UK Aid Connect – Evidence and Collaboration for Inclusive Development

Cross-Programme

Gender Equality and Social Inclusion (GESI) Strategy

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Acronyms

CAID	Christian Aid
CO	Country Office
CSO	Civil Society Organisations
DFID	UK Department for International Development
ECID	Evidence and Collaboration for Inclusive Development
FEMNET	African Women's Development and Communication Network
GEA	Gender Equality Act
GESI	Gender Equality and Social Inclusion
GIPP	Gender, Inclusion, Power and Politics
GNDR	The Global Network of Civil Society Organisations for Disaster Reduction
LILO	Looking In Looking Out
LNOB	Leave No One Behind
LGBTQI	Lesbian, Gay, Bi-sexual, Transgender, Queer and Intersex
MEL	Monitoring, Evaluation and Learning
OOR	On Our Radar
OU	Open University
PEA	Political Economy Analyses
PLHIV	People Living with HIV
PV	Positive Vibes
PwDs	Persons with Disabilities
PWUD	People Who Use Drugs
SDDirect	Social Development Direct
SDGs	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
UKAC	UK Aid Connect

1. INTRODUCTION

The 'Evidence and Collaboration for Inclusive Development' programme is funded through UK Aid Connect (UKAC)'s Strengthen Civil Society Effectiveness pillar. UKAC was set up by the UK Department for International Development (DFID) to deliver lasting change to poor people's lives by supporting consortia of diverse organisations to come together and create innovative solutions to complex development challenges. This programme, managed by Christian Aid, is implemented by a consortium of diverse and complimentary sector leading actors including the African Women's Development and Communication Network (FEMNET), Frontline Aids[1], the Global Network of Civil Society Organisations for Disaster Reduction (GNDR), Ipsos MORI, On our Radar (OOR), the Open University (OU), Social Development Direct (SDDirect), and Womankind.

The ECID programme is intended to be a four-year programme that sets out a new and innovative approach to building civil society effectiveness in three target countries: Myanmar, Nigeria and Zimbabwe. The programme has an emphasis on data/evidence generation, dissemination, mobilisation and uptake. The aim is to generate and use data from, and on, the most marginalised groups and individuals in an interactive, cyclical process to amplify their voices in decision making at all levels. This approach aims to foster connections and collaboration between a wide range of stakeholders (civil society, government, private) to increase accountability, responsiveness and effectiveness so that sustainable development is realised for all. The programme will have a particular focus on women and girls, ethnic minorities, lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) people, persons with disability (PwD) and people living with HIV (PLHIV)[2], actively linking these local voices and lived realities on the ground, to global policy and discourse in such a way that they are counted, influential and included in sustainable development, ensuring that no one is left behind. This means supporting and empowering the programme's target groups to be active agents of their own change.

The programme's outcomes focus on:

I. Improving access to services and participation in decision-making processes for key target groups in Myanmar, Nigeria and Zimbabwe;
II. Increasing effectiveness of civil society and other actors at all levels to address the priorities of key target groups in Myanmar, Nigeria and Zimbabwe; and
III. Greater accountability and responsiveness of power holders to the priorities of key target groups from the local to global level.

The purpose of this document is to present the overarching (cross-programme) Gender Equality and Social Inclusion (GESI) Strategy as a guiding framework for the incorporation of GESI into the programme. The GESI strategy is not a stand-alone piece of work with 'independent' or isolated activities. On the contrary, it is intended to be embedded within wider programme frameworks and operations. It will be linked to other cross-cutting strategies and frameworks such as the Monitoring, Evaluation and Learning (MEL) framework, the Gender, Inclusion, Power and Politics (GIPP) Analysis Framework, the Communications Strategy and the Policy and Advocacy Strategy. It will also inform overall programme design and the day-to-day functions of both the programme and individual partner approaches, as agreed in the design stage. In consequence, ownership of this strategy document needs to be broad. The key audiences (or, indeed, 'owners') for this

1 Formerly known as the International HIV/Aids Alliance (IHAA)
2 The Gender, Inclusion, Politics and Power analysis in each country will further determine the target groups.

strategy is all consortium partners (Christian Aid, including the Country Offices, OOR, OU, FEMNET, Frontline AIDS, SDDirect, GNDR and Womankind), in-country implementing partners (IPs) and DFID. It is the collective responsibility of these stakeholders to put the strategy into practice. This strategy will be updated iteratively as the programme rolls out through the co-creation phase into implementation.

2. THE GESI FRAMEWORK

2.2 Why the programme needs a GESI strategy

A society which protects citizens' rights and promotes "respect for and value of dignity of each individual, diversity, pluralism, tolerance, non-discrimination, non-violence, equality of opportunity, solidarity, security, and participation of all people, including disadvantaged and vulnerable groups"[5] must by nature, be rooted in gender equality and social inclusion.

Incorporating GESI analysis and action increases the likelihood that a programme will achieve the maximum potential of its intended impact. A programme that seeks to strengthen citizens' voices and improve accountability – like the ECID programme – needs to understand *who* is excluded, *what from*, *where*, *how* and *why*, in order to break down barriers and facilitate opportunities and meaningful outcomes for those who need them most. Otherwise, the programme risks ignoring the most vulnerable, reinforcing patterns of exclusion and discrimination, or exacerbating tensions or conflict – in sum, if we fail to apply a gender and inclusion lens to our work, we risk doing harm. It is important to note, that GESI is already in the 'DNA' of ECID as a programme that explicitly aims to advance inclusion, the voice and empowerment of marginalised people, and the Leave No One Behind (LNOB) agenda.

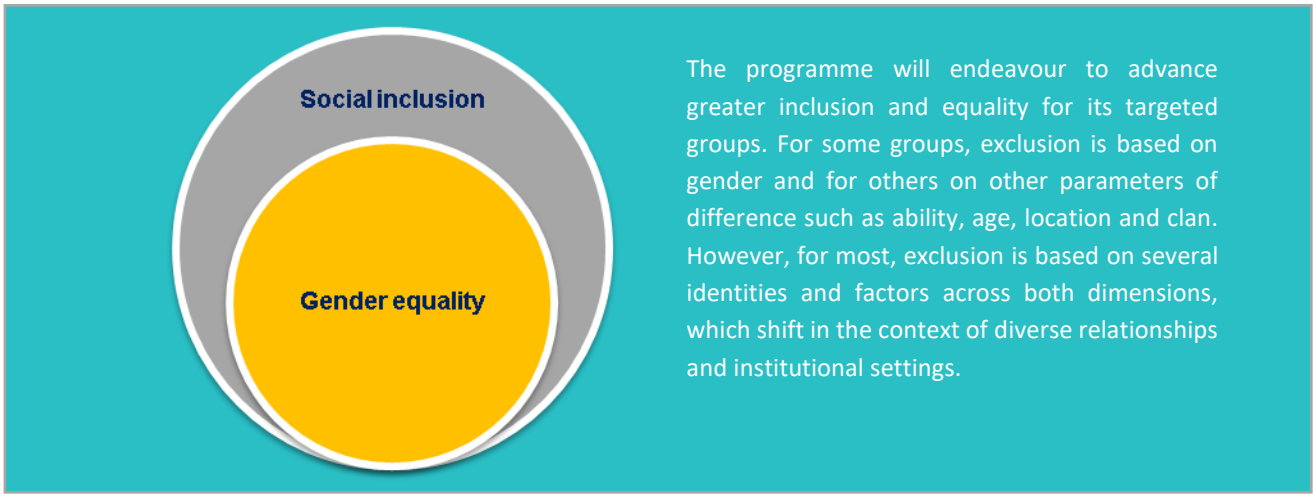
This GESI strategy is also a response to higher-level global policy frameworks and commitments that are supported by DFID, Christian Aid and Consortium members. The Sustainable Development Goals (SDGs) explicitly endorse gender equality and social inclusion, with a key goal of eradicating extreme poverty by 2030. Goal 5 (Achieve Gender Equality, Social Inclusion and Human Rights for all) aims to bring about transformative change to end gender inequality and all other forms of discrimination impacting on participation in social, cultural, political and economic life. The SDGs set out to leave no one behind, without distinction of any kind as to race, colour, ethnicity, gender and sexual orientation, language, religion, caste, class, political or other opinion, national or social origin, property, birth, disability or other status. The programme also recognises that there is a mutually reinforcing relationship between Agenda 2030 (including the SDGs) and human rights. To meet the Goals and respond to rising global challenges such as conflict, extremism, climate change and migration, success depends on putting into practice the principles of universality and accountability as well as the central commitment to LNOB throughout all of Agenda 2030. The programme will promote a rights-based approach, where possible, and identify ways in which human rights principles and instruments can be utilised and leveraged to create more inclusive governance and decision-making for excluded citizens in the three countries.

This higher-level policy framework puts people at the centre, shines a light on who benefits from development and who is excluded, and commits us all to address that exclusion[3]. To align with these internationally agreed policy commitments, and to comply with the UK's Gender Equality Act (GEA), all DFID policies and programmes must be, at a minimum, GESI sensitive in all political, economic and social spheres. This entails assessing and addressing the differentiated impact of an intervention on women, men, girls and boys and different groups among them throughout planning, design, implementation, and monitoring and evaluation – while also being conscious of their specific needs for facilitating a more active engagement in articulating demands and improving links to state structures. What this means in practice is outlined in Section 4 – Strategic Approaches.

2.3 The programme's understanding of GESI

The ECID programme understands gender equality and social inclusion as distinct but overlapping concepts. Whereas 'gender equality' has been the subject of attention within international development discourse for decades, reflected in a range of initiatives and the literature more broadly, in contrast, 'social inclusion/ exclusion' is a more recent concept originating from its use in the European context[4]. Figure 1 below shows how the programme conceptualises *gender equality at the core of social inclusion*. The programme considers it important to address gender through a social inclusion-exclusion lens to understand the gendered nature of systems, structures, norms and practices in the three contexts in which this programme will operate. This understanding will also be reflected in the way that the programme operates, in order to avoid a focus on social inclusion at the expense of gender equality (and vice versa), as can occur in some programmes.

Figure 1: Approach to gender equality and social inclusion and intersectionality



The ECID programme does not see gender as a binary concept, but it recognises that women and girls are often the most marginalised. This is reflected in the GESI strategy, the approaches and tools proposed, and in the terminology used across the programme. For example, gender equality means ensuring equality *for all*

[3] DFID (2015)
[4] Grant et al. (2000)

gender identities, but when talking about our target (marginalised) groups, we emphasise our focus on women and girls e.g. we talk about 'women, girls and other marginalised groups'.

The ECID programme understands GESI on a spectrum/continuum from GESI-blind to GESI transformative. The GESI model below (Diagram 1) highlights that there is a spectrum on which an organisation or programme can be GESI responsive i.e. it is not enough to say that a programme is simply GESI-sensitive[5]. This model can be adjusted or tailored depending on the sector (health, education, etc.). The continuum has been used to set the level of ambition for the programme, but it will also be used to measure progress across the strategic objectives throughout implementation.

- The first position **(GESI-blind)** of the continuum refers to programming or interventions that have little or no recognition of local differences, norms, and relations in programme/policy design, implementation, and evaluation.

- The second position **(GESI-sensitive/minimal compliance)** is about programming or interventions that set out to address the *practical or basic needs and vulnerabilities*[6] of marginalised groups and individuals. This level is also about being sensitive to the impacts on marginalised groups to Do No Harm and what UKAC considers to be the minimum standard.

- The third position **(strategic/self-empowering)** is more ambitious and sets out to empower individuals by building their assets, capabilities and opportunities. The aim is to increase their access and control, as well as their individual agency and decision-making. This type of programming should empower marginalised groups and individuals, to address and meet their *strategic needs and vulnerabilities*[7]**.**

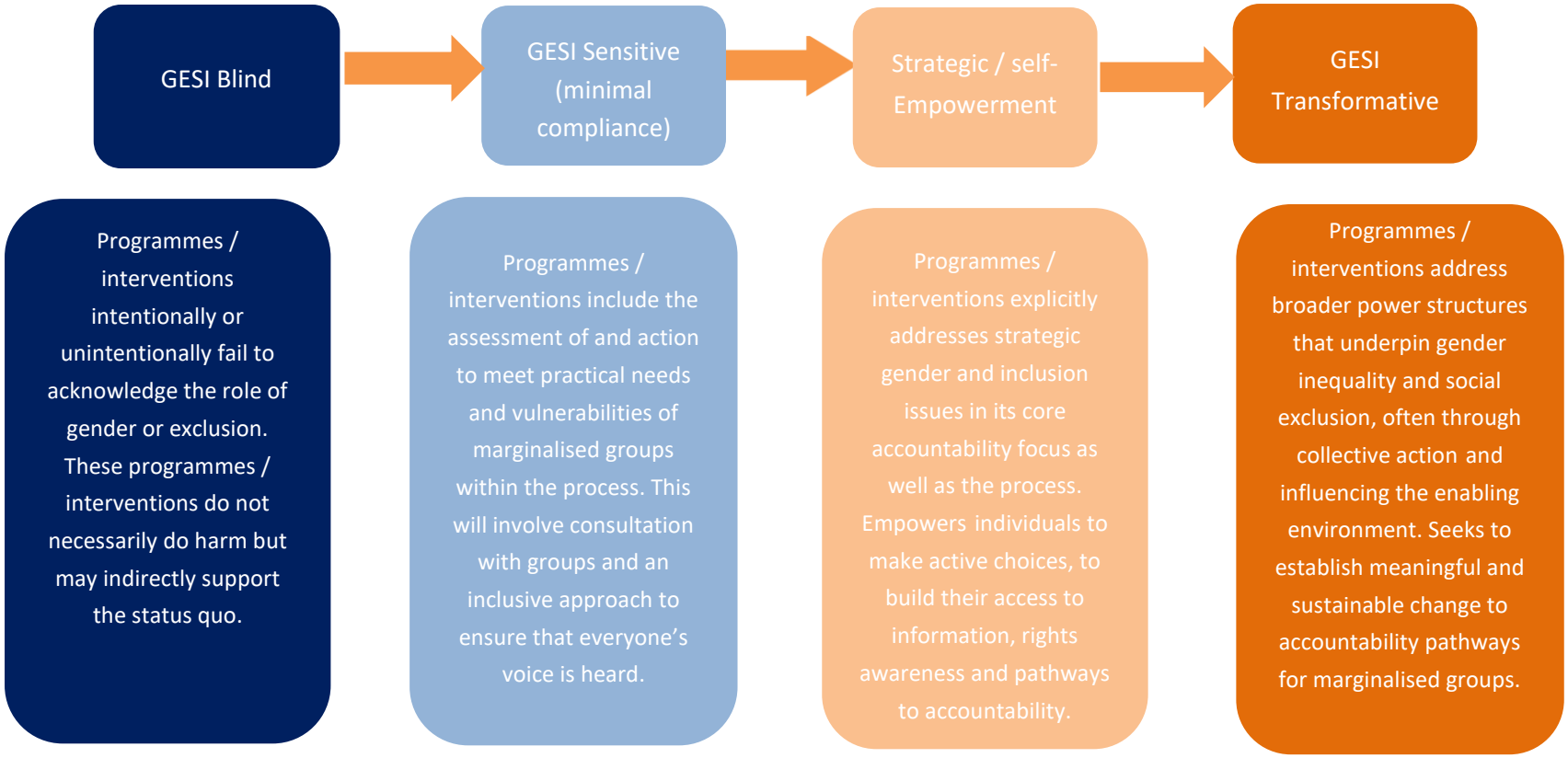
- The fourth and most ambitious end of the spectrum (**transformative**) is closely associated with structural change in power and social relations/norms; it also emphasises collective action. This programming creates an enabling environment for marginalised groups to practice leadership and be meaningfully involved at all levels (economic, social, political, and cultural) and in all domains (family, community, organisations, state and religious institutions, schools and the market). Work on this end of the continuum requires more investment and is often long-term in nature.

5 There is an additional position which is GESI exploitative in which harm is actively done on the basis of rigid gender and social norms.

6 Please see glossary in Annex 1 for explanation

7 Please see glossary in Annex 1 for explanation

Diagram 1: GESI Responsiveness Continuum



The ECID programme sets out to adopt a conflict-sensitive approach to GESI. GESI analysis examines the nature of power relations and their structural footings – for example, the ways in which exclusion is reinforced at multiple levels (economic, social, political and cultural) by discriminatory attitudes and norms, historical and cultural circumstances, and denial of rights and opportunities. In some contexts, GESI analysis will involve looking at how marginalised groups and individuals are affected differently by conflict, how they may seek to resolve conflict differently, how gender inequalities may exacerbate tensions, and how gender intersects with other social cleavages (e.g. ethnicity, religion, class, age, geographic location).[8] While the ECID programme will not undertake a formal 'conflict analysis'[9], we will undertake a GESI-sensitive political economy analysis (what we've termed 'Gender, Inclusion, Power and Politics (GIPP) Analysis[10]') with a conflict lens. The programme will also draw on existing conflict analyses from Christian Aid and others in the three countries. Conflict-sensitivity will be integrated across these processes and the programme's broader approach to 'Do-No-Harm' and safeguarding.

3. PURPOSE AND VISION: WHAT WILL A GESI ORIENTATED ECID PROGRAMME LOOK LIKE?

3.1 A broader vision: accountability to all

All activities will support the *meaningful* engagement of marginalised groups and individuals to ensure that GESI is central to the programme's objectives. To achieve this vision, it requires that the programme is conceived by all parties as centering henceforth, on accountability *to all*. Incorporating GESI approaches and actions will become everyone's role and responsibility.

The ECID programme will go beyond the GESI-sensitive level by identifying strategic entry points and opportunities to do more, where possible. This means going beyond the minimum standard of identifying and addressing marginalised groups' and individuals' practical, basic needs or even the strategic empowerment of individuals, to support collective action of marginalised groups by challenging power imbalances and the structural and systemic issues causing inequalities and exclusion. In short, the programme aims to be GESI-transformative (meeting levels 3 and 4 on the GESI Continuum). This aspirational goal signifies our high level of ambition across the programme, but it will, of necessity, be pursued and adapted as needed according to the specific circumstances, possibilities and constraints of each country context. The level of ambition in each country will be articulated in country level GESI strategies developed at the start of the implementation phase.

8 Barandun & Joos (2004) in Haider (2014a)

9 If we realise that this approach isn't sufficiently covering the conflict angle later on in the programme, ECID could look into commissioning a separate conflict analysis.

10 A GIPP Toolkit is available upon request

3.2 A programme that incorporates GESI guiding principles

The strategic approach to GESI across the programme will be framed by four recommended guiding principles or standards[11]**.** These are outlined below:

Guiding principle	What does this mean in practice?
GESI transformative where possible, and GESI sensitive always.	● Do no harm: the programme will understand the possible direct and unintentional impacts of interventions on the lives of (target) marginalised groups and individuals among them. ECID will monitor impact to ascertain and mitigate risks to vulnerable groups. ● The programme will not work with partners that are exploitative or GESI-blind. Where existing partners are found to be operating in a GESI-blind manner, they will receive appropriate support to raise their performance to meet the minimum standards (of being GESI sensitive). ● The programme will avoid diminishing 'gender' by confusing it with 'women' or ignoring other gender identities. All components of the population – young and old, and people of all gender identities – are included in the notion of empowerment and gender equality. ● There will be a process of consultation and engagement with men and other influential groups and individuals, such as religious and traditional leaders, to address inequalities and harmful social and cultural norms. ● The programme will recognise that tackling gender inequality requires tackling inclusion, and vice versa – gender inequality cannot be addressed at the expense of inclusion, so there should be equal emphasis on both. ● The programme will constantly monitor the changing context to ensure that we identify and capitalise on emerging opportunities and entry points for transformative change and the programme adapts when needed.
Self-awareness and self-assessment	● The programme, and each partner, will ensure that they reflect on their own individual and organisational power and cultures, processes and values so that they are aligned with the overarching principles set out in the GESI strategy and supporting guidelines on Ethics, Safeguarding and Accountability. There will be spaces and opportunities for partners to reflect and assess their progress in this regard.
Transparency and accountability	● The programme will establish protocols and *inclusive* feedback mechanisms to ensure that the programme is transparent and answerable to its target groups. ● The programme will ensure that relevant[12] data, communication, learning, and evidence is accessible and adapted to all groups – to use in evidence-based dialogue and planning, and to inform women and other marginalised groups of their rights.
Locally owned and driven	● The programme will facilitate and engage individuals and communities to become active participants and agents in the process and to recognise their role in improving inclusive services i.e. developing and strengthening agency.

[12] Data will not be shared that exposes people to risk. The protocols for research (data collection and dissemination) will be set out in the ethical guidelines and safeguarding policy.

	• The programme will create opportunities for women and other marginalised groups to lead and facilitate processes and activities, and to act as (or be exposed to) role models
Collaborative, not confrontational	• The programme will ensure that all activities (advocacy, communications etc) are sensitive to the context and are undertaken in a collaborative way. • The programme will use language that is culturally appropriate, conflict-sensitive, and does not create a divide between groups, including government and civil society.

4. STRATEGIC OBJECTIVES

This section provides an overview of the three strategic areas for GESI in the programme. Each of these areas is discussed below, including the key actions needed to implement them.

The three-cross cutting GESI objectives are:

1. Mainstream GESI within the programme's organisations and institutions (looking inward).
2. Mainstream GESI across programme delivery in each of the three countries to achieve transformative change (looking outward).
3. Use evidence to support collective action to facilitate GESI transformative outcomes and a positive enabling environment for women and girls and other marginalised groups in each of the three countries.

Strategic Area 1: Mainstreaming GESI within our organisations and institutions (looking inward)

The organisations and partners involved in the programme (consortium and implementing partners operating in each of the three countries) will *model* the behaviour they expect to see in others, regarding GESI as well as issues related to transparency and accountability to marginalised groups. For GESI to become central to the consortium and programme's way of working, mainstreaming GESI internally needs to be addressed. This requires continual self-reflection and self-assessment. The actions and approaches set out below, should frame how *all partners* operate throughout the co-creation period to implementation.

Strategic Area 1: Actions and approaches	
Identify GESI Focal Persons	• Each consortium organisation/partner will identify a GESI Focal Person to: - ensure that all their staff involved in the programme are familiar with the GESI strategy and guiding principles (and the ethical and safeguarding protocols when finalised[13]) and are held responsible for overseeing and monitoring strategy implementation. A terms of reference (ToR) for the GESI Focal Persons will be drafted.

[13] These are currently being drafted by Christian Aid, with support of several partners.

	- Form a global GESI Working Group[14] throughout the programme to act as a key forum for monitoring progress, troubleshooting, reflection and peer support throughout implementation at a more global level. A ToR for this working group will be drafted.
Create buy-in, capacity and uptake of the cross-programme GESI strategy	• Each organisation/partner will ensure that their relevant staff attend training and/or awareness raising sessions on GESI and the GESI Strategy – this includes participating in the tailored 'Looking In, Looking Out (LILO)' process led by Frontline Aids (see Annex 3 for an overview). • Each organisation/partner will be trained to use sensitive and appropriate language when describing and interacting with different groups. • Each organisation/partner will be involved in annual GESI scans (or audits) to assess capacity/capability, buy-in, political will, knowledge and attitudes to GESI. A first scan will be undertaken in each country at the start of the programme as a baseline assessment. The tool will be developed at the start of implementation.[15]
Revise internal policies, processes and structures to be supportive of the programme's GESI objectives	• Each organisation/partner will ensure that their recruitment processes for the programme (if recruiting new staff) are inclusive, fair and transparent. • Each organisation/partner will ensure that all other strategies developed as part of the programme implementation are aligned with this GESI strategy e.g. the Policy and Advocacy Strategy, the Communication Strategy, the GIPP Analysis Framework, and the Monitoring, Evaluation and Learning (MEL) Strategy and framework. *Some of the strategies will have more obvious implications for GESI than others, but all strategies will demonstrate an awareness of GESI issues (this will be ongoing throughout co-creation and implementation).* • Each organisation/partner will be supported by Christian Aid (and the GESI Working Group when/where relevant), to put in place sufficient safeguarding policies (that are, at a minimum, compliant with DFID's Standards) – these could include child protection policies, vulnerable adult' policies, and whistle-blowing policies. • Each organisation/partner will be held accountable through a programme/consortium level feedback mechanism. • Each organisation/partner will ensure they have reviewed and signed up to the programme's Ethical Protocols and Guidelines and have a plan in place to implement and monitor implementation and adherence to these guidelines. • Each organisation/partner will ensure that their individual risk registers reflect the findings from the country level GIPP analyses and incorporate

[14] This will be a more selective group than the GESI//GIPP working group set up during the co-creation phase. This group should include 1 GESI Focal Person from each country office and 1 person from the consortium partners.

[15] Led by SDDirect, with support from key partners like Womankind and Femnet.

	potential risks to marginalised groups as a result of engaging in the programme, and that suitable mitigation measures are put in place. These risks will be fed back up to Christian Aid, as the Lead Partner, to feed into the overarching risk register. • Each organisation/partner will ensure that all activities incorporate a GESI lens. This includes using participatory methodologies and techniques to actively engage with the perspectives of women, girls and other marginalised groups and individuals, providing safe spaces for less powerful voices to be heard and generating both evidence and feedback from citizens most affected by the issues at play in interventions. Data and evidence should also be disaggregated.
Create space for internal reflection and learning on GESI	• Each organisation/partner will create internal spaces/platforms for learning and reflection on GESI throughout implementation. • Each organisation/partner will participate in global cross-consortium, learning spaces and platforms to discuss progress on the GESI strategic objectives, and emerging learning and trends.

Strategic Area 2: Mainstreaming GESI across programme delivery in each of the three countries to achieve transformative change (looking outward)

Mainstreaming is valued for its ability to ensure that GESI is factored into all programme work. The intention with this strategic area is to support the day to day delivery to mainstream GESI. This strategic area is to ensure that the programme is GESI transformative where and when possible, but GESI sensitive always (e.g. inclusive approaches, gender/social inclusion-sensitive analysis and M&E, results). This strategic area relates to the on-the ground work in Myanmar, Zimbabwe and Nigeria.

Strategic area 2: Actions and approaches	
Develop country level GESI strategies and workplans	• Each country office (coordinated and managed by their GESI Focal Person), with their in-country partners, will be supported by the global level GESI Working Group and their in-country GIPP Taskforce, to develop country-level strategies and workplans using this high-level strategy as the overarching framework. These will also be based on the GIPP analyses and other learning that came out during the co-creation phase. The strategies/workplans will set out the following: - The target groups, as identified in the GIPP Analyses. - The level of ambition for the country programme using the GESI Responsiveness Continuum as a guide. - The entry points and actions for GESI and transformative change, where possible. - A glossary of locally defined concepts and terms that will be used for programming, including policy and advocacy activities.

	- A robust risk matrix, with mitigation measures, that looks at potential risks/harm to their target marginalised groups as a result of the programme's interventions and safeguarding concerns, and a plan of how risk will be monitored on a regular basis. - How the programme will support *inclusive* beneficiary feedback (this may build on mechanisms already in place). - How the GIPP analysis will be ongoing pieces of analysis that are embedded in the programme at the country level.
Identify country level GESI Focal Persons	• Each Country Office will identify a GESI Focal Person to: - Lead and coordinate the development of the country level GESI strategy and workplan. - Ensure that all their staff involved in the programme are familiar with the GESI strategy and guiding principles and are responsible for overseeing and monitoring strategy implementation (written into ToR, job descriptions etc). - Participate in the global GESI Working Group throughout the programme. - Coordinate in-country level GIPP Task Force meetings/processes.
Integrate GESI into country level M&E frameworks and theories of change	• Each country office, with support from in-country partners (and key stakeholders/beneficiaries), will develop country MEL Frameworks that: - Include a robust set of both quantitative and qualitative indicators to track changes in the lives of women, girls and other marginalised groups, whether intentional or unintentional, through implementation. Indicators should go beyond issues of access, to reviewing outcomes around agency, participation and decision-making. - Support the disaggregation of data and evidence to reflect the lived experience of different groups as part of the research, action plans, M&E and mobilisation of theories of change. - Support the use of participatory methods and techniques to engage actively with the perspectives of women, girls and other marginalised groups and individuals, and providing safe spaces for less powerful voices to be heard. Where possible, peer to peer methodologies will be used to directly empower women, girls and other marginalised groups and individuals by getting them to lead the data collection process, and feed into the analysis. This is in line with the GIPP approach and principles. - Ensure data collection methods are GESI-sensitive both in terms of how data is collected and how it is stored and analysed to cause no harm (further guidance is provided in the programme's Ethical and Safeguarding Guidelines).

	- Clearly articulate an understanding of how pathways of change/ accountability (for improved services) may differ for different groups, and what change we expect to see in each country context at the end of the four years. Assumptions around gender, inclusion, power etc, should be clearly articulated and tested over time.
Document and disseminate learning/evidence on GESI	• Each country office, with their in-country partners, will ensure that data/learning/evidence and communication is accessible and adapted to all groups to use in evidence-based dialogue and to inform marginalised groups and individuals of their rights. • Each country office, and their in-country partners, will ensure that any advocacy or communication process/activity/product is discussed with the in-country GIPP Task Force so that there is careful consideration given to the context (power dynamics, politics, etc.).

Strategic Area 3: Using evidence to stimulate collective action to facilitate GESI transformative outcomes and a positive enabling environment for women, girls and other marginalised groups

This strategic area is about establishing ECID as a programme that uses convening and coordination of data and evidence to mobilise collective action in order to facilitate a positive enabling environment for the advancement of GESI (transformative) results. This is very much in line with the programme's overarching objective to build civil society effectiveness. The intention is to:

- Build a more enabling environment for consultation, engagement and accountability at all levels (local to national) including citizens, civil society organisations, national and local/traditional authorities around GESI and for the realisation of human rights of those who are socially excluded, in line with key international human rights standards;
- Support civil society organisations (CSOs) e.g. women's rights organisations to foster mobilisation and collective action around emerging issues/data/evidence from the programme, to advocate and strategically represent critical issues relevant to marginalised groups;
- Support action to remove policies and institutional barriers that prevent citizens/groups from participating with power holders and decision makers, accessing their rights and other opportunities.

Strategic area 3: Actions and approaches	
Leverage learning/data and evidence for movement building within each country	• Each country office, with their in-country partners, will use their ongoing GIPP analyses and their country level GESI strategy to develop National Advocacy Action Plans, and to identify key stakeholders/groups to engage. • Each country office to ensure that any event, or capacity building workshop is held in a safe and accessible place to ensure diverse representation, including our target groups. • Each country office to support their partners, particularly implementing partners and CSOs, to integrate power analysis into their work. The GIPP Taskforce can be a resource group to support any capacity building

	activities[16] This is important from both a GESI and do no harm perspective and will help organisations also reflect on their own power and influence. ● Each country office, with their in-country partners, will convene dialogues and learning platforms (for example, a community of practice) in order to support like-minded CSOs and other organisations to develop joint advocacy and action plans. These spaces will be important to bring out the links between different groups in the data so that a space of solidarity is built, and collective action is encouraged around shared issues/struggles. ● Each country office will ensure that the findings from the GIPP are fed into convenings and dialogues with others, to help them also navigate the changing context, identify entry points for GESI transformative change, and plan for and mitigate risk.
Foster leadership /agency/ influence of women, girls and other marginalised groups	● Each country office, with their in-country partners, will be supported to roll out the LILO approach in each country as an advocacy tool. The LILO approach will be tailored for each country using the GIPP analyses. ● Each country office, as outlined in the Global Advocacy and Policy Strategy, will identify opportunities for organisations that work with or are led by specific marginalised groups, to represent the consortium as much as possible at public events at national, regional and global level.

[16] Groups involved in the initial GIPP analyses showed an interest in the power analysis approach and asked for more support and training on the relevant tools and approach.

Annex 1: Glossary[17]

Country offices will be developing their own glossaries, highlighting the language/terminology suited to their context.

Accountability	The process of using power responsibly, taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of such power
Civil Society[18]	Community-based groups, or issue-based organisations, both (non) faith-based and voluntary, which are not considered private sector or state but may be quasi NGO.
Do No Harm	Do no harm is an approach that ensures communities and individuals are not negatively affected by an intervention, and are more prepared, resilient and less at-risk as a result.
Empowerment	Empowerment is expanding opportunities and power for a group or individual and providing conditions for actualisation of those opportunities, thereby increasing their ability to make and act on choices. This might entail expanding people's conception as to what is in their power, and what they can choose. Empowerment has economic, political, social and psychological dimensions.
Gender Equality	Gender equality is the absence of discrimination on the basis of gender in opportunities and outcomes, in the allocation of resources or benefits or in the access to services, such that all individuals can enjoy equal standards of well-being. It is the full and equal exercise by all, regardless of gender and sexual orientation, of their human rights: in this situation, all groups and individuals, have equal rights and equal access to socially and economically valued goods, resources, opportunities and benefits/outcomes and positions of leadership; the different gender roles are valued equally and do not constitute an obstacle to their wellbeing and finally; the fulfilment of their potential as responsible members of society is possible.
Gender Identity	Gender identity refers to a person's innate, deeply felt internal and individual experience of gender, which may or may not correspond to the person's physiology or designated sex at birth. It includes both the personal sense of the body, which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical, or other means, and other expressions of gender, including dress, speech, and mannerisms.[19]
Gender Roles	Gender roles refer to social and behavioural norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. These often determine the traditional responsibilities and tasks assigned to men, women, boys and girls (see gender division of labour). Gender-specific roles are often conditioned by household structure, access to resources, specific impacts of the global economy, occurrence of conflict or disaster, and other locally relevant factors such as ecological conditions. Like gender itself, gender roles can evolve over time, through the empowerment of women and transformation of masculinities.[20]
GESI Audit	A GESI Audit is a tool and a process based on a participatory methodology to promote organisational learning at the individual, work unit and organisational levels on how to practically and effectively mainstream gender equality and social inclusion. It considers whether internal practices and related support systems for GESI mainstreaming are effective and reinforce each other and whether they are being followed. It establishes a baseline; identifies critical gaps and challenges; and recommends ways of addressing them, suggesting possible improvements and innovations. It also documents good practices towards the achievement of gender equality and social inclusion.
GESI-Exploitative	GESI exploitative programmes take advantage of rigid gender norms and existing imbalances in power to achieve programme objectives.
GESI-Blind or Neutral	GESI blind or GESI neutral programs intentionally or unintentionally fail to acknowledge the role of gender or exclusion in their theory of change. GESI blind or neutral programs do not necessarily do harm but may indirectly support the status quo and often miss an opportunity to address an important determinant that would likely add impact to their programmes.
GESI-Sensitive	GESI sensitive programmes include an understanding and an awareness of existing norms and inequalities between different groups and individuals based on their gender or sexual orientation. This awareness is applied through gender equality and social inclusion analysis to ensure that inequalities are addressed in strategies and plans.

GESI-Transformative	GESI transformative programmes address broader structural relations and unequal power structures that underpin gender inequality and social exclusion, often through collective action and influencing the enabling environment. These programmes seek to establish meaningful and sustainable changes for women and marginalised groups.
Intersectionality	The interconnected nature of social categorisations such as race, gender identity, sexual orientation, religion, ability and social class, which overlap to create interdependent systems of discrimination or disadvantage.
Mainstreaming	Mainstreaming is the process of assessing the implications for different groups and individuals, of any planned action, including legislation, policies or programmes in any area and at all levels. It is a strategy for making the concerns of these groups an integral dimension in the design, implementation, monitoring and evaluation of policies, programmes.
Practical needs	Practical needs are needs women and marginalised groups identify in their socially accepted roles (they do not challenge gender or social divisions) – they are usually a response to immediate and perceived necessity and are often practical in nature i.e. water provision, food, education, health and employment
Sexual Orientation	An individual's emotional, romantic and/or sexual attraction to a given sex or gender.
Strategic needs	Strategic needs are needs women and marginalised groups identify because of their subordinate position in society and vary according to the context. Examples include building legal rights and awareness of rights and legislation, advocating for equal wages, empowering women and others to take control over their bodies and building capabilities to participate in the labour market more effectively (e.g. by equal access to credit).
Social Inclusion	Social inclusion is the removal of institutional barriers and the enhancement of incentives to increase the access of diverse individual and groups to development opportunities. These barriers may be formal (written laws on spousal property for instance), or they may be informal (e.g. time village girls spend carrying water instead of attending school). In short, social inclusion is about positive action to address social exclusion and to even the playing field by making the 'rules of the game' fairer.
Social Exclusion	Social exclusion is the process by which certain groups and individuals are systematically disadvantaged, excluded, marginalised, discriminated against or stigmatised. Exclusion often involves the lack or denial of rights, respect, resources, goods and services, and opportunities, and the inability to participate in the normal relationships and activities available to all humans the majority of people in society, whether in economic, social, cultural or political arenas. For example, ethnicity, race, religion, gender or sexual orientation, caste, descent, age, disability, HIV or other health status, migrant status, or location. Social exclusion is a complex and multidimensional phenomenon not limited to material deprivation; poverty is one important dimension of exclusion. Unequal power relations and discriminatory social norms support and perpetuate the system of exclusion and oppression (discrimination, inequality, injustice).
Systemic Barriers	Systemic barriers are formal or informal obstacles and/or practices that exclude groups or communities from full participation in, and the benefits of, social, economic, and political life. They may be hidden or unintentional but are built into how society works, and are reinforced by policies, practices, procedures, assumptions, stereotypes and societal norms.

[17] As noted in Strategic Area 2, each country office will develop country level strategies including glossaries suited to their context.

[18] This is still being defined by the programme.

[19] UNFPA and Promundo (2010). Engaging Men and Boys in Gender Equality and Health. A Global toolkit for action; UNAIDS (2011). UNAIDS Terminology Guidelines.

[20] UNICEF, UNFPA, UNDP, UN Women. "Gender Equality, UN Coherence and You"

Annex 2: References

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Annex 3: Looking in, Looking Out (LILO) for GESI

At its heart, the UK Aid Connect ECID programme seeks to identify and focus its efforts the building blocks of an effective civil society response to the needs and wants of some of societies most excluded people. Those building blocks include agency building; data and information; strategy and tactics; collaboration and coordination.

ECID has a high-level cross-programme strategy on GESI, which sets the framework for the incorporation of GESI across the UKAC programme, including minimum standards and best practice on how consortium partners should operate, and the integration of GESI into country-level implementation. The GESI strategy looks both 'inward' to focus on UKAC's systems, structures and procedures, as well as 'outward' in consideration of programmatic interactions.

Frontline AIDS has found critical self-reflection – both individual and organisational – to be a core building block to deliver effective responses for excluded people. Frontline AIDS will support the GESI strategy by working with our partner Positive Vibes to adapt a tool we have used for many years to facilitate critical self-reflection for people and organisations who work with marginalised groups. LILO is a facilitated workshop that differs from traditional sensitisation workshops, going beyond information provision to attitudinal change through a personalisation approach. It has helped Frontline AIDS, the organisations in our network working on health and HIV and key advocacy targets including health officials, see beyond a person's 'group' or 'status' and any negative connotations that come with them i.e. homophobia. Research pieces on the impact of these workshops have revealed significant and enduring attitudinal change that has led to positive action.

We have already worked with Positive Vibes (PV) and SDDirect to begin the process of adapting LILO to have a broader focus on GESI. At implementation, LILO:GESI can then be used as a tool for the realisation of Strategic Area 1 and Strategic Area 3. The LILO:GESI workshop aims to address the conscious and unconscious biases towards marginalised groups through a process that begins with participants unpacking what values underpin their attitudes and judgements about others. They will consider their own experiences of exclusion and the impact of these. This provides an opportunity to shine a light on the experience of those who are regularly excluded because of their gender, ethnicity, identity, disability, work or religious beliefs. They will unpack who is marginalised in the broadest sense, why they are marginalised and the psychological impact of extensive long-term and pervasive exclusion.

All participants will consider gender and power as a first lens with which to view the world, which fits most importantly with the GESI strategy and builds on Christian Aid's work in this area. Thereafter, following sessions will give more information about marginalised groups, as well as exercises that activate participant's natural ability to identify with and empathise with others. Provision is made to flexibly include three of the groups identified below. Facilitators will decide about which to include, based on guidance from the partner organisations in-country and the country context itself.

The following groups surfaced as most important across all three countries from the initial GIPP analysis in each country: Women and Adolescents; People with Disability; Ethnicity; Religious exclusion; LGBTI; Sex Workers (SW); People Who Use Drugs (PWUD). Participants will be encouraged to reflect and self-identify where they are on the Attitude Scale regarding each of the groups covered in the workshop. This moment is pivotal to their making a choice (and where facilitation encourages movement towards a more positive/inclusive attitude), and ultimately towards appreciating and

celebrating diversity. Empathy skills and listening will provide the pathway towards this. Thereafter individuals make plans as to what action they would like to take at home, at work and in the broader community based on what they now know and understand, with the intention of growing a community of champions and allies.

Much of the materials needed for this workshop are contained in LILO Connect, a LILO workshop designed by PV for staff of Linking Organisations of Frontline AIDS who work with 'key populations' in the HIV response (sex workers, LGBTQI communities, people who use drugs and people living with HIV). Materials and content will be sourced from consortium partners (for example power analysis and social inclusion tools from CA) for inclusion in the curriculum where appropriate. This process will be supported by a small technical support team from the consortium. A draft curriculum will be developed during co-creation.