

This exercise sheet aims to provide a practical and valuable process to identify and address gender issues relating to all of the components contained within the GLIA toolkit, whether these relate to your organisation, program or ecosystem.

Although we've proposed strategies as part of this toolkit, the below process is meant as a guide to support you in making sure that the strategy you decide to implement is the right one for your context, and solves a real issue. It may be that the strategy required to solve a specific issue within your work isn't included within this toolkit. This isn't a problem, it is an opportunity for you to develop your own strategies as a team. This exercise sheet can also be used as a tool to facilitate a discussion.

Although it may be tempting to try and solve for all gender-related issues at once, and implement multiple strategies, we recommend being focused, and defining a specific project to start with. If you're still unsure as to how this toolkit or exercise sheet could apply to you and your work, we recommend you reading through the case studies available throughout the toolkit. The latter will provide you with examples of how other intermediaries have used the toolkit.

## Project Plan template

### 1. IDENTIFYING THE GENDER ISSUE

What issue have you identified?

What are some factors that could be contributing to this?

What research can we do to explore these factors or identify new ones?

What are some of the research methods we can use to understand more?

What cause or causes of the issue has our research uncovered?

Cause we will focus on first:

## 2. SETTING A GENDER OBJECTIVE

By addressing this issue, what change would you like to see?

How will you get there? Will you set quotas, mandates and/or considerations?

Gender Objective:

## 3. SELECTING THE RIGHT STRATEGIES

Who should be involved in solving this issue?

What are some strategies that you can use as a team to solve this issue?

Of these, which strategies can you use with the resources available to you?

What small tests can you do to identify the best strategy, which will allow you to meet your goal?

Strategy we will focus on implementing first:

## 4. CREATING AN IMPLEMENTATION PLAN

Implementation plan:

### Checklist

- Clear gender objective/s
- Milestones and measurable indicators
- Strong support from your board and leadership team
- Adequate resourcing (money, time, people) to carry out implementation plan
- Accountability by all concerned

## Step 1: Issue Identification

### What problem are we trying to solve? What is causing this problem?

Before jumping into solution mode, we need to **first explore and identify the specific gender issues at play within our context** that are causing us to not have the gender equality, diversity, accessibility or inclusivity that we desire within our organisation, program and/or ecosystem. This is an important step to ensure that we are creating strategies that will allow us to reach our goals.

Once we believe that we have identified the gender-related issues that need to be addressed, we then need to conduct **further research** to understand what is the **root cause** of those issues. (Note - identifying gender-related issues can be complex and will continue to change due to the constantly evolving ecosystem. This is ok. What is important is that we create space to be deliberate and evolve to respond to what is needed).

To perform this research, select the method that will provide you with the best insights. If you want to better understand a select group of people's perceptions of a topic, you could run a small focus group. If you want to collect a large group's thoughts on a topic, you could send out a survey. If the latter is about a sensitive topic, you could make the survey anonymous to encourage participants to provide honest answers.

### Example:

If I wanted to understand why our organisation's team lacks gender diversity, I might perform an analysis of our current team's composition, breaking it down into seniority levels, salaries, and more. I might also review our recruitment practices as well as our organisational culture, and interview current team members. I might also perform desktop research to understand whether this is a common issue, and what some common causes include. Through this process, I might find out that for our organisation, the root cause of the problem isn't our recruitment practices, it is our organisational culture that isn't inclusive of all genders. As a result of this, we are unable to retain female team members.



### GUIDING Q'S

What issue have you identified?

What are some factors that could be contributing to this?

What research can we do to explore these factors or identify new ones?

What are some of the research methods we can use to understand more?

What cause or causes of the issue has our research uncovered?

What cause do we want to focus on and try and solve first?

## Step 2 : Defining your Gender Objective

### What are we trying to achieve? What is our goal?

This is an important step. As an intermediary, we can often find ourselves limited in time, staff and funding we can allocate to new efforts. Setting gender objectives upfront is key to being able to focus our energy and efforts towards achieving our gender-related goals effectively and efficiently. This does not mean that our objectives cannot change or be revised as we progress through our gender lens journey.

#### Examples of gender objectives can be:

1. Have a gender inclusive team
2. Achieve a 50/50 gender split at all levels of our organisation
3. Strive for gender equality through gender equity, diversity and inclusivity

Your gender objectives can be as specific as you would like to make them, and you can have specific ones for your organisation, program and ecosystem.

Once we have defined our gender objective(s), we need to ask ourselves how we're going to achieve these. Is it through setting a quota, having a mandate, having it as a consideration?

## Example

My gender objective may be to increase gender diversity and equality within my team.

#### Examples of how I might achieve this gender objective:

- Set a quota: A 'Quota' defines a clear metric to achieve as part of the objective  
e.g. achieve 50% gender split within my team
- Set a mandate: A 'Mandate' may not have a quantity or metric, but is a defining principle of operations e.g. ensure our senior management team contains women
- Have it as a consideration: A 'Consideration' is about how something might be thought about. It may or may not lead to any change e.g. when recruiting new team members, we will consider how gender inclusive our processes are
- None: I may decide that I won't have a quota, mandate or consideration, I will just test and implement strategies to achieve my objectives.



### GUIDING Q'S

By addressing this issue, what change would you like to see?

How will you get there? Will you set quotas, mandates and/or considerations?

## Step 3: Creating Strategies to solve the issue and achieve our gender objective

Once we have defined our gender objective, validated our gender-related issues and understood what is causing them, the next step is to create strategies for how we're going to address these in order to achieve our gender objective/s.

To do this, it is good to ideate as a team and get input from those directly impacted by these issues. If possible, one of the best ways is to speak to experts in the field. Gender experts, like the Criterion Institute, exist only to work in this space. These experts can provide valuable guidance around strategies that are bespoke to you and what will work within your context. We can also look at what other intermediaries, or similar organisations, have done to solve the same or similar issues. This can include the strategies suggested throughout this toolkit.

At this stage, any strategies we come up with should be treated as an experiment, as they still need to be tested within our specific contexts to see whether they work to achieve our desired outcomes.

When we have identified a possible strategy, we need to test its effectiveness in a lean way. To do this, it can be helpful to **reframe the strategy as a hypothesis** e.g. increasing the number of women on our Board will improve our organisation's decision-making ability. This

allows us to then set measures around what success looks like, to validate our hypothesis.

When selecting strategies, we also want to consider how difficult a strategy will be to implement. This can take into account:

- a. the time required, and
- b. the resources available to us (funding, human resources)

Although hiring 3 new female Board Members may help us meet our gender objective of having a 50% gender split on our Board, this may not be feasible right away. Adapting our recruitment and selection efforts may, for example, be a more appropriate strategy for our organisation at this time.



### GUIDING Q'S

Who should be involved in solving this issue?

What are some strategies that you can use as a team to solve this issue?

Of these, which strategies can you use with the resources available to you?

What small tests can you do to identify the best strategy, which will allow you to meet your goal?

What strategy will you focus on implementing first?



## Step 4: Creating an implementation plan

Once we have tested our strategies, the next step involves creating an implementation plan. The latter will allow us to achieve and measure the outcomes of our efforts, to ensure we achieve our gender objective/s. Depending on whether we are implementing one strategy, or implementing a gender lens across all of our work, different degrees of change management will be required.

Here are some tips for how to develop a strong implementation plan:

- Clear gender objective/s: ensure that this is clear and that your whole team understand this and agree with it.
- Milestones and measurable indicators: these are important as they will help to inform you of whether you are on the right track to achieving your gender objective/s, and what to do if you are not. Develop these with your team so everyone understands this.
- Strong support from your Board and leadership team : it is critical for everyone, especially key decision makers, to have a deep understanding and support you in this.
- Adequate resourcing (money, time, people) to carry out implementation plan: like with any initiative, it is important to be deliberate about allocating time and resources to making this happen.
- Accountability by all concerned: ensure all stakeholders are involved and 'own' and 'author' their involvement.



### GUIDING Q'S

Is everyone within your team and organisation clear on your gender objective?

Are your key decision makers aligned with your goal?

If not, what additional information do they require?

What resources do you need to get started in implementing this strategy?

How can you track and measure whether this strategy is working or not?

Who is accountable for adapting the strategy (if needed) and seeing it through to reaching your gender objective?