

Evidence and Collaboration for Inclusive Development

Gender Equality and Social Inclusion Scan

Concept Note

Background

The Evidence and Collaboration for Inclusive Development (ECID)'s Global Gender Equality and Social Inclusion (GESI) Strategy prioritises three strategic objectives each intended to support the programme with its ambition to be GESI *transformative*.

The three-cross cutting GESI objectives, looking inward and outward, are to:

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.

ECID recognises that mainstreaming GESI can only be taken so far without an organisational and programme structure or culture that is at least GESI sensitive, and without the right expertise that is cultivated by appropriate management practices. When overall management practices encourage diversity, foster good coordination and communication and maintain a high level of motivation, they create an environment necessary to the promotion of gender equality issues (ILO, 2012¹). An action under strategic objective one is to carry out annual GESI scans for ECID itself – involving the Christian Aid teams, and the consortium and implementing partners (IPs).

The objectives of the GESI scan are to:

- Demonstrate to staff and partners that the programme has a commitment to GESI
- Consider whether internal practices and related support systems for GESI mainstreaming are effective and reinforce each other
- Promote action in areas requiring more GESI responsive action and practice for the following year.

A GESI scan is a tool and a process based on a participatory methodology – it promotes organisational learning on mainstreaming gender and inclusion practically and effectively

The participatory approach ensures that participants learn how to critically assess their own attitudes and practices and to develop ideas on improving their performance on GESI within the programme and their own organisations. The role of the GESI team² in facilitating the scan is to stimulate a process of self-reflection, therefore, it is important that the process is done in such a way that participants feel they can be honest and open and are participating in a safe and non-judgmental process. In year one, this process will be reinforced by the Looking in Looking Out (LILO) exercise and training that Frontline AIDS and Positive Vibes will conduct around the same time, piloting it in Zimbabwe.

Baseline scans in each country will be undertaken during the first 6 months of programming, and thereafter on an annual basis, involving a trip for SDDirect's GESI Advisors to each country (Emma Haegeman, Barry Smith and Rebekah Martin). A scan will also be undertaken at the global level involving international advisors, CAID staff and relevant consortium partners.

¹ ILO (2012) A Manual for Gender Audit Facilitators: the ILO Participatory Gender Audit Methodology, Geneva.

² SDDirect GESI Advisors and CA GESI Focal Persons in each country.

The global and country scans will look at the organisation level, the different working groups/teams in each organisation (e.g. MEL, finance, advocacy, comms), and the individual and they will focus on the following key components:³

- **Political will and buy-in** - ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working toward GESI in the organisation/programme, as well as staff (including management/leadership) attitudes towards different gender equality and social inclusion and different marginalised groups
- **GESI technical capacity** - whether there are sufficient resources available, and the level of knowledge individuals in an organisation/programme needed to carry out the practical aspects of GESI integration for enhanced programme quality and level of institutionalisation of GESI equitable organisational processes
- **Organisational culture** - norms, customs, beliefs and codes of behaviour in an organisation/programme that support or undermine gender equality and social inclusion— how people relate; what are seen as acceptable ideas; how people are “expected to behave;” and what behaviours are rewarded.
- **Accountability** - mechanisms by which an organisation/programme determines the extent to which it is “walking the talk” in terms of integrating gender and inclusion in its policies, processes and organisational structures and how it is held to account.

Process and methodology

The methodology for this scan was drafted after a review of existing gender and inclusion audits. A similar process and set of tools as outlined here, have been used by SDDirect for several GESI scans for other Christian Aid programmes including STAR-Ghana and SABI. This concept note builds on that learning.

The process for undertaking the annual GESI scans, broken into five phases, is outlined below.



1. Preparation and communication:

Global level: SDDirect will reach out to CAID Advisors and relevant consortium partners in advance, to let them know about the scan and the purpose of the process. A list of relevant stakeholders will be agreed with CAID. This scan will be completed after all three countries have completed their scans.

Country level (Zimbabwe, Nigeria and Myanmar): ECID management in each country will let staff relevant consortium partners and implementing partners know about the scan in advance so that

³ Adapted from the InterAction Gender Audit Handbook, 2003

there is sufficient time to prepare and ensure strong participation from relevant individuals in the various scan activities. The communication should clearly indicate who should be involved in the scan and why. It is also important for management to set the tone, articulating that the annual GESI scan is a *learning* exercise and will only be successful if there is a process and people are willing to open up and reflect on their own attitudes, behaviours, and capabilities.

2. Undertaking the scan (remote work):

- Self-assessment surveys: Two types of surveys will be drafted
 1. A global level survey – for CAID advisors/staff involved in the programme and any consortium partners who are not in priority countries of the project e.g. GNDR, Ipsos Mori, Womankind and SDDirect. The global level survey will be circulated directly by SDDirect.
 2. Country level surveys (one for each country) – for country offices and relevant consortium partners in priority countries and implementing partners. Each country level survey will be uploaded onto SurveyMonkey by SDDirect, and a link shared with the GESI Focal Person in each country to circulate to all participants. Where there are internet challenges, hard copies will be made available by the GESI Focal Person, which can be anonymously returned for the GESI Focal Person to enter online. The surveys will be open for approximately two weeks – the deadlines can be extended if the response rate is low at the two-week point. SDDirect will monitor the response rates and request the GESI Focal Persons to send reminders, if needed. The findings will be pulled together into a PowerPoint by SDDirect, in advance of any in-country work to help the GESI team dig into emerging issues in the KIIs and the validation workshop.

Each survey will include a range of questions covering the 4 different components shown above (political will, technical capacity, organisational culture and accountability).

- Document Review: SDDirect will undertake a document review, with support from the GESI Focal Persons regarding the provision of key documents where necessary. There are multiple objectives as follows:
 - to access specific information on policy, programmes, activities, systems and operational aspects
 - to assess the extent to which GESI issues are reported in the major documents including programming strategies and operational manuals
 - to identify progress achieved in relation to GESI as shown in findings of reviews, evaluations and annual reports
 - to assess the GESI sensitivity of documents/communications published by the programme; and
 - to provide a baseline for comparisons of GESI integration into documents through successive years.

A sample of documents will be reviewed in each of the categories shown in Table 1 below for both the global review and the country level review (where more country level documentation will be reviewed). Acknowledging that this is the baseline scan and not all programme documents and policies have been finalised, discussions will be held with those drafting the documents to gain context and offer an opportunity for learning. The documents will be reviewed to see to what extent gender equality and social inclusion is strongly integrated into the document (using ECID's GESI Conceptual Framework, noting the programmes ambition to be transformative) and whether the document/communication aligns with the GESI Communications Guide.

Table 1: Three categories of documents

Document Type	Illustration of Documents
Administrative documentation	<ul style="list-style-type: none"> • Terms of reference for consultants • Staff mission reports
Technical documentation	<ul style="list-style-type: none"> • Core programme documents approved by donor such as MEL strategies and framework, theory of change, logframes, financial policy and plans, advocacy strategy, ethical guidance • Operational manual and guidance for on the groundwork • Programme evaluations, mid-term reviews, quarterly reports, annual reports and reviews strategies, theories of change, logframes, financial policy and plans • Key learning documents/products • Training materials • IP progress/monitoring reports
Communication and marketing materials	<ul style="list-style-type: none"> • Communication Strategy • PR materials or brochures • Website (blogs, case studies, stories)

The advisor undertaking the global light touch scan will focus on the global documentation, and the advisors undertaking the scans in-country will focus on country level documentation. SDDirect will draft a summary of the country level document review findings to be presented alongside the survey results in the validation workshops in each country.

Undertaking the scan (In-country work):

- **LILO workshop: (piloted in Zimbabwe).** LILO is a facilitated workshop that aims to achieve attitude change through a personalisation approach. Frontline AIDS worked with ECID consortium members and Positive Vibes to develop a bespoke curriculum for the programme. “LILO Inclusion” focuses on gender and specific marginalised groups identified during the Gender Inclusion Power and Politics (GIPP) assessments in each country. The overall purpose of LILO Inclusion is to help participants understand issues of discrimination and exclusion in a participatory, interactive and experiential way and assist workshop participants to move towards more positive levels of attitude to people who are highly excluded and marginalised due to one or more overlapping discriminations: gender and non-conforming gender identities; ethnicity; disability; health status (i.e. HIV+); sexual orientation; drug use, age; etc. Facilitators are on standby to help anyone who finds the workshop emotionally difficult and if the sessions have triggered painful memories.

The LILO will be piloted in Zimbabwe during the first year of the GESI scan. The LILO team will be in country during the same week as the GESI Advisors undertaking the annual GESI scans. The LILO will be rolled out over three days that week. However, the GESI scan team will only participate in the first initial LILO Inclusion workshop on day one. This workshop will involve ECID Management in Zimbabwe⁴. SDDirect’s GESI Advisor and the GESI Focal Person will be on hand as resource persons to support the process. At the end of the first day workshop, there will be a debrief session to hear from the participants and the trainers on what key learning emerged from the workshop. This part of the workshop will be documented, with the consent of the participants, to feed into the GESI scan process. Several participants will be identified to join key informant interviews with the GESI scan team over the following few days. The workshop will help bring a deeper level of awareness and reflection to those discussions allowing for richer conversations. Some of the LILO team will also join the validation and learning workshop for the GESI scan on the Friday.

⁴ Participants will be determined by FACT (Zimbabwean partner of Positive Vibes and Frontline Aids), and Christian Aid.

- Key Informant Interviews (KIIs): SDDirect’s GESI Advisors will develop a list of individuals with whom to conduct in-person interviews with at the country level and at the global level. The intention is to gain a more in-depth, qualitative understanding of how ECID approaches GESI in practice, and to build on the findings of the surveys and document review.

At the country level, KIIs will include a cross-section of CA programme staff, relevant consortium partners, implementing partners, DFID, and a selection of external stakeholders where relevant (to assess the relevance of the programme and its approach to GESI, and to get feedback on the reputation and credibility of the programme and its partner organisations).

At the global level, KIIs will be held with CAID management and advisors and consortium partners.

- Validation and learning workshop (in-country for country level scans only): SDDirect and the GESI Focal Person with support from the ECID management team, will organise a validation and learning workshop for each country scan including a selection of ECID staff, consortium and implementing partners at the end of each visit in each country. The workshops will be co-facilitated by the GESI Focal Person and SDDirect marking the end of the GESI scan process. A SWOT tool will be used to organise the results and to suggest actions going forward. The workshop will provide an opportunity to explore the findings of the surveys, KIIs, FGD, and document review, to sense check/verify these findings, and develop a provisional action plan for the coming year and a set of recommendations.

To summarise the country level GESI scans would follow this draft agenda:

Monday	Tuesday	Wednesday	Thursday	Friday
Briefing with CA management and the GESI focal person (purpose of the GESI scan, logistics, changes to the schedule)	KIIs with CA staff	KIIs with CA staff	KIIs with IPs	Validation and learning workshop
		KII with DFID	KIIs with externals	
LUNCH				
Meeting with GESI focal person and GIPP task force to discuss survey findings and doc review and set up final KIIs	KIIs with CA staff	KIIs with IPs		Workshop cont'd
			Debriefing meeting between GESI team and CA final and prep for workshop	

3. **Analysing results and report writing:** For each country level scan, SDDirect and the GESI Focal Persons will draw together findings from the surveys, KIIs, FGDs and the document review, as well as the validation and learning workshop, to draft a country level report, one for each country. These will be between 15- 20 pages and include a set of actions and recommendations. The draft reports will be shared with all relevant stakeholders for one round of comments and feedback. The feedback will be used to finalise the report.

A shorter report will be pulled together to share findings from the lighter touch global level review (based on a document review and KIIs and the three country level scans). This will be done by SDDirect.

4. **Reviewing GESI strategy and approach:** The results from each scan will be used to review how well the GESI strategy is understood and working in the different countries, highlighting what works and areas for improvement. Changes based on this review will create a more targeted approach.
5. **Monitoring of recommendations:** ECID's management and the three GESI Focal Persons, with support from SDDirect, will monitor progress on each recommendation to ensure that the responsible person/s complete the relevant action in the agreed time at the country and global level.

Principles of engagement

Principles of engagement during the scan will align with the GESI strategy approach and principles and the ethical guidelines and protocols.

The GESI team will:

- Promote reflection, analysis of experiences and learning that initiates change
- Ensure that staff learn how to critically assess their practices and attitudes and to develop ideas on improving their performance on GESI
- Balance both objective data and subjective perceptions
- Ensure confidentiality and respect anonymity – no reference will be made to individuals during the whole GESI scan process.
- Encourage transformation in attitudes and concurrent behavioural changes most needed when advocating for GESI.