

Towards a Gender- Transformative Organisation



Toolkit for an assessment of organisational
gender policies and practices



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AFFIRMATIVE ACTION

COLLECTIVE ENGAGEMENT & OWNERSHIP

Participatory approach



1

Introduction

Why a toolkit for an organisational self-assessment

Civil Society Organisations (CSOs) have a crucial role to play in the work towards reaching gender¹ equality. They work closely with grassroots and activist groups that are on the forefront of the struggle for social, environmental and climate justice. They conduct policy dialogues, lobby policy makers, implement campaigns, carry out analyses and actions to shed light on inequalities and injustices. They promote alternatives and solutions for a more just and more fair world.

Gender equality and justice are fundamental to achieving sustainable development, climate resilience and biodiversity conservation. By addressing and challenging root

Notes

1 Gender refers to socially constructed and therefore expected and learned roles, abilities, and responsibilities ascribed to people of all genders and ages, based on their sex, gender identity and/or expression, or cultural identity. Gender is not the same as sex, the physical and biological attributes that make someone female, male or intersex. Gender comprises the expectations, roles, attitudes and behaviours of people of all genders. Gender roles change over time and vary within and between cultures, societies and classes, and encompass different aspects such as geographic origin, social status, race and caste differentiation.

causes of gender inequalities, we collectively take action to build more inclusive, sustainable, and fair societies. By adopting a gender-transformative approach, i.e. an approach which seeks to tackle structural and historical barriers to gender equality, CSOs are better able to understand, and address, these barriers to strengthen their work and objectives, and to seek gender justice.

This toolkit was developed to support organisations, step-by-step, in their journey towards gender transformation. It contains a participatory gender self-assessment in 3 stages designed to assess the organisational commitments and practices, and to which extent they integrate a gender-transformative approach. It supports the process of self-reflection about how gender-transformative approaches are realised and practised within the organisation's own structures and networks. It provides guidelines to take affirmative action through an Organisational Gender Action Plan (OGAP) which can be implemented and measured over time.

Before you dive into the process, keep in mind the following:

- ✳️ Adopt a **participatory approach**: Aim for an inclusive process, where diverse voices are represented and where employees can speak openly about how they perceive gender-transformative approaches in the organisation. Collective engagement and ownership will enable a better understanding and acceptance in the work towards gender transformation.

1. Remember that this tool is **not a one-size-fits-all**: it provides guidance but it is important to analyse what works best for your organisation and your context. Don't hesitate to play around with the concepts and the tools to ensure that you own them, and understand them. This will help you develop an OGAP that is truly tailored to your organisation's needs and objectives.

- ✳️ Consider hiring a **consultant or a facilitator** with gender expertise, who could help you steer and guide the process. Their analysis can help you identify gaps that you may have not perceived, and they can provide recommendations to help you design your OGAP.




2

A gender self-assessment in 3 stages

The gender self-assessment will provide you with insight into how gender is currently integrated into your organisation and your projects. It will help you understand where there is room for improvement and

capacity strengthening towards transformation of gender inequalities and power relations. There are three main related purposes of the gender self-assessment:

- * Gather data on the current status of gender inclusion and mainstreaming in your organisation and your projects, in order to identify gaps, establish clear and measurable objectives and targets, and structurally monitor and evaluate progress.

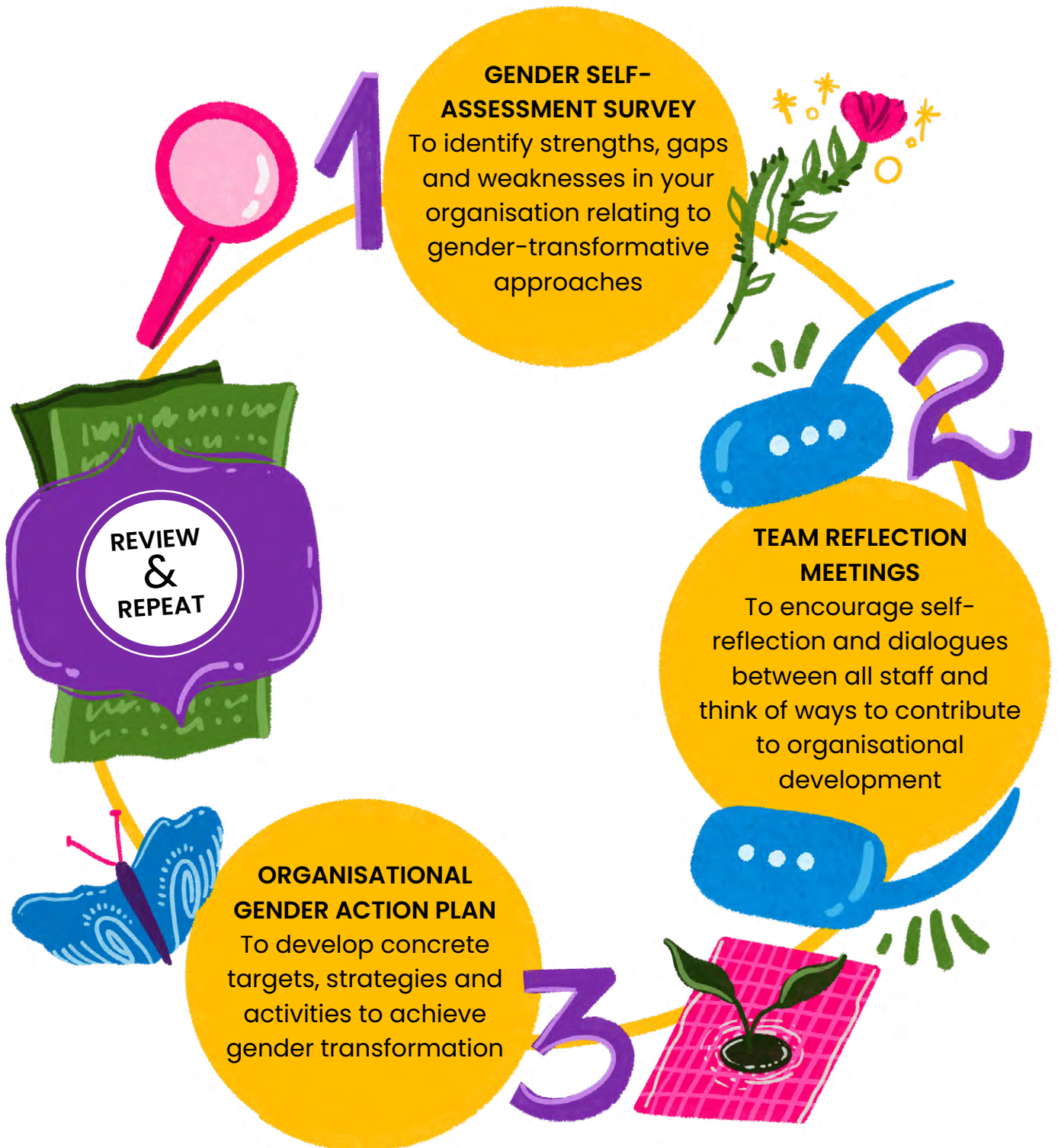
A stylized illustration in white lines on a dark blue background. It depicts a desk with a laptop on the left, a pen in the center, a book on the right, and a hand holding a pen at the bottom. There are also some abstract shapes and lines scattered around, suggesting a workspace or a process of writing and thinking.

* Identify your organisation's strengths and weaknesses in integrating gender in your work and culture. By reflecting on and being conscious of your own governance, practices and attitudes – and making an action plan for improvement – your organisation will take the first steps in committing to gender-transformative action.

* The gender self-assessment will help identify whether gender perspectives are sufficiently integrated into your work. To take it a step further, you can engage feminist, gender equality and/or women's groups you work with or plan to work with, to identify their needs and priorities in relation to gender mainstreaming in your programme and projects. It will help you identify how to strengthen their capacities to engage meaningfully in your activities and campaigns.

This toolkit will guide you to carry out this gender self-assessment in 3 stages. Ideally, the gender self-assessment is initiated or supported by the management of the organisation. By ensuring

their support from the start there is a greater chance that recommendations and gender plans are integrated in the overall work and activity plans, and that cultural change will be sustainable.



A. A gender self-assessment survey

PURPOSE

The first stage of the gender self-assessment consists of a survey, which will help you identify your strengths, gaps and weaknesses, in gender-transformative approaches in your organisation. The gender self-assessment survey will look at the following aspects:

- * **Commitments, attitudes and practices:** these aspects focus on written commitments, such as policies and strategies that your organisation has developed and how they integrate gender; and in your practices, such as working culture, infrastructures and facilities, and whether those are gender-transformative. The survey will also help you highlight discrepancies between what your organisation commits to and what it practises.
- * **Governance systems, representation and leadership:** this aspect covers who is represented at which levels of management in your organisation. It also sheds light on representation and division of work between diverse groups

in your staff, programmes and activities.

- * **Programming and engagement:** this aspect covers whether your programmes or projects are gender-transformative, including whether you have specific activities directed towards gender work in your organisation, and whether sufficient budget and resources are allocated for this work.

STEPS

1. **Start by establishing a diverse team** of around 4-5 members of the organisation who will form the **self-assessment Core Team**

When you establish the Core Team, you can consider the following members, based on the roles and representation of the members of staff in your organisation:

- * At least 1 Human Resources manager/officer
- * 1 gender specialist if the organisation has such a position
- * A diversity of people in terms of their own intersectional identities (think age, indigenous status/ethnicity or religion, gender

identity, educational background, sexual orientation, etc.)

- * A diversity of people in terms of function within the organisation (programming, support, other staff and senior/junior etc.)
- * Each of the members having some interest in the topic

Also consider these further remarks:

- * There should be a relation of trust between members of the Core Team
- * Each member should have enough time availability
- * Some of the members should be sufficiently senior/respected within the organisation, in order to present the findings comfortably, even if not everyone in the organisation immediately accepts the findings.

2. Prepare the questionnaire you want to use

You can use the questionnaire in [Annex 2](#) of this tool, which comprises a set of statements which cover the 3 aspects of organisational gender transformation listed above. Before you start answering the statements, go through them all with the Core Team and make sure that you understand the content, and that it is suitable for your context. If not, you can adapt

and add new statements. If you work with a consultant or gender expert, it might be useful for them to go through the questionnaire with you to help you finetune it.

Also think of the format in which you want to present the questionnaire to facilitate its completion. You can for instance use an Excel document in which you will record the answers for each statement (a template can be accessed in [Annex 3](#)). If you organise the meeting online, you can use a presentation tool to showcase each statement.

3. Set up a meeting with the Core Team to answer the questions together

The completion of the questionnaire can happen face-to-face if conditions allow, or for example online. In case of a virtual get-together, the use of a tool that allows screen-sharing is recommended.

Before the meeting, don't forget to:

- * Assign a facilitator (a member of the Core Team and/or consultant), a rapporteur, and if relevant, someone who can do technical support.
- * When possible, ask the Human Resources person to have figures ready of number of employees

disaggregated per gender (overall and per department), levels of pay and to have organisational policies at hand.

In organisations of less than 10–15 people, or if COVID-19 regulations/ other circumstances do not allow for groups to meet in-person, the self-assessment could be answered by whole staff members individually, and their answers gathered by the member of staff or team which coordinates the gender self-assessment. Alternatively, two people could first complete the assessment, and then organise a meeting in which they walk the entire team through all questions.

4. Record the answers

During the meeting, note the answers of the questionnaire (see Annex 1 for guidelines and statements) and take minutes of the discussions, especially of key issues highlighted in the questionnaire.

Assign some members of the Core Team to do a first short analysis of the responses obtained by filling out a simple narrative format (see example in Annex 3). This important step will help the Core Team to have a first reflection on the level of gender integration in the organisation, and

identify key areas where improvement is needed. This short report can be used as the basis for the Team Reflection Meetings in Stage 2.

No right or wrong answer

When filling out the survey, please remember that there are no right or wrong answers. The aim is to identify areas in which your organisation is already working with a gender equal and transformative approach, and areas where there is room for improvement and where more work is needed. The gender self-assessment is meant to create an environment of learning, development and mutual capacity strengthening, it is not an exercise of 'judgement' for your organisation and your team. Answering the questions honestly without self-censorship is therefore important and will help your organisation move towards gender-transformative action. Answering the questions as per the current situation also allows better to see development and celebrate progress over time.

B. Team Reflection Meetings

PURPOSE

After the completion of stage 1, we advise the organisation of Team Reflection Meetings (TRM), ideally with all members of staff. The purpose of the Team Reflection Meetings (TRM) is twofold:

- ✳ To reflect, as an organisation, on the findings of the survey, and to encourage self-reflection and dialogue between all staff on the topics covered in the survey and on other issues which emerged
- ✳ To think of ways to contribute to organisational development (assuming there will be areas and strategies for improvement/changes), which should be reflected in a Gender Action Plan

STEPS

1. Preliminary joint meeting

- ✳ The Core Team can organise a preliminary joint meeting to discuss and prepare how to set-up and facilitate the Team Reflection Meetings. This joint meeting can be organised with and/or facilitated by an external

facilitator or consultant if desired.

- ✳ The purpose of this preliminary joint meeting would be to discuss and present possible methodologies that the organisation can use to reflect on the findings of the survey, and identify gaps and areas of improvements within their structure. The meeting should also provide guidance for developing the organisational Gender Action Plan.
- ✳ It is important to create a space which facilitates open and participatory discussion, where all members of staff feel confident to share their own experiences and input. Think of how you want to hold the reflection meeting, by taking into account the preferences, availabilities and sensitivities in your organisation. For instance, you might want to hold one participatory session with all staff, or organise more participatory sessions with different members of staff.
- ✳ Also think of practical matters: will you organise the meeting

face-to-face, or online? This will have an influence on the facilitation methods that you choose. Check the box below for some facilitation tips.

2. Team Reflection Meeting (TRM)

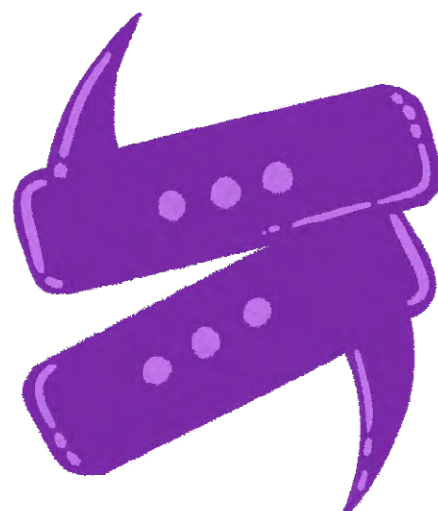
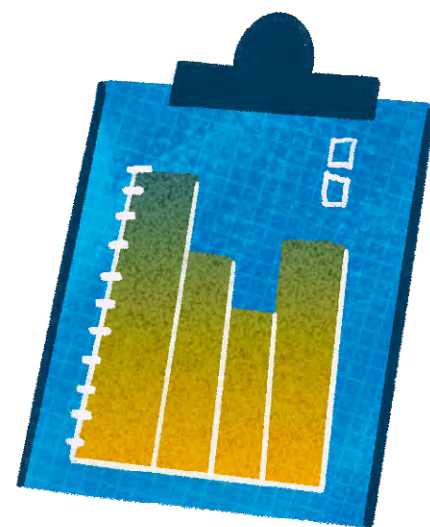
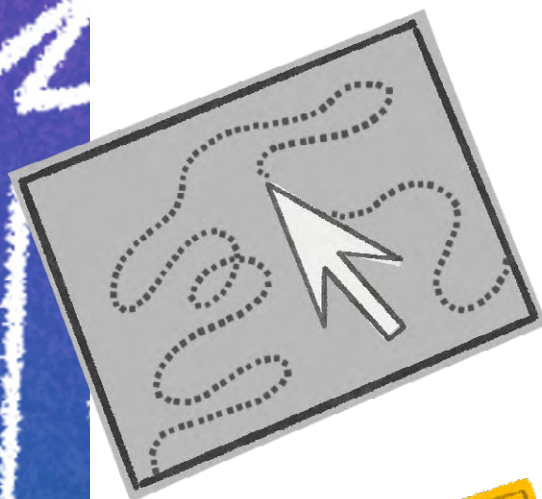
- ✦ Based on the methods discussed and agreed upon in the preliminary joint meeting, the Core Team (or consultant) can arrange and facilitate a full TRM with all staff of the organisation where possible. Based on the findings of the gender assessment and the sensitivities within your organisation, the facilitator can briefly report on the findings of the Core Team, before engaging the participants in discussions/exercises to gather their feedback and input, and their ideas for the Organisational Gender Action Plan.
- ✦ Assign a rapporteur to write a summary report of the outcomes of the TRM. Having a written report of the staff's reflections and recommendations will greatly help the development of your Organisational Gender Action Plan.
- ✦ The outcome of the TRM, together with the results of the survey, will be an important input for the development of the Organisational Gender Action Plan.



Facilitation tips for online meetings

If you need to organise your TRM online, you can still have a participatory and insightful session by using collaborative tools. For instance, using Google Slides, you can facilitate a continuum lines exercise, where participants can provide their feedback on a statement by moving their cursor along a line, helping you gauge what the trends are in the organisation, and to start a discussion. You can also ask the participants to write down their ideas on virtual sticky notes and speech bubbles (see examples below). Other (free) online tools are also useful to gather input, such as Jamboard, Mentimeter, or Zoom polls and breakout group discussions. Always make sure that the exercise has a clear purpose, and that questions or statements are formulated clearly enough to collect meaningful feedback and input.

You can check out WECF's and WEDO's [Feminist organizing toolkit: Planning Virtual Meetings](#) for suggestions of other online facilitation tools and methods.



C. Organisational Gender Action Plan

PURPOSE

The last stage of the gender self-assessment is the development of an Organisational Gender Action Plan (OGAP). The OGAP should provide concrete targets, strategies and (budgeted) activities to achieve gender transformation. Think long-term when you develop the OGAP: it should ideally show both outputs (the direct result of an action or activity, e.g. a deliverable) and outcomes (mid- to long-term results, e.g. a change in behaviours), and be linked to or integrated in your annual plans or your multi-annual strategic plans.

The OGAP could be a written document, a simple word or excel file, a video or any tool that the organisation finds useful. The OGAP will be shared with all staff members, including the planning staff to assure that the respective budget to implement the OGAP is available.

STEPS

1. Appoint someone to develop a draft OGAP: You can ask someone from the Core Group to write the draft OGAP, with the support of

a gender consultant or expert if relevant. To ensure a participatory approach, the person developing the draft OGAP can develop a timeline with moments for collective reflection and feedback.

2. Think about the gaps you identified and decide if and how you would like to address them:

Use the outcomes of the TRM for identifying and prioritising the main gaps you want to address. If there are many gaps you may need to prioritise the ones you want to take action on.

3. Dream out loud about the organisation you would like to be and write down your gender related objectives (internal and external):

For purpose and motivation try to find inspiring words for the gender ambitions you have for the organisation. Use this for the introduction of your OGAP. Your OGAP will contribute to achieving these ambitions.

4. Decide which areas you would like to include

For the Organisational Gender Action Plans, the following key areas could be included:

- ★ Gender policy
 - ✧ For example: gender policy, maternity and paternity leave policy, gender-based violence (GBV) policy
 - ✧ Are gender and inclusion issues mainstreamed throughout the organisation, and in planning and programming? For example: is there budget and/or hours specifically allocated to gender integration; is gender integrated in programme indicators and targets?
- ★ Attitudes at organisational level (e.g. gender commitment, jokes, work-life balance)
 - ✧ For example: regularly updating policies and training new staff on the policies, flexible hours, remote work options, complaint mechanisms, commitment from top management to gender-transformative change and gender justice.
 - ✧ This should reflect: are complaint mechanisms, flexible hours etc. actually used? Do staff and top managers practise what they preach? It is not sufficient if these instruments officially exist, organisational culture can prevent them from being used or people act differently from what they

say they are committed to.

- ★ Gender-transformative practices including on human resources, GBV, access to equal and decent salary, the participation of people with different intersectional identities/historic imbalances in decision-making, gender expertise and capacity (building)
- ★ Gender within organisational programming
- ★ Engagement with women's rights groups/networks/movements
- ★ Development and implementation of gender just lobby and advocacy strategies
- ★ Safeguarding against Sexual Exploitation and Abuse and Sexual Harassment (SEAH)
- ★ Institutional image: gender-related publications, policy briefs, videos, photo-essays, case studies, histories, etc.

An example of a template is included in [Annex 4](#).

5. Finalise and proudly present the OGAP:

Finalise the draft with your colleagues in the Core Team and ensure that you also get the support from the management. Ask the management to take a role in the presentation of the OGAP, and proudly communicate about it in your internal and external communication.



3

Next steps: How to measure progress and results?

Keep in mind the following aspects for the Monitoring and Evaluation of the progress of your organisation after the development and implementation of your Gender Action Plan:

- ✦ Once a year, gather the Core Team to complete the questionnaire. You can compare the scores with the previous year. Evaluate where improvements were made, and areas that need more attention.
- ✦ Appoint a member of staff or a team to be responsible for the implementation of the OGAP's strategies and activities, and follow up their implementation as part of your day-to-day planning and programming. Once a year, make a report on the progress on the OGAP and ensure it is discussed in the management team or board of your organisation. This report should also include recommendations on how to further strengthen implementation of the OGAP.
- ✦ Identify moments where you want to evaluate the progress on the OGAP and organise self-reflection meetings. For instance, if the OGAP is integrated in your multi-annual strategy plan, you might want to reflect on the progress and areas of improvement during the mid-term or end reviews of that plan. Adapt your OGAP according to the conclusions of the review.

Annexes

ANNEX 1. DEFINITIONS AND GLOSSARY OF TERMS

Below are some theories and key phrases you will come across during the self-assessment process. Definitions may vary in time and depending on cultural, social, political, and economic contexts. We invite you to do your own research on these topics, as there is no singular definition for any of them.

Gender: Refers to socially constructed and therefore expected and learned roles, abilities, and responsibilities ascribed to people of all genders and ages, based on their sex, gender identity and/or expression, or cultural identity. Gender is not the same as sex, the physical and biological attributes that make someone female, male or intersex. Gender comprises the expectations, roles, attitudes and behaviours of people of all genders. Gender roles change over time and vary within and between cultures, societies and classes, and encompass different aspects such as geographic origin, social status, race and caste differentiation.

Gender equality: Gender equality exists when people of all genders and ages are attributed equal social value, equal rights and equal responsibilities; and have equal access to the means to exercise those rights and responsibilities (means including but not limited to: resources, education, voice and decision-making, and other opportunities.) This does not mean that people of all genders will become the same, but rather that rights, responsibilities and opportunities will not depend on whether someone is born male, female or intersex, nor on their cultural, class and caste identity.

Gender equity: Gender equity involves fairness in representation, participation, and benefits afforded to people of all genders. The goal is that all groups have a fair chance of having their needs met; that they have equal access to opportunities for realising their full potential as human beings; and they can contribute towards achieving a progressive society with social, environmental and climate justice. Due to the historical marginalisation

and insubordination of women, it can be necessary to put special measures in place to achieve this fairness. For example, affirmative action measures such as gender quotas may be implemented. Gender equity strategies aim to achieve gender equality.

Gender justice: Socio-legal approach that seeks to eliminate all forms of gender inequality and recognises an unjust reality in terms of the distribution of power, and material and symbolic resources, including redistribution of climate and environmental risks.

Gender-transformative approach: A gender-transformative approach is an approach that challenges the root causes of gender inequality and addresses aspects such as gender roles, norms and behaviour. A good gender-transformative approach applies an intersectional framework and pays attention to intersectional identities: modes of discrimination and privilege depend on a person's multiple social and political identities including gender and further include caste, race, class, sexuality, religion, disability, physical appearance, age, etc. It recognises historical and social/colonial systems of oppression, and the valuing and reorganising of care work as central to the

sustainability of life, IPLCs, nature, biodiversity and territory/landscape.

Diversity: Differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge and life experiences of each individual in any group of people.

Intersectionality: Intersectionality is an analytical framework, developed by Kimberlé Williams Crenshaw, for understanding how aspects of a person's gender, social, cultural, and political identities combine to produce different modes of discrimination or privileges that creates social hierarchies. Examples of these aspects are caste, race, class, sexuality, religion, disability, physical appearance, age, social or legal status, etc.

Gender analysis/assessment: A gender analysis is a tool for examining the differences between the roles that people of all genders play; the different levels of power they hold (including in decision-making); the different opportunities and difficulties they confront; the different strategies they develop to resist and counteract inequalities and injustices; and how these differences impact on their lives and livelihoods.

Gender Focal Point or gender working group: A Gender Focal Point or gender working group are the key staff member(s) within an organisation who are responsible for dealing with its gender mainstreaming strategy and building capacities among their colleagues for incorporating gender into their work, in terms of content and processes.

Commitment and practices:

Commitment should refer to both written commitment, such as policies, and actual commitment in terms of attitudes and practices. It is important to look at organisational level, at programming level and within external engagement (movements, networks, lobby and advocacy strategies).

Gender (performance) indicator:

Gender (performance) indicators are indicators that help assess or measure effects of (changes to) a policy, programme or project on gender equality and/or women's empowerment. For programmes and projects they are identified at output, outcome and impact levels, together with appropriate sources or means of verification. They can be quantitative or qualitative. Baseline information is required, also to help setting targets. Gender indicators should be integrated in the overall PMEL framework of a project or programme.

Gender strategy: Transformative strategies to improve gender equality and women's empowerment.

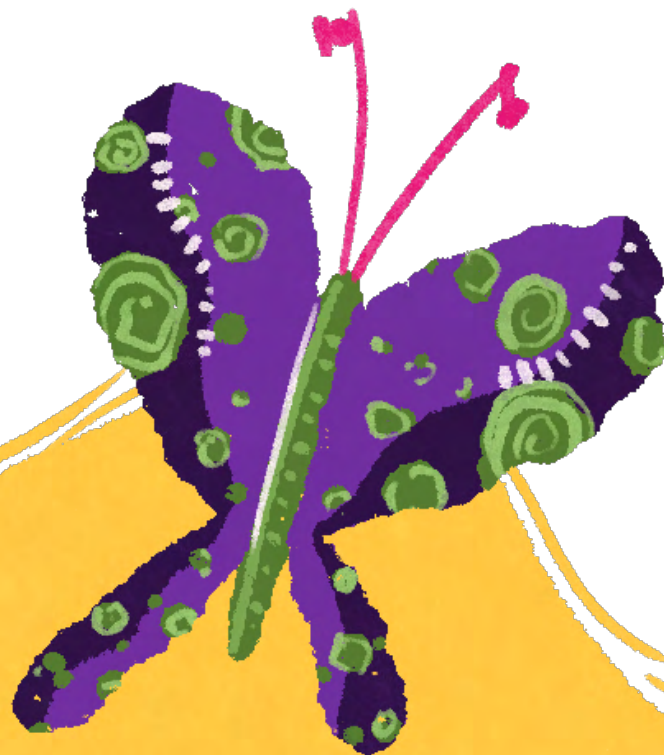
Gender Action Plan (GAP): A Gender Action Plan presents the roadmap with steps to be taken to improve gender equality and women's empowerment, usually addressing weaknesses and/or inequalities that were identified through gender analyses and/or gender self-assessment (audits).

Gender mainstreaming: This is the process of systematically recognising and taking into account gender issues (such as differences between the conditions, roles and needs of people of all genders) within core activities of projects' and programmes' cycles, covering identification/ diagnosis, design, implementation and M&E. Gender mainstreaming also takes into account the likely implications of planned interventions for people of all genders.

Gender mainstreaming does not necessarily require extra budget for its implementation, as attention to gender should be integrated into regular activities and considered when developing the budget.

However, some extra budget may still be needed, e.g. for expertise to (support in) making regular activities more gender-sensitive / transformative, to improve staff

capacity for gender mainstreaming; occasionally extra costs can also be needed to reach out to and account for disparities between people of all genders. For instance, organising meetings that accommodate those who have parental or care duties.



Gender-inclusive language

Inclusive language is a form of expression which avoids using language that is harmful, discriminatory, or that excludes people. Gender-inclusive language is used to resonate with and empower people of all genders and to promote gender equality, while avoiding gender biases, prejudices and binaries.

We recommend to each organisation that wants to be more gender-transformative to adopt gender-inclusive language. Below are some resources (in English) to guide you towards gender-inclusive communication:

- ✦ The IOM guidance on gender-inclusive communication
- ✦ The UN gender-inclusive language toolbox
- ✦ The Young Feminists Want System Change global advocacy toolkit (see section “Language matters” page 20)

ANNEX 2. QUESTIONNAIRE FOR GENDER SELF-ASSESSMENT

- * Complete the following statements with your Core Team, which address the 3 aspects of organisational gender transformation: attitudes and practices; governance systems, representation and leadership; programming and engagement.

For each statement, answer from the following options:

- Yes, very much so
- Yes, to a large extent
- Yes, to some extent
- No/not at all
- No idea – good to analyse further within the organisation

Attitudes and Practices (Organisational Level)

- a. Employees of all genders, with different intersecting identities, and at all levels of seniority within the organisation, use the mechanisms in place at the organisation to allow for a decent life-work balance (think of formal or informal options for flexible working hours, remote work options, part-time work, the way field sessions are organised, maternity and paternity

- leave, menstrual leave, etc.)
- b. We have a policy against Sexual Exploitation, Abuse and Harassment (SEAH) in place
- c. Employees are aware of the formal complaint mechanism that is in place and feel free to use it (or in absence of such complaint mechanism: employees feel able to file a complaint to relevant people within the organisation)
- d. The way workshops, breaks, and (voluntary) after-work sessions are organised is inclusive of all: everyone feels welcome to join and feels their availability is respected
- e. Jokes within the organisation are inclusive of all: they do not hurt anyone and certainly not women and people from minority groups
- f. My organisation creates a work environment where employees feel included
- g. Our communication and promotion materials (website, news articles, flyers etc.) demonstrate and/or represent the views of a large diversity of people, people of all genders and from underrepresented groups

- h. In our organisation, we are mindful of and actively seek to avoid reproducing gendered division of tasks in the workplace. Examples could include but are not limited to: who sets up meeting spaces; who is responsible for taking notes, who facilitates meetings and/or whose voices are heard.
- i. When our organisation communicates externally – for example, during interviews and press releases– we ensure that women and men are equally selected as spokespersons and representatives
- j. We have clean, safe and comfortable infrastructures in place for menstrual health and breastfeeding. That can include (and not limited to), access to soap, clean tap water, menstrual products, a quiet and private space to breastfeed/ pump breast milk, etc.
- marital status, with/without kids, rural/urban etc.)
- l. My organisation actively promotes gender balance and ensures that women with different intersecting identities are well represented in governance systems at all levels
- m. In the programmes we are involved in, my organisation actively promotes gender balance and representation of women with different intersecting identities at all governance levels
- n. The women involved in these governance systems feel that their contributions are valued and taken up by others
- o. My organisation has a gender and/or diversity committee, working group, or focal point.

Governance systems, representation and leadership in my organisation

- k. My organisation is serious about hiring and promoting (at all levels of seniority) people (women/ men/other) from historically underrepresented groups (think indigenous, ethnicity, sexuality, age,

Programming and engagement

- p. My organisation actively tries to facilitate a process in which norms and attitudes that undermine equal chances for people of all genders can be changed and to eliminate all forms of gender inequality and gender-based violence in all its (very recent or anticipated) work.

- q. My organisation actively tries to address the systems of oppression facing women/men from groups underrepresented historically in all its (recent or anticipated) work.
 - r. When applying a gender lens in its (recent or anticipated) work, my organisation makes a conscious choice to actively facilitate a process in which power and access to resources (land, forest, water, finance, etc) is redistributed, (this relates to redistributive justice).
 - s. During a programme's design, my organisation undertakes a solid gender analysis/assessment with an intersectional lens and transformative approach, and/ or my organisation seeks support from either one or more of the following during design or implementation: women's rights groups/networks or movements; groups that work with a gender-transformative/gender justice approach and that work towards dismantling structures of (colonial) oppression; gender experts.
 - t. In our (recent or anticipated) lobby and advocacy work, my organisation actively seeks to eliminate all forms of gender inequality and gender-based violence to distribute power and access to resources
 - u. My organisation is highly knowledgeable and capable of facilitating processes to address gender issues and systems of historical and social/colonial oppression in the context of our work.
- ★ Record all answers (see example of template in Annex 3). Make a summary of the findings of the Core Team in the report. Pay particular attention to issues that were most highlighted and discussed by the Core Team, as those issues might be taken over in the Team Reflection Meetings.

ANNEX 3. EXAMPLE OF REPORTING FORMAT

You can download the reporting format [here](#).

The reporting format can be used for the recording of the answers of the self-assessment survey.

The scale provided will guide the Core Team in expressing their perceptions or opinions in regards to the statements of the survey.

The scale will also help to measure and progress over time if the survey becomes part of the Monitoring and Evaluation of the organisation.

Encourage the Core Team to add a short explanation of their answers for each of the statements. The data can then be used in preparation for the Team Reflection Meetings.

ANNEX 4. TEMPLATE ORGANISATIONAL GENDER ACTION PLAN

We have developed a [template](#) with some areas that we think are important to include in an OGAP - for example, organizational policies, HR/personnel, and programming - but we emphasize that not all areas are necessarily applicable to all organizations.

Consider this template as a guideline and please adapt it to your needs.



