

TI-DS GENDER MAINSTREAMING STRATEGY: 2023-2025

I. INTRODUCTION

Gender mainstreaming is a strategy for promoting gender equality that implies that men's, women's, boys', girls' and sexual and gender minorities' needs, perspectives and priorities are taken into consideration¹. Gender equality is a fundamental human right enshrined in international law, national constitutions and legislation and is widely accepted as a political goal and a requirement of social justice by many countries and international organisations. We understand that gender *always* intersects with other inequalities to perpetuate disadvantage, including through violence, by devaluing certain people, identities, practices, approaches and ideas associated with women, femininity and other markers of identity. Other markers of power that produce inequalities include but are not limited to race, class, sexuality, age, disability, gender identity and expression, ethnicity, religion, nationality, age, urban/rural location and other categories. Our approach to gender also incorporates intersectionality.

Transparency International Defence & Security's (TI-DS) 2023-2025 Gender Mainstreaming Strategy aims to promote the capacity of the organisation to mainstream a gender perspective and move towards good and best practice approaches of gender-sensitivity and gender-responsiveness. Gender-sensitivity ensures that TI-DS programmes, projects and activities reduce the risk of harms to partners and participants and reduces risks of reproducing gender inequalities. Gender-responsiveness is more of a pro-active effort to challenge harmful gender norms at the root of corruption and its impacts. Both approaches require attention to gender at every stage of programme cycles, from design to implementation and monitoring, evaluation and learning.

II. RATIONALE

Being accountable: Corruption has gender dynamics which shape the forms, experiences, perceptions, vulnerabilities to, and impacts of corruption. Corruption adversely affects women's, children's and underrepresented groups' rights, including access to justice, essential resources, security and human rights protections. TI-DS is committed to both promoting gender equality and social inclusion and ensuring that it does not inadvertently reproduce gender and other inequalities, which can undermine the anti-corruption work of the wider Transparency International movement.

Better impact: Considering the needs and interests of different groups of women, men, girls, boys and people of diverse sexual orientation, gender identity and expression and sex characteristics (SOGIESC) can help improve the impact of TI-DS's work.

Gender mainstreaming tools bring new knowledge to planning, implementation, monitoring and evaluation of TI-DS projects, activities and outputs. Gender-sensitive approaches help groups to understand and articulate the role of gender norms in certain behaviours affected by corruption, corruption risks, and their effects. It is a useful tool for analysing some of the reasons that certain groups are targeted with certain forms of corruption². Gender-responsive approaches can help TI-DS be prepared to respond directly to inequalities, including by cultivating political space for marginalised and underrepresented groups in the anti-corruption community.

III. STRATEGIC OBJECTIVES

TI-DS has three inter-related and interdependent strategic objectives for mainstreaming gender from 2023-2025: protection, accountability, and inclusive participation. Each of these objectives feeds into all strategic actions described below.

Objectives	Strategic Action
<p>Objective 1: Protection</p> <p>Anticipate and effectively respond to gender-specific risks in TI-DS internally and in its external programmes, projects and activities.</p>	<p>1. Institutionalise commitments to gender equality and social inclusion, including through building capacity for gender mainstreaming within and across the organisation.</p> <p>2. Ensure conduct, safeguarding policies, procedures and complaints mechanisms are gender-sensitive and widely known and encourage a speak up culture for misconduct.</p> <p>3. Ensure TI-DS staff receive guidance and training to support an organisational culture that promotes gender equality and social inclusion.</p>
<p>Objective 2: Accountability</p> <p>Challenge gender norms that perpetuate corruption in defence and security institutions.</p>	<p>4. Mainstream gender sensitivity through our work at all stages and in all activities, from strategy to design, implementation, monitoring, evaluation and learning, advocacy and communications, including through consistent and regular gender analysis.</p> <p>5. Identify opportunities to integrate gender-responsiveness and use the experience to develop and promote strategies that acknowledge and respond to gender norms that perpetuate corruption in the defence and security sector.</p> <p>6. Generate evidence and lessons-learned to influence systemic change.</p>
<p>Objective 3: Inclusive Participation</p> <p>Promote meaningful participation of diverse groups of women, men, girls, boys and people of diverse SOGIESC in anti-corruption efforts.</p>	<p>7. Ensure that gender balance informs all aspects of our work, including decision-making and through working to address barriers to equal and inclusive participation.</p> <p>8. Develop strategic partnerships with diverse women's and underrepresented networks and organisations working on anticorruption at the national, regional and international level to support and learn from each other's work and identify opportunities for co-production and participatory approaches to programming.</p> <p>9. Enhance participation of diverse women and underrepresented groups in chapter partner's activities and identify ways to improve their access to participation in programmes, projects and activities.</p>

IV. PROGRESS AND KPIS

In 2022 TI-DS hired an external consultant to make recommendations to strengthen gender equality within TI-DS. The recommendations given by the consultant led to the inclusion of gender expertise within the organisation and development of a gender mainstreaming strategy. The table below lists key achievements and Key Performance Indicators (KPIs).

In 2023 TI-DS was able to develop programming that largely reflects gender sensitivity (Score 2 in the Gender Results Effectiveness Scale below). Significant efforts were taken to improve the understanding of gender and intersectional challenges internally and in external programming, as well as in the wider issue area of how gender intersects with defence and security sector corruption. In addition to continuing actions taken in 2023, the KPIs for 2024 seek to move TI-DS towards more gender-responsive programming. Much of this focus will be directed at research and advocacy to build awareness of and challenge gender structures at the root of defence and security sector corruption.

Objectives	Key achievements in 2023	Key Performance Indicators for 2024
Objective 1: Protection	Internal policies and procedures have been reviewed and updated, including based on consultations with staff and feedback from an internal survey on organisational culture.	Review and update the gender mainstreaming strategy and existing policy procedures, including based on the results of the staff survey on organisational culture.
Anticipate and effectively respond to gender-specific risks in TI-DS internally and in its external programmes, projects and activities.	<p>Delivery of a gender training package for the team to improve capacity for gender mainstreaming, including specialised targeted training in gender analysis for research staff.</p> <p>Production of an internal toolkit on gender mainstreaming to support enhanced capacity across the team.</p>	<p>Ensure TI-DS staff continue to receive guidance and training to support an organisational culture that promotes gender equality and social inclusion.</p> <p>Ensure induction for new starters includes information on gender mainstreaming.</p>

<p>Objective 2: Accountability</p>	<p>A gender perspective has been incorporated in planning for key outputs in TI-DS's new strategy as well as in proposed programme and project design in fundraising proposals.</p>	<p>Actively integrate a gender perspective across relevant outputs of the new strategy, including in research, communications and advocacy, and ensure all members of the team are able to contribute to this.</p>
<p>Challenge gender norms that perpetuate corruption in defence and security institutions.</p>	<p>Gender analysis has informed several research products and context analysis for chapter partner's projects. Efforts are being made to integrate gender concerns into risk assessments.</p> <p>We conducted research on the gender dynamics of defence and security sector corruption and have begun integrating these findings into our programming. We also used this literature review to develop some pilot gender indicators for the GDI.</p> <p>We conducted gender training with one of our chapter partners, who are now increasing their focus on integrating gender-sensitivity and responsiveness in their programming.</p>	<p>Capture progress on gender mainstreaming through monitoring, evaluation and learning to inform future work, with an aim of identifying gender-responsive approaches, and encourage chapter partners to do the same.</p> <p>Collect data on gender and anti-corruption through the GDI gender indicators.</p> <p>Promote and advocate for integration of a gender perspective in anti-corruption strategies in the defence and security sector.</p>
<p>Objective 3: Inclusive Participation</p>	<p>Our consultations with staff on policies and safeguarding procedures offered insights into how to improve equal and inclusive participation.</p>	<p>Take measures to raise awareness about unconscious bias, including through training.</p>
<p>Promote meaningful participation of diverse groups of women, men, girls, boys and people of diverse SOGIESC in anti-corruption efforts</p>	<p>We have engaged in consultations with networks and organisations working on gender and anti-corruption to develop strategic tools to adopt in our external work, which has contributed to the development of the GDI gender indicators.</p> <p>Chapter partners are increasingly making concerted efforts to improve representation of diverse women and underrepresented groups in their activities, as well as to identify strategic</p>	<p>Identify opportunities to collaborate with diverse networks and organisations working on gender and anti-corruption to promote change, including through hosting events that incorporate diverse perspectives.</p> <p>Continue to support chapters in improving diversity of participation in their work.</p>

	<p>partnerships with women's rights organisations.</p>	
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V. ROLES AND RESPONSIBILITIES

Management and leadership should promote gender mainstreaming as part of the organisational culture of TI-DS and its objectives, rules and procedures. They should support diversity and gender balance in teams, regularly review the gender mainstreaming strategy, and support the development and implementation of a gender mainstreaming action plan. Gender mainstreaming should be included in all management tools (e.g. project cycle management, research and evaluations) and should be promoted as a key skill for staff, including through regular gender training.

All staff should support gender mainstreaming in funding proposals, programme and project design, implementation and monitoring, evaluation and learning. Where gender mainstreaming is side-lined solely to specialist roles, it is ineffective and reinforces the idea that having one gender expert is sufficient to combat gender inequalities.

Planning: Gender should be mainstreamed at the organisational level through ensuring gender is budgeted for from the outset, including budgets for gender expertise, risk assessments, and unexpected needs arising from stakeholder engagement that are linked to risk to partners ³.

Programming: Gender should be mainstreamed at the programmatic level through: gender analysis, programme design, human and financial resource allocation, programme and project implementation, monitoring, evaluation, stakeholder partnerships, and outreach engagements.

Communications, Campaigns and Advocacy: In the external work of TI-DS, it is important to understand that the defence and security sphere is itself gendered and has huge impacts on gender inequalities. In this context, the work of TI-DS can play an important role in challenging the institutional aspects of the defence and security realm that regularly sustain gender inequalities. This requires a great deal of attention to how TI-DS frame and speak about certain issues, and who and what is included and excluded in communications, advocacy, research and engagement.

VI. MONITORING AND EVALUATION: THE GENDER RESULTS EFFECTIVENESS SCALE

TI-DS uses a gender scorecard⁴, the Gender Results Effectiveness Scale, as a way to assess gender mainstreaming in the internal culture of TI-DS as well as external programming and projects. The scale ranks action with respect to gender mainstreaming and promotion of gender equality

alongside six ratings scored from 0-4. A snapshot of the scale is listed below, and a description follows.

TI-DS is working actively to meet all criteria for gender sensitivity (score 2), and is working towards gender responsiveness (score 3) over the period 2024-2028. Once the goal rating on the scale and the time frame for implementation are agreed, we can collectively develop an action plan for implementation using the scale as a monitoring tool. The person responsible for monitoring, evaluation and learning could help support the development of the monitoring tools.

Gender Results Effectiveness Scale

Gender Maker Score*	Rating	Summary
0	Gender negative/ gender blind	No attention is granted to gender and/or there was resistance to attention to gender. Attention may have been granted to gender issues but there were unintended consequences that exacerbated gender inequalities.
1	Gender targeted	Attention was granted to counting women and men in data and/or including more women in programmes, projects and activities.
2	Gender sensitive	A gender lens has been applied that allows an organisation to see how gender dynamics operate in a particular intervention or issue area. Attention was granted to gender context and stakeholder analysis to mitigate potential harms resulting from a programme, project or activity and efforts were made to include gender perspectives.
3	Gender responsive	A gender-sensitive approach was adopted and all programmes, projects and activities are regularly monitored from a gender perspective. Gender-sensitive information is used to proactively promote gender equality and reduce inequalities by responding to specific gender dynamics. Diverse gender perspectives from partners are included in project design, monitoring and evaluation at all stages <i>and</i> there is evidence that changes have been made as a result of these perspectives.

4	Gender transformative	Gender is the main objective of the programme. Gender-sensitive and responsive approaches are taken and the programme or project directly contributes to reducing gender inequalities.
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Score 0, Gender Negative and Blind Results:

Gender negative results exacerbate gender inequalities. Gender blind results mean it is not possible to capture the gender dynamics involved in (anti)corruption, which may reinforce inequalities, but we are not aware of where and how we have contributed to reinforcing inequalities.

Projects may seek to contribute to gender equality in some way, but there is backlash and/or unintended consequences. Gender negative includes results that reinforced or worsened gender inequalities. For instance, bullying, harassment and abuse of power go unaddressed among the team and partners’ gender bias is encouraged by leadership, management and other staff. Gender negative results can also occur where there is backlash internally and externally regarding the integration of a gender perspective in a programme or project. Examples of backlash include retaliation against those who report sexual harassment or the refusal of a partner to work with TI-DS specifically because of a focus on gender.

Additional gender negative results include relationships with staff that are primarily extractive. No attention is given to staff development and little consideration is given to working conditions and work-life balance. Gender negative outcomes may be unintentional, but they should be acknowledged in programme and project evaluations to support lessons learned for future interventions.

Gender blind results tend to assume the interventions benefit women. Projects have no gender component and do not target gender equality. Gender blind results fail to include any attention to the role of gender as a form of power and do not consider the role of gender as a form of power influencing gender roles, identities, relations and wider social, economic, cultural and political structures. No gender-sensitive risk assessments or analysis were conducted and safeguarding, and non-discrimination protocol exist only on paper and not in practice. There are no gender-sensitive risk assessments and gender-based harms resulting from a programme or project are not captured. There is no effort made to work with women and minority-led organisations nor to include diverse groups of women and sexual and gender minorities in any aspect of TI-DS work.

Score 1, Gender Targeted Results:

Gender Targeted Results do not capture the range of gender dynamics involved in (anti)corruption. The sex-based approach to counting and inclusion may reinforce inequalities.

Approaching minimum standards: Projects that seek to contribute to gender equality in some way, but not significantly. Project outcomes are not expected to contribute to gender equality.

Gender targeted results focus on numbers by either counting women in data (sex-disaggregation) and/or adding more women to teams, programmes, projects and activities. Gender targeted results may increase the visibility of women by counting them in sex disaggregated data. They do not consider how gendered power dynamics affect risks, needs and opportunities. There may be some gender training, but gender is largely treated as an 'add on'. Gender is largely side-streamed, which means it is relegated to specialised spaces rather than integrated across all activities⁵. Gender expertise exists in a silo and is not regularly budgeted for in programmes, projects and activities.⁶

Examples: Women are viewed as a homogenous group and little to no consideration is granted to how other identity categories (race, class, age, sexual orientation and so on) intersect with gender to produce certain conditions.

Things to keep in mind: This 'add women and stir' approach does not consider gendered power dynamics that affect how data can be interpreted nor does it consider the gendered power dynamics that might affect the safety or participation of project participants. Without accompanying gender analysis, this narrow approach views gender as sex difference between men and women and reinforces gendered ideas about essential characteristics of men and women. Gender targeted results do not grant attention to the differences among different groups of men, women, girls, boys and people of diverse SOGIESC (e.g. intersectionality is not considered). A common mistake in promoting inclusion of women, for instance, is to only include the perspectives of elite women, who are not able to represent the concerns, needs or ideas of all women. Poor consideration of differences can reinforce inequalities among different groups of women (for example, rural and minority ethnic women).

Score 2, Gender Sensitive Results:

Gender-sensitive approaches capture many gender dynamics involved in (anti)corruption but may not be able to respond to gender-based risks as they emerge. Gender-sensitive approaches do not prioritise meaningful participation of women and underrepresented or marginalised groups in external work to combat corruption. Instead, they seek to understand the needs and concerns of these groups and use this information to advocate for change.

The purpose of a gender-sensitive approach is to prevent harm and mitigate any potential unintended consequences, including through incorporating gender perspectives from programme and project partners. Gender-sensitive approaches are often understood as gender-aware, meaning that there is an awareness of the differential needs, interests, concerns and impacts of a particular issue area on diverse groups of women, men, girls, boys and sexual and gender minorities. Gender awareness implies that a gender lens has been applied that allows an organisation to see how gender dynamics operate in a particular intervention. Gender sensitive approaches critically focus on ensuring women's voices are heard so that there is a clearer understanding of different needs, interests and concerns.

Minimum Standard: Projects have gender equality as a significant objective. Gender-sensitive approaches largely seek to gather appropriate information using a gender lens and perspective to make planning and programming adjustments. Efforts are made to mitigate harm to stakeholders through developing an understanding of the gendered context within which a project is implemented and evaluated. Emphasis is put on building awareness of gendered power dynamics, conducting risk assessments and adapting the design and implementation of programmes, projects and activities. The risk assessment includes consultations with women's and minority-led organisations. Preventive action is taken to mitigate harm to diverse groups of men, women, girls, boys and people of diverse SOGIESC. Investments are made in staff training for building capacity in gender awareness. There is evidence of awareness of safeguarding and other due diligence policies and changes are

reactively made to team dynamics, projects and activities as safeguarding, discrimination and inequality issues emerge. Gender sensitive evaluations examine power dynamics in programmes, projects and activities.

Things to keep in mind: Gender sensitive approaches help build understanding of gender issues and dynamics in programmes, projects and activities. Staff are aware of the context of gendered power dynamics, adapt their own perceptions of partners and stakeholders, and view diverse groups of women and sexual and gender minorities as active agents of change, rather than solely as passive victims of violence and oppression.

Score 3, Gender Responsive Results:

Gender-sensitive approaches capture a wider array of gender dynamics involved in (anti)corruption and are well-placed to anticipate and respond to gender-based risks as they emerge.

Gender responsive approaches critically focus on ensuring the voices of diverse women and underrepresented and marginalised groups are heard *and* that these groups are able to exercise influence. Gender responsive results indicate more effective, inclusive and sustainable programming. Responsive approaches also entail a greater commitment on the part of organisations to directly champion gender equality and empowerment of women.

Good Practice: Projects have gender equality as a principal objective and is fundamental to project design and expected outcomes. Gender responsive approaches use gender-sensitive information to proactively promote gender equality and reduce inequalities by responding to specific gender dynamics and social and cultural elements prescribing the roles of diverse groups of men, women, boys, girls and sexual and gender minorities in a given society. Gender responsive approaches including results that proactively addressed the different needs of diverse groups of men, women, girls, boys and sexual and gender minorities. Gender-based risks are continuously monitored (e.g. an early warning system is in place), and an action plan and a budget is in place to respond to gender-based risks. The team have a deep understanding of gender issues, dynamics and analytical techniques. Gender perspectives are present in all TI-DS products, evaluations and activities, especially policy recommendations and advocacy efforts. Staff regularly attend gender training and proactively seek support for gender perspectives and analysis throughout programme and project lifecycles. TI-DS staff and partners are able to anticipate and effectively respond to gender issues at every stage of a programme or project.

Proactive action is taken to prioritise partnerships with diverse groups of women and sexual and gender minority-led organisations and women's and minorities' organisations. These partners are able to meaningfully contribute to all stages of a programme, from design to final evaluation. Research, engagement and advocacy are led by participatory methodologies. A great deal of attention is granted to ensuring that diverse groups of men, women, girls, boys and people of diverse SOGIESC are able to meaningfully participate. There is evidence that ideas and feedback from partners has led to changes or adaptations in the programme or project. Gender responsive evaluations include two-parts, an examination of power dynamics and participatory processes.⁷

Things to keep in mind: Gender-responsive approaches can help promote a more equitable and inclusive distribution of power. Diverse women, girls and sexual and gender minorities are especially viewed as contributors to advancing anti-corruption. Gender responsive approaches require adequate resourcing for gender objectives to adequately monitor and evaluate programmes, projects and activities.

Score 4, Gender Transformative Results:

Gender transformative approaches indicate structural transformations on wide scale that both directly challenge and change the root causes of gender inequality.

Gender transformative approaches have gender equality as the main objective of programmes, projects and activities. Advocacy and campaigns specifically focus on gender and corruption.

Maximum Standard: Projects have gender equality as the main objective. Gender transformative approaches directly contribute to changes in norms, cultural values, power structures and root causes of gender inequalities. Most of the total budget⁸ for programmes and projects is allocated to gender equality. For example, mainstreaming anti-corruption into the Women's Peace and Security (WPS) Agenda, including by drawing attention to sextortion as a gender-specific form of corruption and seeing changes in both national level legal frameworks, including National Action Plans on the WPS Agenda, and implementation of law through prosecution of perpetrators and provision of remedies to victims and survivors contributes to transformative change in access to justice and combating corruption. Performance measures and hiring criteria include the expectation of competence in gender analysis and experience in gender mainstreaming.

Things to keep in mind: There are very few programmes and projects that can claim to have had a transformative effect. Transformation requires a restructuring of social, economic, cultural and/or political structures that contribute to gender inequality. For instance, the adoption of a law that grants women equal access to inheritance or land rights does not guarantee that the law will be implemented. Gender dynamics may mean that the law exists on paper and not in practice. It is important to view action with respect to gender transformative approaches as long-term aspirations.

VII. ANNEX 1: KEY CONCEPTS

Gender perspective: Taking a gender perspective involves applying the concept of gender as a lens through which to view a situation or a problem. The concept of gender gives insight into social and structural norms and contextual conditions that influence inequalities and access to opportunities for men, women, girls, boys and sexual and gender minorities.

Gender: Gender is first and foremost a power relation and power itself is gendered⁹. Power is not something that someone has, it is not possession, but a relationship between people, ideas, norms, organisations, institutions, and wider social, economic, and political structures. Gender is a system of symbolic meanings that is constructed and reproduced by society through attributing characteristics, social, culture, political, and economic roles, and expectations on people based on their perceived sex. Gendering is also a process that is continuously 'done' through certain institutional and organisational processes¹⁰, for instance processes that discipline bodies or certain actions. The continued impunity for rape, for instance, reflects institutional justice processes that often blame female rape victims for the harms perpetrated against them. Victim-blaming here is a process of gendering, because it reinforces expectations regarding women's roles in society and their responsibility for male sexual desire. But of course, men are also victims of rape, and men who fail to conform to ideal notions of maleness or often particularly vulnerable to certain forms of violence.

There is no universal understanding of gender, and it is constantly changing and socially, culturally and historically specific to certain contexts, people, and locations. We tend to correlate ideas about masculinity with men and femininity with women, but there are no universal understandings of either masculinity or femininity. Gender is also an ordering process, a set of logics and a system that values certain characteristics, roles, and perspectives over others. The values we place on

masculinity and femininity are forms of gendered power. One of the problems with gendered power relations is that characteristics socially ascribed to women or femininity are perceived by society as less valuable than characteristics or ideas socially ascribed to men or masculinity. Women may be seen as inferior or subordinate to men based on assumptions we have about the value of masculinity/maleness and femininity/femaleness.

The value society attaches to certain groups of people and certain ideas has important implications for who and what is seen as a priority or 'the right way' to do something. Male dominated institutions and practices, such as politics, the military and finance, are often more highly valued than institutions and practices associated with femininity, such as social care or families¹¹. Gender as a value system affects access to resources, political power, and promotes violence. Men or sexual and gender minorities are also negatively affected by gender expectations; those who are perceived as male who do not conform with expected norms of masculinity are especially vulnerable to violence. We may even use men and masculinities as the 'norm' or core standard against which all humans can be compared and evaluated. Where maleness, masculinity and male-dominated approaches are seen as the 'norm', it is difficult to see how gender operates as a form of power that produces certain forms of inequalities. For example, if we think about 'security', it is often associated with male-dominated areas of work including militaries, soldiers, weapons, and physical violence. But security also includes threats to people's livelihoods, access to healthcare and sanitation, or patterns of behaviour that restrict the range of choices some people can make about their lives. Gender as a value-system leads to the exclusion, marginalisation or silencing of some people, especially women, sexual and gender minorities and other marginalised groups. For these reasons, adopting a gender perspective or gender-sensitive approach often means we grant special attention to women, femininities, femaleness, sexual and gender minorities and other marginalised groups.

Gender identity: One's felt gender. Gender identity differs from the sex a person was born as. There are multiple gender identities, including male, female, non-binary and multiple other variants. Someone whose sex at birth conforms with their gender identity has a cis gender identity. Different countries and cultures have different names for people whose gender is not the same as their sex. It is thus not appropriate to refer to gender identity only in terms of men and women as it excludes those with diverse gender identities.

Sexual and gender minorities: People who have sexual orientations and gender identities that do not reflect dominant social norms of heterosexuality and cis gender identity. This includes lesbian, gay, bisexual, transgender, queer, intersex, asexual and other sexual orientations and gender identities (LGBTQIA+). This is a very broad term which should not necessarily be treated as a separate category. If there are people in a project who identify with a third gender category, it would make sense to include them as a third category. But sexual orientation or transgender status may be better treated as an intersecting category of identity rather than as a standalone identity category¹². In the fragile and conflict affected contexts in which TI-DS works, it is possible that people will only identify as male or female due to social norms or risks associated with identifying outside of dominant expected gender identities. At a minimum it is important to be aware that there are potentially some people of diverse sexual orientations and gender identities in projects and activities.

SOGIESC: Refers people's diverse sexual orientation, gender identity, expression and sex characteristics (SOGIESC). All people have SOGIESC, but the term diverse SOGIESC acknowledges those that may be viewed as outside mainstream categories.¹³

Masculinities and Femininities: An array of socially-constructed learned categories and norms used in language to refer to behaviours and characteristics identified as feminine or masculine. Masculinities and femininities are not sex dependent and can be expressed and socially identified differently by diverse groups of men, women, girls, boys and sexual and gender minorities. For

instance, a woman can be perceived as engaging in what are stereotyped as 'masculine' activities such as soldiering ¹⁴

Gender stereotypes: When certain characteristics, roles, identities, and expected relations are ascribed to people based on their gender or perceived gender. Stereotypes can be harmful where they limit opportunities and reinforce discrimination and inequalities. For instance, stating that men cannot be caregivers or stay at home parents reinforces negative ideas about men's capabilities ¹⁵.

Gendered structures: Gendered structures refer to power dynamics in society that affect how society is organised. Gendered economic structures, for instance, may organise society by creating opportunities for men in employment and placing expectations on women to be housewives or carers who are not recognised as economically 'productive'. Political structures may be male dominated, which means that they are gendered as predominantly masculine spaces.

Intersectionality: A concept and tool that invites us to understand how human experiences are shaped by their social location. Intersectionality is a term that is often used in development and security programmes to refer to ideas regarding diversity and inclusion. A broad approach to intersectionality tends to acknowledge racial, class, (dis)ability, age and other inequalities at a surface level. But taking an intersectional approach to gender mainstreaming involves a wider set of tools and considerations. Intersectionality is a concept was coined by legal scholar Kimberlé Crenshaw in 1989 that encourages us to think about the differences among diverse groups of women, men, girls, boys and sexual and gender minorities ¹⁶.

Intersectional projects have four guiding premises:

1. Gender, race, class, sexuality, nationality, ethnicity, (dis)ability, age and other markers of power intersect with each other. These markers of power are interdependent and mutually interact with each other.
2. These intersecting power relations produce interdependent and complex social inequalities, which means that one inequality cannot be targeted without considering other relevant power relations.
3. The social location of people and groups in intersecting power relations shapes their perspectives and experiences.
4. Intersectional analysis is essential to solving local, national, regional and global social problems ¹⁷.

Intersectionality is less about solely identifying or listing difference (e.g. racial and gender difference) and more about understanding how multiple categories of identification and people's social location interact to produce unique experiences and perspectives. A person's social location can be influenced by their nationality, where they grew up, access to education and economic resources and a range of other factors. Instead of thinking separately about how gender or race produce inequalities separately, intersectionality involves paying special attention to how these different forms of inequality or experience interact with each other to produce certain inequalities, types of oppression and opportunities.

Gender dynamics: Gender dynamics refer to the relationship between gender identities, roles and relations in a specific situational context. It also involves consideration of how these dynamics are influenced or shaped by social, economic and political structures. For instance, gender dynamics may influence the different forms, experiences, perceptions, vulnerabilities to, and impacts of corruption.

When staff are aware of gendered power dynamics, they are able to raise concerns as they encounter them and anticipate challenges in design, implementation, and evaluation and monitoring of programmes, projects and activities.

Gender analysis: Gender analysis helps organisations understand and uncover how gender roles, relations, identities, power structures and other dynamics inform and influence a particular problem space. It involves granting attention to the various gender identities, roles and relations in a particular context and identifying the diversity of gender relations among different groups of men, women and people of diverse SOGIESC from an array of social locations. Gender analysis should be understood as a long-term ongoing tool to help improve the effectiveness of interventions. The purpose of gender analysis is to understand the complexity of gendered social relations from an intersectional perspective in various contexts and their effects. The minimum purpose of gender analysis, however, is firstly to mitigate harm and ensure that an organisation is not actively exacerbating gender inequalities and social exclusion. Gender analysis is part of a ‘Do No Harm’ approach that can help mitigate and manage risks in program design and implementation. It can also help identify potential risks that emerge in monitoring, evaluation, and learning. The maximum purpose of gender analysis is to help promote gender equality, empowerment of women, social inclusion, and human rights in the activities of organisations. There are multiple forms of gender analysis, including a basic situational analysis that captures the different needs and experiences of different groups of women, men, girls, boys, and sexual and gender minorities, the NAPRI model that captures multiple categories affecting a particular context. Other approaches include gendered political economy analysis¹⁸, gender-sensitive conflict analysis¹⁹ and rapid gender analysis for humanitarian crises²⁰. More recently, gender equality and social inclusion (GESI) analysis is emerging as a standard through which to ensure that intersectionality is incorporated into gender-related programming and activities.

Gender balance: Gender balance involves considering the balance of different categories of people in a team, project or activity. Promoting gender balance involves actively seeking to include diverse men, women, and sexual and gender minorities.

Meaningful participation: Meaningful participation means that project partners and participants are able to participate at all stages of a programme or project. They are involved in co-designing projects at the outset, they co-facilitate activities, they are able to participate in a language they understand, and there is evidence that participants have been able to adapt or change aspects of a programme or project.

VII. ANNEX 4: ADDITIONAL RESOURCES

Reference materials to support gender mainstreaming internally

1. Abu-Assab, N. and Nasser-Eddin, N., ‘Organisational Safeguarding Best Practices and Procedures: A Toolkit Towards Transnational Intersectional Feminist Accountability Frameworks to Respond to Exploitation, Assault, Abuse, Harassment and Bullying’, Centre for Transnational Development and Collaboration and Women’s International League for Peace and Freedom (July 2021), <https://ctdc.org/content/publication/organisational-safeguarding-best-practices-and-procedures/>
2. DCAF, OSCE/ODIHR and UN Women 2019. *Integrating Gender in Project Design and Monitoring for the Security and Justice Sector*. Geneva: DCAF, OSCE/ODIHR, UN Women. Available from: <https://www.dcaf.ch/tool-15-integrating-gender-project-design-and-monitoring-security-and-justice-sector#:~:text=Promoting%20gender%20equality%20and%20integrating%20a%20gender%20perspective,within%20the%20security%20and%20justice%20sector.%20It%20explains%3A>

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