NEW PARTNERSHIPS INITIATIVE
EXPAND
New Partners for Better Health

ORGANIZATIONAL GENDER ASSESSMENT TOOL

Capacity Assessment Tool and Facilitator's Guide

JULY 2024

CONTENTS

ABBREVIATIONS AND GLOSSARY

ICT	information communication technology
MEL	monitoring, evaluation, and learning
OCA	Organizational Capacity Assessment
OPI	Organizational Performance Index
PSEA	protection from sexual abuse and exploitation
USAID	United States Agency for International Development

GENDER

Refers to the socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for men and women (World Health Organization).

GENDER EQUALITY

"Refers to the absence of discrimination, on the basis of a person's sex, in the allocation of resources or benefits or in the access to services. Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. It means that the different behaviors, aspirations, and needs of women and men are considered, valued, and favored equally. It does not mean that women and men have to become the same, but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female. Inequality, discrimination, and differential treatment on the basis of sex can be structural (i.e., it is practiced by public or social institutions and maintained by administrative rules and laws and involves the distribution of income, access to resources, and participation in decision making)" (USAID, 2007).

GENDER IDENTITY

"Refers to one's sense of oneself as a man, a woman or transgender" (Interagency Gender Working Group).

GENDER INTEGRATION

"Refers to strategies applied in program assessment, design, implementation, and evaluation to take gender norms into account and to compensate for gender-based inequalities" (Interagency Gender Working Group).

GENDER STEREOTYPES

"A gender stereotype is a generalized view or preconception about attributes or characteristics, or the roles that are or ought to be possessed by, or performed by, women and men" (United Nations Human Rights Office of the High Commissioner).

GENDER TRANSFORMATIVE APPROACHES

"Gender transformative approaches are programs and interventions that create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between persons of different genders. They are part of a continuum of gender integration, or the integration of gender issues into all aspects of program and policy conceptualization, development, implementation and evaluation" (HC3, 2014).

BACKGROUND

The NPI EXPAND global gender strategy envisions that achieving the gender goal, to increase the availability and utilization of high-quality gender-integrated health services that meet the needs of all individuals regardless of gender or sex, will result in improved health and well-being of all women/girls, men/boys, and gender and sexual minorities. It recognizes the need to promote gender equality in line with the 2023 USAID Gender Equality and Female Empowerment Policy (USAID, 2023b) and ADS Chapter 205 (USAID, 2023a) under the following result areas:

RESULT 1: ORGANIZATIONAL SUSTAINABILITY OF CAPABLE LOCAL PARTNERS STRENGTHENED

- **Gender equality objective**: Strengthen local partners' capacity to integrate gender into organizational policies, strategies, and systems for greater gender equality and inclusion for increased sustainability and improved health and education outcomes.

RESULT 2: UTILIZATION OF HIGH QUALITY, HIGH IMPACT HEALTH SERVICES, INFORMATION, AND SUPPLIES EXPANDED

- **Gender equality objective:** Increase utilization of high-quality gender-integrated health and education services, information, and supplies based on country activities and outcomes, that meet the needs of all individuals and enhance access to quality services for marginalized communities especially women and girls.

RESULT 3: PROMISING AND INNOVATIVE HEALTH APPROACHES SCALED UP THROUGH LOCAL PARTNERSHIPS FOR INCREASED SUSTAINABILITY

- **Gender equality objective**: Scale up innovative approaches that challenge and change harmful gender norms restricting access to health and education through capable local partners for increased sustainability.

Gender aspects were included in all five domains of the Organizational Capacity Assessment (OCA) and Organizational Performance Index (OPI) implemented by NPI EXPAND with all its local partners, namely: organizational governance, strategic planning and management, financial management, administration and support functions, and human resource management, programs, and services. These have cross cutting implications on grantees' operations and programs.

The outcomes of the OCA and OPI led to the development of this organizational gender assessment tool to help local partners identify areas and develop plans and timelines for capacity strengthening for gender integration.

ORGANIZING AND FACILITATING ORGANIZATIONAL GENDER ASSESSMENTS

The organizational gender assessment is most effective when conducted in a participatory manner and the process is demand driven. The assessment should never be a project requirement or imposed on the organization in any way. This helps teams gain a deeper understanding and ownership of gender

integration through discussion and reflection on organizational policies and practices. It also enhances the understanding that gender work needs to be integrated in all aspects of an organizations' work. Depending on the organization's size, it can be conducted with the whole team or with each department. The exercise should be facilitated by the organization's gender focal person or gender advisor (if there is one) and a member of the management team.

Reviewing operational and programmatic policies from a gender lens enables organizations to focus on and address areas that may otherwise be neglected. For example, many local partners said they were unaware about gender integration in financial and operational aspects and policies when NPI EXPAND piloted the assessment tool. The project's focus on gender in Pakistan helped ensure women's engagement in committees advocating for girls' education and women's access to reproductive health services in remote areas with conservative cultural norms where this access had so far been a challenge. These efforts resulted in significant increases in girls' school enrolment and provision of reproductive health services to women. NPI EXPAND's local partners have focused on male engagement in several countries, resulting in increased access to family planning and maternal, newborn, and child health services.

The tool is self-explanatory and consists of several organizational and programmatic categories, guiding questions for each, and suggested actions. The assessment tool includes columns for actions and timelines, enabling partners to develop an action plan as they complete the assessment. Ideally, gender actions and activities should be integrated into a general organizational improvement plan. Local ownership of the assessment and the subsequent plan are essential to ensuring a positive outcome and continuing use of the plan and the process beyond the life of any one project.

STRUCTURE

The tool is divided into two sections, **Organizational Policy Aspirations and Goals** and **Programmatic Policy Aspirations and Goals**. The organizational section addresses board membership, composition and knowledge on gender, staff training, identification of gender focal persons or gender advisors, and human resources, finance, procurement, recruitment, and administrative policies. The programmatic section focuses on program implementation including gender analyses, monitoring, evaluation, and learning, and project and program design. It can be used by senior management, gender focal persons or gender advisors, different technical teams, and consultants to enrich their ability to contribute towards gender outcomes. Different users can identify what is practical to their specific contexts while delivering on different tasks.

This tool has been developed for the global project and has been used in several NPI EXPAND countries. All questions and categories may not be relevant for all organizations, and individual organizations are encouraged to adapt it to suit their needs.

ORGANIZATIONAL GENDER ASSESSMENT TOOL

ASSESSMENT INFORMATION

Organization Name	
Primary Point of Contact	Name: Title: Telephone: Email:
Names of Assessors *(ideally, no more than 2)*	
Date(s) of Assessment	
Completed By	Name:

OPERATIONAL POLICY ASPIRATIONS AND GOALS

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame

Organization increases gender awareness of board members to provide oversight on the organization's work and allocate resources to promote gender transformative interventions	• Have board members been sensitized on any areas of gender integration including introduction, the role of the board, and areas for board consideration?
	
	• Is the board manual clear on gender integration and affirmative considerations for the inclusion of both men and women in board leadership?
	
	• Is there expertise on gender integration at the board level?
	
	• Are board members familiar with the policies that need to be gender aware, e.g., human resources, code of conduct, safeguarding, sexual harassment, gender?
	
	• Do all board members sign a code of conduct that includes sexual harassment, safeguarding of staff, equal opportunities for women and men in all aspects of training, personal and professional development, and promotion, equal compensation, and benefits for all staff commensurate with their level, lack of discrimination in recruitment, and lack of discrimination on the basis of pregnancy or marital or family responsibilities?
	
	• Are board members engaged in identifying, addressing, and challenging inequitable gender norms?
			• Board members to have a sensitization session on gender integration as part of other ongoing trainings
			
			• Review:
			
			  ▪ Legal status
			
			  ▪ Mission
			
			  ▪ Vision
			
			  ▪ Organizational values
			
			  ▪ Board composition
			
			  ▪ Board roles and responsibilities
			
			  ▪ Board manual and policies
			
			  ▪ Board renewal and transition	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
	• Are board members engaged in addressing the root causes of gender gaps within the organization? • Do board members play a role in reviewing whether women and men are equally represented in senior management and staff?			
Organization ensures a gender balance in board membership and staffing at all levels and across all departments in its head and field offices	• Are women and men equally represented in senior management and leadership positions? • What is the current breakdown by gender in each department? • Is there a deliberate effort to create a balance of qualified staff of different genders that is articulated in policies and recruitment efforts?		• Review organizational organogram and see the distribution of staff based on gender and levels • Organization commits to a gender balance in staffing within a specified time period	
Organization ensures that it has personnel dedicated to spearheading gender equality work at the operational and programmatic levels, such as gender advisors or gender focal persons	• Does the organization have at least one gender focal person or gender advisor on its staff? • Are the roles for this position clearly defined? • How much decision-making and financial authority does this person have in the organization?		• Identify clear roles of a gender focal person or gender advisor • Include this in short- and long-term hiring plans to ensure support for multiple projects	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
Gender is integrated into all aspects of strategic planning and management including: 1. Strategic planning 2. Operational planning 3. Organizational structure 4. Succession planning 5. Internal communication 6. External communication 7. Networking and partnerships 8. Resource mobilization 9. Risk management	• Does the organization's strategic planning process articulate gender as a key thematic area? • Is the organization clear on the gender goals that it would like to achieve at the organizational level or within specific thematic areas? • Are gender issues included in overall reporting? • Are internal and external communication processes free from gender stereotypes? • Do operational plans reflect how gender goals will be achieved? • Are these aligned with the monitoring and evaluation systems? • Are resources allocated to integrate gender into projects whether donors require it or not? • Does the organizational structure clearly identify staff that are responsible for gender work? • Do risk management, analysis, and mitigation consider protection from sexual abuse and exploitation (PSEA) safeguarding aspects? • Are staff clear on how to promote safeguarding?		• Organization commits to ensuring gender integration in its strategic planning processes • Organization ensures that gender is integrated into its monitoring and evaluation systems • Organization ensures that PSEA and safeguarding are integrated into its risk management, analysis, and mitigation processes and that all staff are trained on this	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
Finance and operations staff are trained on gender integration	• Has any training on gender integration been done for finance and operations staff? If so, in which areas?		• Identify gender integration topics for finance and operations staff • Examples: Introduction to gender integration, gender transformative change, and gender-based budgeting	
Gender is integrated into all aspects of financial management and financial policies including: 1. Financial management systems 2. Financial policies and procedures 3. Financial planning and budgeting 4. Internal controls 5. Cash management	• Are teams adequately trained to promote gender-based budgeting? • Are gender issues like maternity and paternity coverage budgeted for? • Is any percentage of unrestricted resources (depending on availability) allocated to contribute to gender outcomes for operations and programs? • Do per diem policies and regulations ensure that all staff can stay in clean and safe places and travel safely? • Does resource mobilization ensure that gender work can be included even where a donor does not explicitly request it?		• Review policies to ensure that they enable men and women to benefit equally • Explore barriers that may hinder men or women from benefiting from procurements • Review the per diem regulations to ensure that they are supportive for staff undertaking field activities and not exposing anyone to different forms of vulnerability	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
6. Bank management 7. Payments 8. Fixed assets management 9. Auditing 10. Financial reporting 11. Procurement management 12. Grants management	• Are affirmative measures in place to ensure that women and youth become beneficiaries of procurement opportunities?		• Identify and clarify the ways in which women's and youth organizations can be beneficiaries of procurement—this has a ripple effect on increasing youth and women's involvement in different spheres of work	
Gender is integrated into all administrative and support functions including: 1. Administration policies and procedures 2. Office facilities and infrastructure	• Are administrative policies devoid of power dynamics that can promote gender bias, for instance, ensuring that all employees have equal access to benefits, opportunities, and resources? • Does the organization have clear mechanisms to promote gender-friendly workspaces, e.g., breastfeeding spots, separate washrooms, space for childcare? • Does the organization assess which staff have access to ICT? Does it ensure equal training and access to ICT for women and marginalized groups? Does it ensure digital safety for all staff including privacy of		• Review administrative policies and revise as needed • Develop mechanisms with budgets and timelines for gender-friendly workspaces • Develop a plan to ensure that female staff have equal access to ICT training	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
3. Information communication technology (ICT)	personal and financial data and password protection from internal and external sources?		• Assess the organization's adherence to digital safety and identify steps to ensure this	
Human resource policies and processes reflect a gender balanced approach in the following areas: 1. Human resource management policies and procedures 2. Staffing capacity 3. Staff planning 4. Recruitment and retention 5. Induction and orientation 6. Contracts and job descriptions	• Do human resource policies have clear provisions for gender equality? If so, which specific ones? Examples include recruitment; PSEA; safeguarding; sexual harassment; gender balancing in staffing; flexible working hours; maternity and paternity leave; gender, etc. • Are staff members familiar with the policies that are or need to be gender aware, e.g., human resources, code of conduct, safeguarding, PSEA, gender? • Does the organization have any policies to protect the beneficiaries they work with from any forms of abuse and exploitation? If so, which ones? • Does the organization have clear mechanisms for safe and confidential reporting of misconduct, and a process to investigate and take action on complaints? • Do human resource policies include specific measures to promote gender equality, women's careers, and advancement in the organization?		• Review human resource policies (where available) in each category to assess the extent to which they are gender equal • Develop a plan with timelines for revision or develop new ones, as relevant	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
7. Salaries and benefits 8. Staff time management 9. Staff supervision 10. Staff performance management, performance reviews, annual increments and promotions 11. Training and development 12. Staff records management	• Does the recruitment process provide equal opportunities to women and marginalized groups? • Are the salary structures and benefits standardized for all genders in similar positions, i.e., has the organization ensured that there is no wage discrimination on the basis of gender? • Do women and men have equal access to professional development opportunities? • Do job descriptions and responsibilities allow staff adequate time to participate in gender integration training?			

PROGRAMMATIC POLICY ASPIRATIONS AND GOALS

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
Gender analysis	• Does the organization have staff who know how to conduct a gender analysis? • Are gender analyses conducted for programs or projects before implementation?		• Train a core group of program staff on conducting gender analyses who can support this across the organization	
Gender focal persons or gender advisors	• Does the organization have at least one or two people (depending on its size) on its staff who can serve as gender focal persons or gender advisors? • Is their role clearly described in their job descriptions? • Have the gender focal persons or gender advisors received any training on gender?		• Identify and equip gender focal persons or gender advisors on the gender integration continuum and transformative change, advocacy for gender issues, and promotion of safeguarding • Ensure that adequate time, budget, and resources are allocated for gender focal persons or gender advisors to successfully accomplish these tasks	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
Clear gender deliverables as reflected by gender indicators and outcomes in projects or programs	• Does the monitoring, evaluation, and learning (MEL) plan have clear gender-based outcomes? • Are they specific to projects or does the organization have its own that different projects can contribute to?		• Identify clear short- and long-term gender-based outcomes that the organization aspires to achieve. These could include ensuring that a program or project addresses women's, men's, boys, girls, gender diverse individuals, and marginalized populations' different priorities and needs; that women and men benefit equally from the impact of the work being done; and that there is no negative impact on any beneficiary. They could also help track a program or project's progress toward gender transformative change and define additional gender aspects that could be integrated into	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
			monitoring and evaluation systems	
Sex-disaggregated data included in MEL plans	• Does the organization collect and analyze sex-disaggregated data? • Are all program team members involved in the collection of sex-disaggregated data? • Is the organization working on any case studies or success stories on gender integration?		• Review organization's tools and ensure that they include sex-disaggregated data • Identify gender-specific outcomes and see how individual projects can contribute toward these over a given time period • Identify one or two gender-related learning questions • Develop a case study on gender integration based on the data collected	
Resource allocation for programmatic gender integration	• Has the organization allocated a specific percentage of resources for gender integration in programs? • Are financial provisions in place to ensure that all programs and projects can integrate gender?		• Review budgetary provisions for gender-based outcomes in projects and programs • Identify ways to budget for gender integration in	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
			different areas of the project life cycle	
Ensuring that partnerships have gender diversity in leadership and other roles	• Is the organization clear about any gender-focused partnerships that it wants to build? • Examples: Women's rights organizations, organizations promoting youth involvement, organizations promoting responsible male engagement • Does the organization have a way to ensure that its sub-grantees incorporate gender integration into their work?		• Identify two or three gender pillars on which most of the organization's work can be anchored. An example of gender pillars includes a social marketing organization prioritizing female staff to help them achieve economic empowerment as well as access to products, increasing opportunities for women. An advocacy organization may involve adolescents in early learning and decision making on family planning, leading to generational attitudinal change • Organization can develop a gender-focused due diligence	

Organization's Policy Aspects/Goals	Guiding Questions	Details, e.g., "Yes" Or "No"	Possible Actions	Time Frame
			checklist that can form the basis for minimum standards for gender integration for potential partnerships	
Advocacy	• Has the organization defined its advocacy objective(s) and developed an advocacy plan or strategy? • Has it collected gender-specific data to inform its advocacy efforts?		• Organization should define its advocacy objective and ensure that it reflects gender equality • Organization should collect gender-specific data that it can use to help define its advocacy objective and consider developing an advocacy plan or strategy	
Any other issues of concern				

NEXT STEPS AFTER THE ORGANIZATIONAL GENDER ASSESSMENT

DATA ANALYSIS AND SUMMARY REPORT

The assessment methodology described in the sub-sections above will generate qualitative data. The facilitator should review discussion notes and comments to analyze the reasons and justification assigned to the responses as well as to identify strengths and gaps. Any areas of disparities, contradictions or clarification with the organization's management and staff should be noted for further discussion during a debrief meeting which should be held soon after this exercise.

Following the verbal debrief and any corrections, the facilitator will summarize the information into a written report to be shared with the organization. This may include summaries of each technical area, key strengths, gaps, and issues requiring clarification.

CAPACITY STRENGTHENING PLANNING MEETING

Once the organizational gender assessment report is final, the facilitator should meet with management and staff to discuss and present the report, prioritize the organization's gender integration needs, agree on action steps, and confirm the timelines identified during the assessment. Ideally, this planning meeting should be convened within a week after the assessment.

The facilitator and senior management should group the gender integration needs by category (staffing skills, technical capacities, structures, systems, policies, equipment/tools, strategies, etc.).

If several needs are identified, the organization may need to prioritize them. Below are some questions to consider in this process:

- What time resources are available to support organizational gender integration?

- What financial resources are available internally and from donors to support organizational gender integration in programming?

- Do the organization's donors have any restrictions on funding specific activities?

- How long would it take to implement the recommended interventions?

- What are easy, quick wins that can be achieved in a few months?

- Which interventions would have a multiplier effect if/when implemented?

- Which interventions will help improve organizational performance the most?

For each prioritized gender integration need, the relevant teams should discuss and assign appropriate interventions (actions that should be taken to address the issue) depending on the areas being addressed. Some may require a combination of actions. Here are examples of some of the general interventions at different levels of capacity:

- **Individual level:** Training, coaching, mentoring, peer-to-peer learning for staff

- **Organizational level:** Increasing the gender balance in the board, senior management, and staff; revising human resource, finance and other identified policies and manuals; allocating space for breastfeeding mothers

- **Program level:** Organizing gender integration training for all program staff; training relevant staff on conducting gender analyses, integrating gender-relevant data into activities and MEL plans. Illustrative examples of activities could include men's engagement in family planning and maternal, newborn, and child health, couples counseling, male involvement in community-based activities, and village and district level committees.

Once the team has selected priority gaps to address and agreed on the timelines, they can prepare a gender integration plan. This should include details about the gender integration needs the organization will address using its own resources and those that would require financial support from a donor. Where possible, the plan should be completed at the first planning meeting following the assessment. If this is not possible, a staff member can be assigned to work with the facilitator to complete it after the meeting. Below is an example of one item in a gender integration plan.

SAMPLE CAPACITY STRENGTHENING PLAN

Priority Capacity Gap	Suggested Intervention	Expected Output	Sample Indicators	Resources Needed	Responsibility	Expected Outcomes
The local partner does not have a gender focal person or gender advisor due to lack of funding.	Identify programs and operations staff with gender expertise to serve part-time as gender focal persons or gender advisors until they secure funding for a full-time position.	The local partner has full-time support for gender integration including for staff training and proposal development.	• Gender balance in board and all levels of staffing • Number of organizational and programmatic gender integration trainings held for all staff • Number of organizational documents revised to integrate gender • Sufficient funds generated to cover at least one full-time gender expert who can serve as gender focal person or gender advisor	• Time • Technical resources (training material, consultant) • Budget	• Executive Director • Senior management team or department heads	• Gender is integrated into organizational documents. • Organization has gender balance in board and staffing. • Organization has technical expertise to integrate gender into proposals.

IMPLEMENTING GENDER INTEGRATION PLAN AND TRACKING PROGRESS

Once finalized, the organization should begin implementing the gender integration plan, led by the gender focal person(s) or gender advisor(s). The focal person(s)/advisor(s) and department heads will provide support to track and report progress on the selected gender integration indicators. It is recommended that department heads' job descriptions and performance indicators include a responsibility to ensure gender integration in their respective departments. Regular progress reviews should be scheduled to ensure the plan is achieving the intended results and sufficient progress is being made.

REFERENCES

Health Communication Capacity Collaborative (HC3). 2014. *Gender Transformative Approaches: An HC3 Research Primer.* Washington, DC: Breakthrough ACTION: HC3. https://www.healthcommcapacity.org/wp-content/uploads/2014/08/Gender-Transformative-Approaches-An-HC3-Research-Primer.pdf.

Interagency Gender Working Group (IGWG). "Glossary of Terms." https://www.igwg.org/k4h-toolkit/glossary-of-terms/.

United Nations Human Rights Office of the High Commissioner. "Gender stereotyping: OHCHR and women's human rights and gender equality." https://www.ohchr.org/en/women/gender-stereotyping.

United States Agency for International Development (USAID). 2007. *Gender Terminology.* Washington, DC: USAID. https://pdf.usaid.gov/pdf_docs/Pnadl089.pdf.

USAID. 2023a. *ADS Chapter 205: Integrating Gender Equality and Women's Empowerment in USAID's Program Cycle.* Washington, DC: USAID. https://www.usaid.gov/sites/default/files/2023-04/205.pdf.

USAID. 2023b. *2023 Gender Equality and Women's Empowerment Policy.* Washington, DC: USAID. https://www.usaid.gov/sites/default/files/2023-03/2023_Gender%20Policy_508.pdf.

World Health Organization (WHO). "Gender and health." https://www.who.int/health-topics/gender#tab=tab_1.