beliefs around gender norms and perceived changes in decision-making power within the coalitions (including over financial resources).

Other relevant resources

- » Gender Integration Considerations for Convenings and Events: Organization and Facilitation (*Forthcoming*)
- » [UN Code of Conduct](#)
- » [Job Aid for Women in Leadership investments](#)
- » Assistance to develop or manage gender intentional investments is available through GenderTech, the technical assistance partner to the Gender Integration team. Access that assistance through the [GenderTech Request Form](#)

Endnotes

- 1 WHO A tool for strengthening gender-sensitive national HIV and Sexual and Reproductive Health (SRH) monitoring and evaluation systems <https://apps.who.int/iris/bitstream/handle/10665/251903/9789241510370-eng.pdf> and UN Women Assessing the Progress of Women: Linking Targets to Indicators https://www.unwomen.org/sites/default/files/Headquarters/Media/Publications/UNIFEM/155_chap3.pdf
- 2 There may be opportunities to address gender gaps or barriers in how the advocacy is conducted, such as supporting increased leadership by women and gender equality advocates or through gender-intentional communication strategies.
- 3 AWID New Brief: Where Is The Money for Feminist Organizing? 24 May 2021 <https://www.awid.org/news-and-analysis/new-brief-where-money-feminist-organizing>
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- 5 This might mean having a gender balance in facilitator or presenters, but could also mean challenging gender stereotypes by having more women speak at a high-level panel of a male-dominated sector, or a mostly male discussion on healthy masculinities.