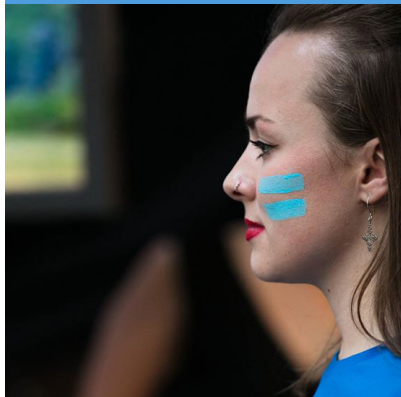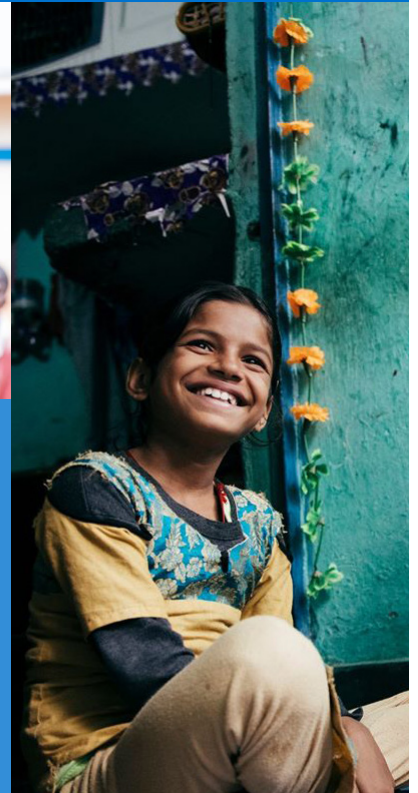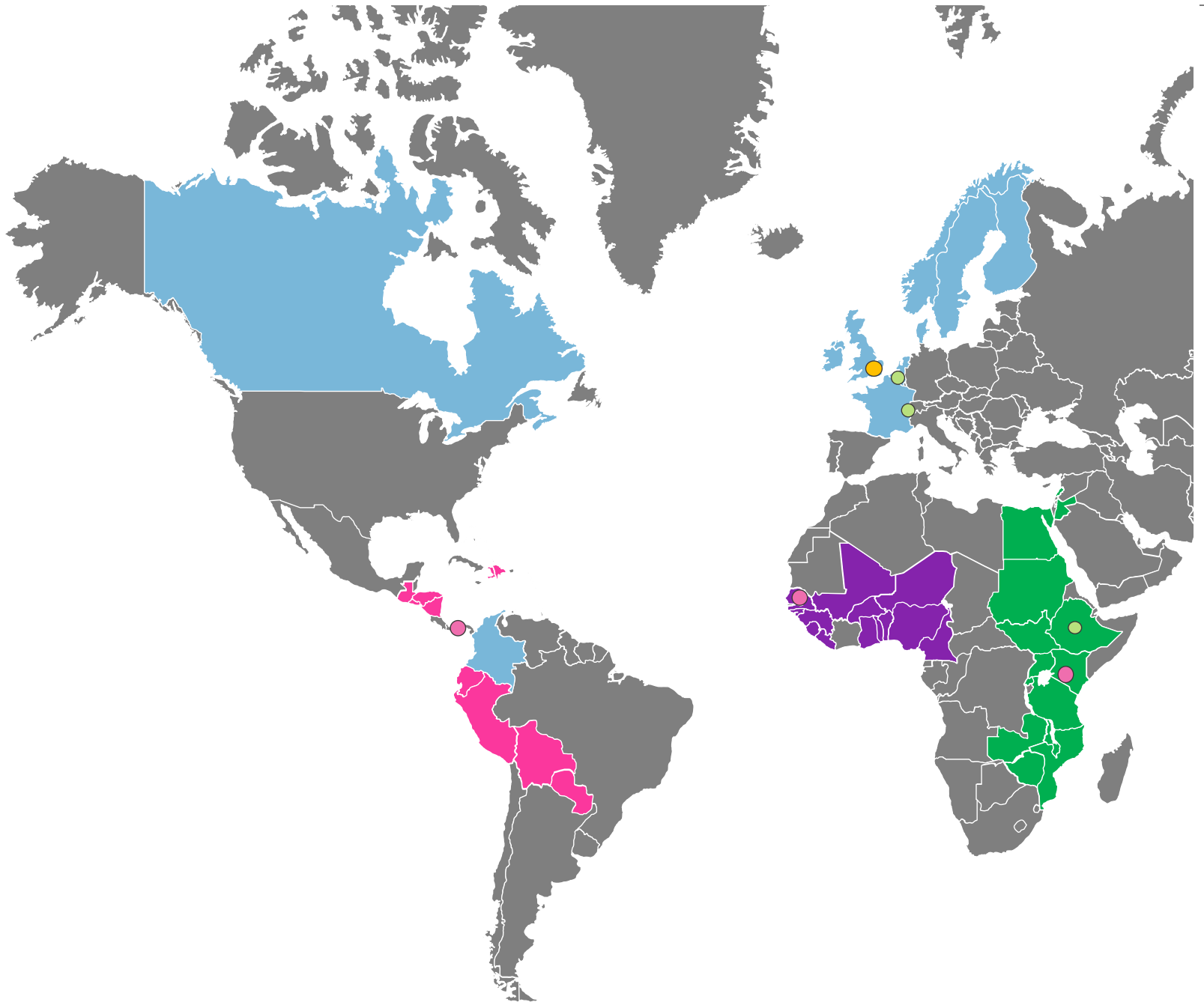# MONITORING PLAN INTERNATIONAL'S COMMITMENT TO EQUALITY: FY19 GENDER & INCLUSION REVIEW

ANALYSIS AND REPORT CREATED BY:

Center for Gender in
Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

KEY OF FY19 GIR PARTICIPATING OFFICES

Asia Regional Offices (ARO)

Middle East, Eastern & Southern Africa (MEESA)

Regional Offices of the Americas (ROA)

Western Africa & Central Africa (WACA)

Global Hub

Regional Hubs

National Organisations (Orgs)

Liaison Offices

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen) MICHIGAN STATE UNIVERSITY

PLAN INTERNATIONAL

FY19 GENDER & INCLUSION REVIEW
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EXECUTIVE SUMMARY

OVERVIEW OF GIR

The Gender and Inclusion Review (GIR) is the annual monitoring process for Plan International's *Global Policy on Gender Equality and Inclusion* (GEI). The annual process provides all Plan International (PI) offices with an accountability mechanism to reflect on how gender transformative and inclusive their work is. The FY19 GIR had a record high overall global response rate of 91% (73 of 80 offices), with most offices collaborating in a highly participatory survey response process. There were notable improvements across the board since the FY18 GIR.

Responding offices around the globe were positive about the present state of gender and inclusion at Plan International. Overall, responses trended positively in all three GIR-identified priority areas foundational to the *Global Policy on Gender Equality and Inclusion*: (1) Offices and Staff, (2) Programming and Influencing, and (3) Marketing and Communications.

The FY19 GIR sought an external evaluation, partnering with the Center for Gender in Global Context (GenCen) at Michigan State University to complete the data analysis. PI's Gender Equality and Inclusion team, Human Resources, and Global Assurance worked with GenCen to produce recommendations and finalize the report. As a result of this new partnership, the FY19 GIR contains a richer analysis than previous GIR reports, unfolding in full color and vivid images in the pages ahead.

Based on critical feedback from the FY18 GIR process, FY19 has undergone revisions aimed at improving the quality of data collected. Most notable was the introduction of five-point Likert scales

and the separation of gender from inclusion in key questions. These changes make it difficult to directly compare some areas year-on-year; however, the more refined data allows better insight and monitoring trends independently between gender equality and inclusion.

The GIR captured extensive qualitative, open-ended feedback which the team distilled into three particular trends: empowerment through inclusion, learning to achieve real change, and adopting a gender transformative approach at all levels of work. Which are described in the Global Overview section. Specific recommendations (see the Moving Forward section) have been made across the areas of leadership commitment, offices and staff, programming and influencing, marketing and communications, and how to improve the GIR process moving forward. The following are key highlights building upon the FY18 GIR report.

SENIOR LEADERSHIP'S COMMITMENT TO GEI

A significant change is the perceived commitment to GEI integration by PI leadership, which is now very positive, as opposed to the FY18 report where this was highlighted as an area of particular concern. Respondents were asked to appraise the extent of senior leadership's commitment to GEI (see Figure 7). In FY18, 64% of offices agreed that senior leadership modelled attitudes, behaviors, and commitments to GEI. The FY19 GIR saw this increase to 100%, with 78% of offices indicating these commitments occurred "always" or "very often." The Global Hub Leadership Team (LT) made progress on their FY18 GIR committed action plan (see 1.3.2 - Recommendations & Management Response). Opportunities noted in the FY19 GIR to further improve management commitment include:

Photo courtesy of Plan International USA: https://tinyurl.com/PlanUSAPic

- *Improved dedicated financial resources and raising awareness of relevance of GEI Global Policy.*

- *United, visible efforts across the organisation to celebrate women's abilities and to challenge gendered stereotypes.*

- *Develop and/or implement policies that make PI offices more woman-friendly, family-friendly, and gender-inclusive.*

- *Better analysis of the accessibility of physical environments.*

OFFICES & STAFF

Plan International has surpassed its target of 50% women in senior management, achieving 53% in FY19. The ratio of female-to-male staff was nearly balanced with 48:52 (female-to-male). However, there remain pockets of imbalance, particularly in WACA and MEESA. National Organisations, Global Hub and Liaison offices (the majority based in the Global North) have significantly higher female staff when compared to the global ratios. While these numbers are encouraging, it is important to also consider other aspects of staff and management diversity, such as age, ethnicity, socioeconomic status, and disability.

Plan International has prioritised several Human Resources (HR) policies and initiatives to create and support a diverse workforce. Many examples of good practices were provided by offices, creating opportunities for shared learning (see pages 22-23). Highlights include:

- *97% of offices reported awareness of the policy on Sexual Harassment, Bullying, and Discrimination (compared to 28% in FY13).*

- *Awareness has increased for multiple employee-friendly initiatives including flexi-time, onsite childcare facilities, breast-feeding/ pumping facilities, and universal washrooms.*

- *All Liaison Offices and Hubs have parental leave beyond national legislation, with 60% of reporting high awareness.*

The GIR captured the frequency of six mechanisms used to celebrate staff diversity and inclusion. While Office G&I Champions Groups and counselling are most frequent, global averages suggest most mechanisms are "sometimes" or "rarely" in place

Collaboration with government structures makes the work more inclusive and sustainable, allowing for a deeper level of influence.

Capacity building of youth structures and their involvement in GEI influencing activities has reduced early marriage, FGM, & GBV.

We've learned a great deal through the incorporation of fathers/men in supporting their daughters in the empowerment process.

suggesting room for improvement. Respondents primarily focused on the impact on gender equality, with minimal reference to other aspects of inclusion or intersectionality.

PI has also worked to integrate GEI into human resources policies and procedures and the global averages were positive; however, average responses for four categories (Talent Management & Succession Planning, Remuneration, Pay Review, and Performance Management) vary significantly by office type (see Figure 8) indicating a lack of clarity or consistency on what integrating GEI in HR practices actually means.

Respondents were more positive about mechanisms in place to support staff learning and reflection of GEI. Gender Equality and Inclusion training/action learning programs have also proven popular, with over 7,000 participants of GEI training since *100 Million Reasons* began in 2017. Of reporting offices, 84% had completed Gender Equality and Inclusion Self-Assessment (GEISA) since 2011 (a 31% increase since FY14).

PROGRAMMING & INFLUENCING

In order to effectively monitor GEI in activities, it is essential to understand who is (and is not) accessing PI's programmes. The GIR currently asks whether data collected can be disaggregated by sex, age, and disability. Other data categories (i.e. LGBTIQ+ or ethnic minorities) are mentioned as being collected at the discretion of individual offices. From FY18 to FY19, there has been notable improvement in terms of the ability to disaggregate all data by sex (6% increase) and age (7% increase); however, the potential to disaggregate data by disability has decreased by 10%. When asked about support for children/youth from frequently excluded groups, respondents felt that PI activities integrated ethnic minorities "very often," those with disabilities "sometimes," and LGBTIQ+ individuals "rarely."

Adopting a gender transformative (GT) approach to programming and influencing activities helps result in positive change and sustainable outcomes. The new Gender Transformative Marker tool, just launched in Q3 FY20, standardises the measurement of GT integration. Globally, 73% of Country Strategy Objectives and 42% of current projects are considered GT. As the tool is used more widely, it is likely that there will be more confidence in the consistency of the application of the GT

approach, though the number of GT programmes is expected to drop initially.

PI offices are also encouraged to make catalytic investments in GT programme models, and in FY19, 75% offices reported investments in Champions of Change, 32% in Safer Cities for Girls, 67% in 18+ Ending Child Marriage, and 56% in GT Early Childhood Development.

MARKETING & COMMUNICATIONS

The FY19 GIR revised the way that information relating to gender equality, girls' rights, and inclusion in marketing, fundraising, sponsorship, and media messaging was solicited. Perceptions of commitments to ensuring that all media messages are gender sensitive, inclusive, and respectful experienced a slight increase from to 67% in FY19. In FY18 respondents largely agreed that their messaging promoted PI's commitments to GEI, with 88% indicating most or all of the time. While this was a positive finding, it did not allow for deeper analysis of differing commitments within GEI or types of messaging.

In order to obtain better data in this important area, the FY19 GIR questions were restructured to tease out inequalities and address any identified shortcomings. What became clear is the different level of commitment to gender equality/girls' rights (GE/GR) versus that of inclusion. The majority of responding offices (87%) indicated that the commitment to GE/GR were considered "very often" or "always," while roughly half (51%) of respondents considered commitments to inclusion at the same levels. Similar findings also resulted from asking about commitments to these areas in sponsorship messaging, with 74% of respondents indicating "very often" or "always" for GE/GR and only 58% indicating the same for inclusion.

FUTURE GIR PROCESSES

A number of rich insights were gathered from the individual GIR surveys and have been collected to inform the process to enhance future surveys. These include strengthening certain questions, clarifying terms, further defining inclusion categories and gathering better data. More details are provided in the Moving Forward section of this report.
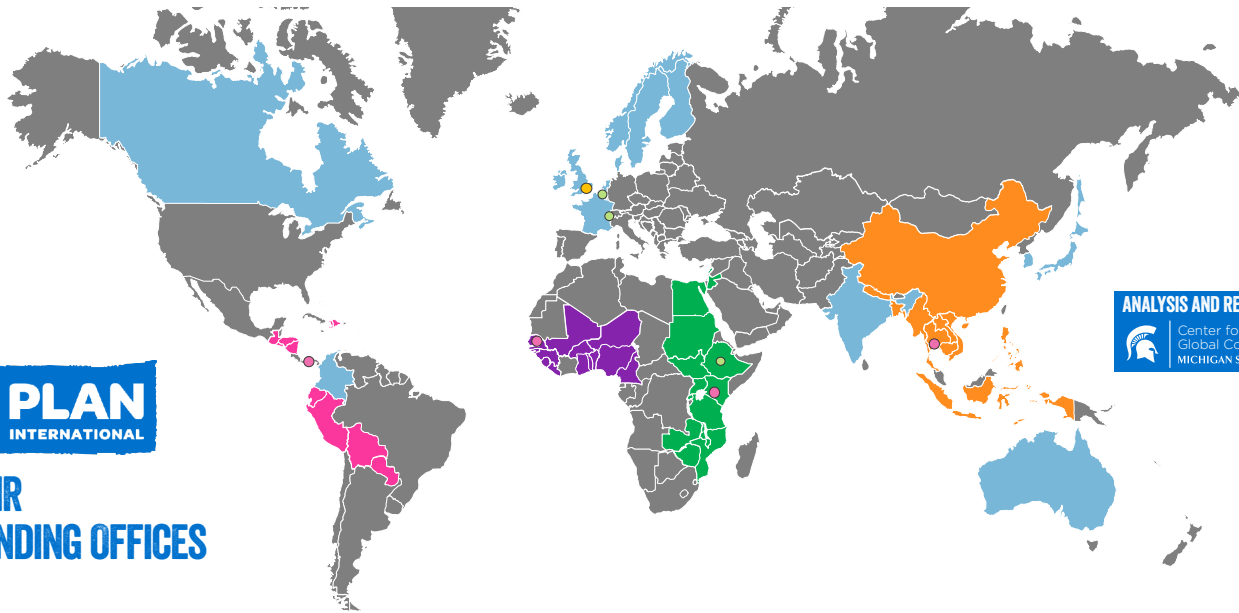
PLAN INTERNATIONAL

FY19 GIR RESPONDING OFFICES

ANALYSIS AND REPORT CREATED BY
Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

GLOBAL THEMES IN FY19 GIR

1 Empowerment Through Inclusion

2 Learning to Achieve Real Change

3 Adopting a Gender Transformative Approach At All Levels

ALL OFFICES REPORTED BEING GENDER SENSITIVE, INCLUSIVE, AND RESPECTFUL IN THEIR MEDIA MESSAGES.

7,198 Participants in GEI Training Since *100 Million Reasons*

Champions of Change: *1,048*

Planting Equality 2.0: *3,327*

Other GEI Training: *2,823*

48% Female Staff
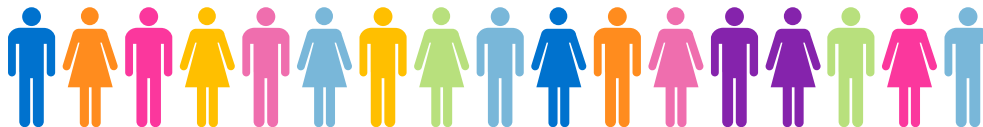
53% Female Sr. Mgmt.

87% 87% of offices frequently consider gender equality and/or girls' rights in Marketing & Fundraising messages, but only 51% frequently consider inclusion.

51%

89% of data can be disaggregated by sex

67% of data can be disaggregated by age

10% of data can be disaggregated by disability

MOST RECENT GEISA PROCESSES BY YEAR
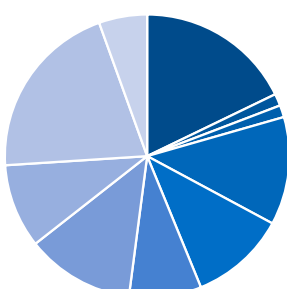
- Never (13)
- 2011 (1)
- 2012 (1)
- 2013 (9)
- 2014 (8)
- 2015 (6)
- 2016 (9)
- 2017 (7)
- 2018 (15)
- 2019 (4)

PLAN INTERNATIONAL

LEADERSHIP IS PERCEIVED TO BE COMMITTED TO GENDER EQUALITY & INCLUSION (GEI)

73% of Country Strategy Objectives

and

42% of Current Projects are **GENDER TRANSFORMATIVE**

PERCENTAGE OF OFFICES WITH CATALYTIC INVESTMENTS IN...

Champions of Change **75%**

18+ Ending Child Marriage **67%**

GT Early Childhood Development **56%**

Safer Cities for Girls **32%**

SECTION 1

CONTEXT

SECTION 1.1
BACKGROUND

The Global Policy on Gender Equality and Inclusion, adopted by the Members' Assembly in 2017, expanded the reach and impact of *The Strategy on Gender Equality for 2012-2016* (the first of its kind for Plan International). *The Global Policy* was designed with the intention of establishing a clear vision, direction, common language, and consistent messaging. It communicates a commitment to the promotion of gender equality, girls' rights, and inclusion for all staff at all levels, by setting out six requirements (see below).

- *Design, implement, monitor and evaluate quality gender transformative and inclusive development and humanitarian programmes and influencing. Implement long-term strategies of social norm change to end injustice, challenge unequal power relations and address the root causes of discrimination;*

- *Integrate gender equality and inclusion measures that align to and complement our Values and Behaviours Framework into our business processes, management functions and leadership, and the way we conduct our work. We do not tolerate practices that result in gender-based discrimination, exclusion or inequality based on gender or other forms of identity;*

- *Strengthen and build partnerships that promote respect for gender equality, diversity and inclusion. Engage partners in joint approaches to promote gender equality, girls' rights, and inclusion, and expand our partnership base giving particular emphasis to representative*

groups such as women's and girls' rights movements, disabled people's organisations, indigenous rights movements, and LGBTIQ+ networks, among others;

- *Strengthen and scale up our efforts to influence decision makers at all levels to embrace gender equality, girls' rights and inclusion;*

- *Mobilise and dedicate the appropriate/ necessary human, technical and financial resources in line with and to meet our commitments to gender equality, girls' rights, and inclusion; and*

- *Monitor and evaluate all of our work from this perspective to improve the quality of our programme and influencing work, contribute to continuous learning, provide an evidence base to inform decisions, and ensure accountability to the people we work with and for.*

In order to achieve these requirements, *the Global Policy* continues the process of annual reporting by Plan International offices, as well as affiliated national organisations.[2] The annual monitoring process, known as the Gender and Inclusion Review (GIR), was designed as an opportunity for staff to review gender equality and inclusion (GEI) in each office and to provide insight into Plan International's work on GEI globally. It focuses on assessments in three primary areas: Offices & Staff, Programming & Influencing, and Marketing & Communications. This is the sixth report of the annual findings from the GIR and the second since the introduction of the new *Global Policy*.

Photo courtesy of Plan International's Facebook: https://tinyurl.com/PICameroon

SECTION 1.2
OBJECTIVES OF THE GIR

The GIR establishes a process that provides all Plan International offices with the opportunity to self-reflect and review their progress in implementing *the Global Policy* and associated objectives of the *GIR Implementation Guidelines*. The process also engages offices in constructive discussions about how to further embed PI's commitments to GEI, and aims to increase awareness of progress of *the Global Policy* and the gender transformative (GT) ambitions of *100 Million Reasons*. The GIR provides comparative data on gender equality, girls' rights, and inclusion, serving as a benchmark of progress made in embedding *the Global Policy*.

SECTION 1.3
RESULTS OF FY18 GIR

1.3.1 KEY FINDINGS

The FY18 GIR had an 85% response rate of Plan International offices (see Figure 2, page 12), indicating positive progress since the 2015/2016 GIR. Positive findings included increases in the proportion of staff with performance objectives that include GEI measures, dedicated resources for integrating GEI within programming, and the percentage of projects reported as GT. However, it also highlighted insufficient dedicated human and financial resourcing for GEI and limited prioritisation by Senior Leadership across the organisation to making a meaningful commitment.

PROMISING INITIATIVES & GOOD PRACTICES:

Early Childhood Development (ECD)

The Child DREAM (child **d**evelopment through **r**esponsive care, **e**arly stimulation, **a**ffection in family and **m**otivated parents) project in Nepal aims for children aged 0-3 years to reach their development milestones with active engagement of both parents. The project supports gender transformative, violence-free parenting, and collaborates with government bodies to support and enforce efficient service delivery.

Photo courtesy of Plan International Nepal's Facebook: https://tinyurl.com/NepalPic

1.3.2 RECOMMENDATIONS & MANAGEMENT RESPONSE FROM FY18

The FY18 GIR report included recommendations to strengthen implementation of the GEI policy, as well as for improvements to the GIR process. The Global Hub Leadership Team (LT) reflected on these recommendations, and formulated responses that outlined actionable plans for FY19 and beyond. This section highlights the recommendations made, the LT responses, and the progress made to-date.

KEY ✅ Met   ◐ Partially Met   ❌ Not Met

COMMITMENT TO GEI

FY18 GIR Recommendations

Explore how LT can proactively engage in efforts to put PI's commitment to gender equality, girls' rights, and inclusion into practice across the organisation, and communicate purposefully.

....

LT to go through the full Planting Equality 2.0 GT Leadership action learning pathway by FY20.

✅ **Team Meetings**

LT will make space at their meetings biannually to reflect on behaviours, actions, and progress towards commitments and communicating learning and insights to staff.

◐ **Role Modelling**

LT members to integrate G&I commitments in individual annual objectives, and proactively seek/act on feedback from teams on role modelling behaviours.

◐ **Sharing Stories**

LT to identify and encourage offices/leaders that embody PI's commitments to share their stories.

✅ **GLC**

Intentionally focus on power and leadership at the Global Leadership Conference (GLC).

✅ **Global Awards**

LT to incorporate criteria on gender equality, girls' rights, and inclusion in the selection process for the Global Awards.

OFFICES & STAFF

FY18 GIR Recommendations

Review/update Harassment, Bullying and Discrimination Policy (HBDP)and Global Code of Conduct (GCC) to include commitments online discrimination prevention.

....

Clarify investigation processes and develop awareness-raising material for staff on HBDP and GCC.

....

Create a strategy to address gender pay gap across PI and publish findings from FY20.

....

Develop guidance on values/ behaviours, and include GEI learning objectives in performance management processes. Allocate budget to GEI capacity development.

◐ **HBDP & GCC**

LT to review/update HBDP and GCC by end of FY19, and create training programme for implementation.

✅ **Safeguarding**

Develop training for investigation and management of safeguarding cases.

◐ **GPG Reporting**

From FY20, publish Global Hub's (GH) gender pay gap (GPG) figures and work with regional HR to build on GH's reporting processes across PI.

✅ **Hiring**

Adopt a targeted approach in creating bias-free hiring processes, ensure existing GPGs are not perpetuated with new hires, and apply KPIs for corporate talent and bench strengths.

❌ **Talent Development**

Use GDI statistics to inform talent development programmes and career progression pathways, and apply KPIs for proactively developing people.

◐ **Training**

Introduce Value Based Leadership Programme and Unconscious Bias training.

❌ **Transparency**

Analyse EDI statistics and monitor progress through transparent reporting.

✅ **GEISA & IAPs**

Integrate G&I objectives in IAPs and encourage offices to conduct GEISA processes.

✅ **Action Learning**

Include opportunities for action learning in Planting Equality 2.0 implementation.

PROGRAMMING & INFLUENCING

D Adoption of Tools

Will consistently adopt tools such as the Gender, Age, and Inclusion Analytical Framework and the GT Marker, and invest in action learning initiatives, such Planting Equality 2.0.

✓ G&I Specialists

LT to assess and fill identified gaps of the technical capability to mainstream gender equality and inclusion. LT will also invest in Regional Gender and Inclusion Specialists in WACA and MEESA Hubs.

FY18 GIR Recommendations

Assess all projects against the GT Marker and base programme management decisions on the results.

Adequately resource technical expertise for GE&I at all levels.

Reprioritise the partnership base, particularly those that promote gender equality, diversity, and inclusion.

Resource development in improving programme quality, and integrate into framework agreements, grant proposals and influencing.

D AoGDs & Partners

LT to encourage review and reprioritisation of partnership base as part of country self-assessments. Will work with National Organisations to identify support for global flagship initiatives and Areas of Global Distinctiveness (AoGDs), including GT methodologies/approaches.

✕ Innovation Fund

Will prioritize proposals in the Innovation Fund that test new ways of working and generate evidence on gender equality, girls' rights, & inclusion.

MARKETING & COMMUNICATIONS

✕ GT Communication

Will develop a new Planting Equality 2.0 action learning Pathway on GT Communications.

FY18 GIR Recommendations

Refine guidance, including language and images regarding gender equality, girls' rights, and inclusion to ensure consistency and accessibility.

Conduct a global mapping of PI website content to highlight good practices and areas of concern.

D Accessibility

Will develop guidance and provide clarity on minimum standards regarding language and accessibility.

FUTURE GIR PROCESSES

✓ Sharing Results

LT will share the results of the GIR with the International Board and the National Directors Team, and actively encourage all offices to conduct the GIR on an annual basis.

✓ GIR Timing

To improve on the timing of the FY18 GIR, we will conduct the FY19 GIR between August and October in the hopes of a higher completion rate and better picture of progress, challenges, and opportunities.

FY18 GIR Recommendations

Return overall coordination and adequate resources to G&I team for a high-quality annual review.

Develop surveys tailored to office types while maintaining consistency.

Develop survey questions that are not binary for greater scope.

Establish GIR within annual office plans and include in leaders' performance objectives.

LT should discuss the results of the GIR with the International Board and the National Directors Team.

✓ Updating GIR

Global Hub G&I Team will resume leadership of the GIR process in the future. LT will invest adequate human resources to ensure a collaborative and quality process; tailor guidance and surveys to different office types in recognition of their diversity; and address the binary nature of this year's survey.

SECTION 1.4
METHODOLOGY & LIMITATIONS

The FY19 GIR was led by the Gender Equality and Inclusion Team and the Human Resources and Organisational Development (HROD) Department, in close collaboration with Global Assurance. Participation in this process was mandatory for all PI offices, and National Organisations were invited, but not required to participate.

The GIR guidance recommends that a review group of 7-10 staff per office are convened to participate in the review. The GIR should be jointly led by an office's G&I Advisor and HR Manager, taking place over the course of half a day. The group should ideally represent different departments and functions, including:

- *Programmes and Influencing;*
- *Human Resources;*
- *Marketing, Sponsorship, and Administration;*
- *Communications; and*
- *Senior Management.*

In most offices (79%), a review team of two or more people completed the GIR; however, nearly 25% of identified teams were completed by only two people: a Gender & Inclusion (G&I) representative and a Human Resources (HR) representative. Additionally, 17% of offices included the recommended number of representatives (7 or more) on response teams. The current wording of the GIR survey doesn't require respondents to indicate their representative units, and therefore it was not always clear which departments and functions were represented on the response teams.

The FY19 GIR survey had an overall global response rate of 91% and the data presented throughout this report represents the 73 Plan International offices (see Figure 1). Overall, the response rates globally increased from 85% in the FY18 GIR. MEESA, National Organisations[1], and Liaison Offices all increased their response rates from FY18 GIR, while ARO decreased and Regional Offices, WARO/WACA, and ROA remained the same (see Figure 2).

The GIR uses an online survey tool (Survey Monkey) and is available in English, Spanish, Portuguese, and French. The survey was reviewed by the Gender and Inclusion Group (GIG), Global Assurance and pre-tested in two Country Offices

Legend:
- ARO (11)
- MEESA (14)
- ROA (10)
- WACA (14)
- Global Hub (1)
- Regional Hubs (4)
- National Orgs (16)
- Liaison Offices (3)
- No Response (7)
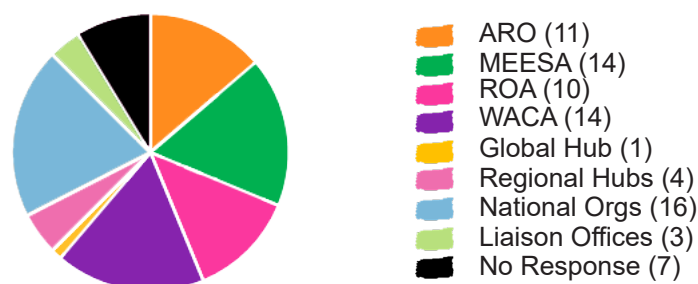
FIGURE 1. FY19 GIR RESPONDENTS

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Regional Hubs
- National Orgs
- Liaison Offices
- FY18
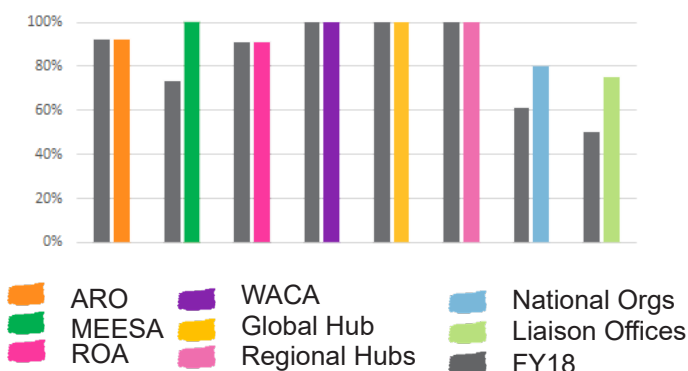
FIGURE 2. FY 18 & FY19 GIR RESPONSE RATES

(COs) and one National Organisations (NO) prior to its launch.

As Plan International's commitment to gender equality and inclusion has evolved, the annual review process has adapted to reflect these commitments. However, the changes in the assessment questions and processes means data may not be directly comparable over time. The Center for Gender in Global Context (GenCen) research team at Michigan State University has provided comparative analyses when possible throughout the FY19 GIR.

SECTION 1.5
USING THE FY19 GIR RESULTS

Each participating office will receive a copy of its individual survey results along with this report in order to gauge its progress as compared with other peer offices. Senior management has agreed to share information from the report with all staff so that they learn from good practice and identify opportunities for peer-to-peer support. All results from the region are shared with the regional gender specialist. The GIR data should also be considered alongside secondary data from PI's HRIS system, quarterly KPI processes, Global Staff Engagement Survey, and GEISA as available to inform the development of an action plan to further progress implementation of *The Global Policy*.

Results for the GIR can also be used to:

- *Complement the Transformation journey different offices are currently undergoing*
- *Contribute to the new Global Management Standards, particularly the standards related to Human Resources, and Programming and Influencing.*
- *Prepare for conducting a more in-depth analysis of gender equality and inclusion in your office using the Gender Equality and Inclusion Self Assessment (GEISA) guidance and toolkit.*

Global Assurance will use GIR results to inform Control Framework Audit (CFA) processes in Country Offices and audits of the implementation of The Global Policy by National Organisations which will be carried out in FY21.

PLAN INTERNATIONAL

16 DAYS OF ACTIVISM

When she says NO, it means NO.

Photo courtesy of Plan International Malawi's Facebook: https://tinyurl.com/OllenPic

PROMISING INITIATIVES & GOOD PRACTICES:

Sexual & Reproductive Health & Rights (SRHR)

Under the 18+ Project on Ending Child Marriage, PI Malawi works with the entire community, regardless of gender. For instance, as a way of ensuring that chiefs and other influential decision makers are taking a leading role to address the root causes of child marriages within the various communities, the project conducted engagement meetings to follow up on various action plans and/or commitments that chiefs made in their areas to end child marriages. A total of 193 male and 109 female chiefs from T/A Nkanda and Juma in the Mulanje area were reached. PIM continues to work with boys and girls though the Champions of Change Clubs under the 18+ Project, which has shown positive contribution to empowering boys and girls to become agents of change in their communities.

SECTION 2
RESULTS OF REVIEW

SECTION 2.1
GLOBAL OVERVIEW

Responding offices across the globe were positive about the present state of gender and inclusion at Plan International. Overall, responses trended positively in all three GIR-identified priority areas (Offices & Staff, Programming & Influencing, and Marketing & Communications). There were also notable improvements across the board since the FY18 GIR. However, three particular trends stood out: empowerment through inclusion, learning to achieve real change, and adopting a gender transformative approach at all levels of work.

GLOBAL THEME 1
EMPOWERMENT THROUGH INCLUSION

Respondents reported a need to better include, represent, and engage everyone in gender transformative and inclusive efforts. Support for those who have traditionally been ignored and the role of men and boys as participants in girls' and women's rights movements/campaigns were both deemed crucial to promoting social and political change broadly.

A range of partnerships and coalitions have been developed to achieve gender transformative goals. Identified benefits of building GT partnerships included: more effective programming; access to collective expertise; shared resources; greater political and social influence; more opportunities for collaboration; and improved gender and inclusion-based outcomes.

GLOBAL THEME 2
LEARNING TO ACHIEVE REAL CHANGE

Overall, respondents reported that the FY19 GIR process had provided valuable opportunities for collaborative learning and continuous improvement. The GIR gave responding offices a chance to reflect constructively on the successes and gaps of the year in order to inform future efforts. The adoption of a continuous learning approach was reported to improve programming and support broader GT efforts within communities. The benefits of introducing additional gender and inclusion tools (such as the Gender Transformative Marker) were also seen as positive changes. Promising initiatives and good practices were specifically solicited within the FY19 GIR and have been featured throughout this report to allow for further shared learning.

GLOBAL THEME 3
ADOPTING A GENDER TRANSFORMATIVE APPROACH AT ALL LEVELS OF WORK

Many respondents reported that gender mainstreaming in FY19 strengthened a deep commitment to gender equality and inclusion in their own practices. All reporting office types emphasized the importance of embedding gender, intersectionality, and inclusion into all levels of PI's work, including programs, strategic plans, and future policies.

Some examples of ways in which responding offices envision the implementation of gender transformative approaches within their work are highlighted on the opposite page.

We are committed to integrating gender equality and inclusion in our strategic plan.

Taking gender equity into account promotes women's effective participation and improves power relations.

Through awareness of the barriers and issues various identity groups face, we are able to be more sensitive and inclusive.

We believe in female empowerment and building the capacity of men and boys as champions of gender equality.

An intersectional lens is required to ensure that the focus on gender equality doesn't diminish diversity and inclusion more broadly.

Analysing the situation of girls and young women allows us to demonstrate the importance of changing social norms. This is now the core of our strategic planning.

PROMISING INITIATIVES & GOOD PRACTICES:
Inclusive, Safe Quality Education

Plan International Benin implements the Zero Pregnancy in Schools Initiative (ZéGroMiS) to facilitate the maintenance and completion of at least the first cycle of secondary education by girls. In two years, the ZéGroMiS campaign contributed to a reduction of over 50% in the recorded pregnancy rates in secondary schools in Benin.

SECTION 2.2
OFFICES & STAFF

2.2.1 STAFF DIVERSITY & INCLUSION

In 2011, PI's *Policy on Gender Equality* pledged to work towards a 50:50 ratio of women and men in staff positions and governance structures. In FY19, the ratio of female-to-male staff was 48:52. While this is a promising start, it is important to also consider other aspects of staff diversity, such as age, ethnicity, socioeconomic status, and disability.

Since the *Policy on Gender Equality* was introduced, there has been significant improvement in the number of females on senior management teams. In 2013, the percentage of females in senior management positions by office type was: ARO (33%); RESA (33%); ROA (55%); and WARO (19%). In 2013, all other offices combined averaged 57% females in senior management roles. All regions, with the exception of ROA, have experienced an increase as of FY19.

GLOBAL DATA

Total Staff: 11,395
   Female Staff: 5,429 (48%)

Total Senior Management: 833
   Female Sr. Mgmt.: 440 (53%)

Sr. Mgmt. Under Age 35: 84
   Female Sr. Mgmt. Under Age 35: 57 (68%)

48% FEMALE STAFF

68% FEMALE SR. MGMT.

FIGURE 3. GLOBAL STAFF DIVERSITY

RESULTS OF REVIEW

ARO

Total Staff: 1,923
    Female Staff: 910 (47%)

Total Senior Management: 132
    Female Sr. Mgmt.: 71 (54%)

Sr. Mgmt. Under Age 35: 9
    Female Sr. Mgmt. Under Age 35: 7 (78%)

47% FEMALE STAFF

54% FEMALE SR. MGMT.

MEESA

Total Staff: 2,770
    Female Staff: 1,018 (37%)

Total Senior Management: 111
    Female Sr. Mgmt.: 56 (50%)

Sr. Mgmt. Under Age 35: 19
    Female Sr. Mgmt. Under Age 35: 6 (32%)

37% FEMALE STAFF

50% FEMALE SR. MGMT.

ROA

Total Staff: 1,871
    Female Staff: 1,066 (57%)

Total Senior Management: 112
    Female Sr. Mgmt.: 53 (47%)

Sr. Mgmt. Under Age 35: 8
    Female Sr. Mgmt. Under Age 35: 3 (38%)

57% FEMALE STAFF

47% FEMALE SR. MGMT.

WACA

Total Staff: 2,492
    Female Staff: 774 (31%)

Total Senior Management: 142
    Female Sr. Mgmt.: 52 (37%)

Sr. Mgmt. Under Age 35: 12
    Female Sr. Mgmt. Under Age 35: 8 (67%)

31% FEMALE STAFF

37% FEMALE SR. MGMT.

GLOBAL HUB

Total Staff: 349
    Female Staff: 241 (73%)

Total Senior Management: 134
    Female Sr. Mgmt.: 86 (64%)

Sr. Mgmt. Under Age 35: 21
    Female Sr. Mgmt. Under Age 35: 19 (90%)

73% FEMALE STAFF

64% FEMALE SR. MGMT.

REGIONAL HUBS

Total Staff: 144
    Female Staff: 80 (56%)

Total Senior Management: 25
    Female Sr. Mgmt.: 14 (56%)

Sr. Mgmt. Under Age 35: 4
    Female Sr. Mgmt. Under Age 35: 4 (100%)

56% FEMALE STAFF

56% FEMALE SR. MGMT.

NATIONAL ORGANISATIONS

Total Staff: 1,832
    Female Staff: 1,315 (72%)

Total Senior Management: 168
    Female Sr. Mgmt.: 102 (61%)

Sr. Mgmt. Under Age 35: 9
    Female Sr. Mgmt. Under Age 35: 8 (89%)

72% FEMALE STAFF

61% FEMALE SR. MGMT.

LIAISON OFFICES

Total Staff: 34
    Female Staff: 25 (74%)

Total Senior Management: 9
    Female Sr. Mgmt.: 6 (67%)

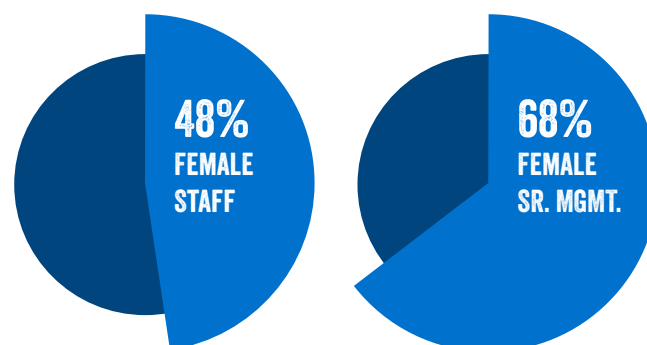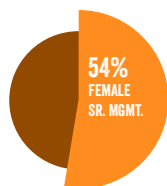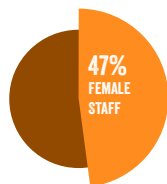Sr. Mgmt. Under Age 35: 2
    Female Sr. Mgmt. Under Age 35: 2 (100%)
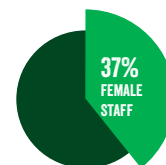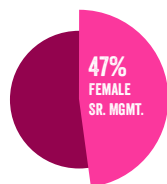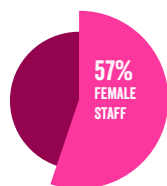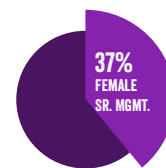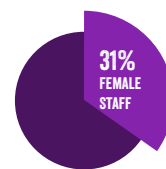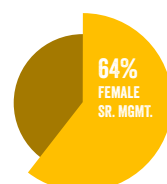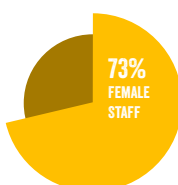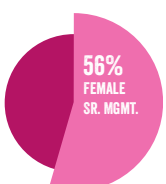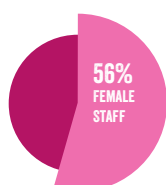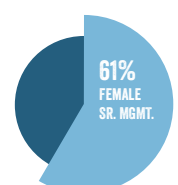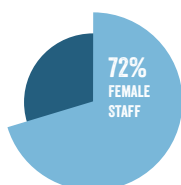
74% FEMALE STAFF

67% FEMALE SR. MGMT.
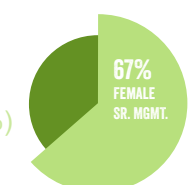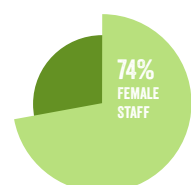
FIGURE 4. REGIONAL STAFF DIVERSITY

In order to build a more inclusive environment, the development and implementation of policies that create and support a diverse workforce are essential. Plan International has initiated several Human Resources (HR) policies and initiatives to fulfill this mission. The GIR assessment of staff awareness of these global policies is outlined below in Table 1.

TABLE 1. STAFF AWARENESS OF HR POLICIES/INITIATIVES

KEY

Symbol	Meaning
🟢 (green star)	In Place / High Awareness
🟡 (yellow star)	In Place / Moderate Awareness
⚪ (outline star)	In Place / Low Awareness
❌	Not in Place

FF — Family-Friendly
IT — Infant Travel
FT — Flexi-Time
RW — Remote Work
PL — Parent Leave Beyond National Legislation
SH BD — Sexual Harassment, Bullying, & Discrimination
OIC — Onsite Infant or Childcare Facilities
BF — Breast-feeding/Pumping Facilities
UW — Universal Washroom

	FF	IT	FT	RW	PL	SH BD	OIC	BF	UW
BANGLADESH	🟡	🟢	🟡	🟡	🟢	🟢	⚪	⚪	❌
CAMBODIA	🟢	❌	🟢	❌	🟢	🟢	❌	❌	❌
CHINA	🟡	🟡	🟡	⚪	🟢	🟢	⚪	⚪	❌
INDONESIA	🟡	🟡	🟡	🟡	🟢	🟡	🟡	🟢	❌
LAOS	❌	⚪	🟡	⚪	🟡	🟡	❌	❌	🟢
MYANMAR	🟡	🟢	❌	❌	🟡	🟡	❌	⚪	🟢
NEPAL	🟡	🟢	🟡	❌	🟢	🟡	🟢	🟢	❌
PHILIPPINES	🟢	❌	🟢	🟡	🟢	🟡	❌	❌	🟢
THAILAND	⚪	❌	🟢	🟢	🟡	🟡	❌	❌	⚪
TIMOR-LESTE	🟡	⚪	🟡	⚪	🟢	🟢	🟢	🟢	🟡
VIETNAM	🟢	❌	🟢	🟢	🟢	🟢	❌	❌	❌
EGYPT	❌	🟡	🟡	🟡	🟢	🟢	⚪	⚪	❌
ETHIOPIA	🟢	🟢	❌	❌	🟢	🟢	❌	❌	❌
JORDAN	🟡	⚪	⚪	🟡	🟡	🟢	❌	❌	❌
KENYA	🟡	❌	🟢	❌	🟢	🟢	❌	❌	❌
LEBANON	❌	⚪	🟡	🟢	❌	🟢	❌	❌	🟢
MALAWI	🟢	🟢	🟡	🟡	🟢	🟢	❌	❌	❌
MOZAMBIQUE	⚪	🟢	🟡	🟡	🟢	🟢	❌	❌	❌
RWANDA	🟢	🟢	❌	❌	🟢	🟢	❌	❌	🟡
SOUTH SUDAN	❌	❌	⚪	❌	❌	⚪	❌	❌	❌
SUDAN	❌	🟡	⚪	❌	❌	🟢	❌	❌	❌
TANZANIA	🟡	🟡	❌	❌	🟢	⚪	❌	❌	🟡
UGANDA	❌	🟢	🟢	❌	🟢	🟢	❌	🟡	🟢
ZAMBIA	❌	🟢	🟢	🟡	🟢	⚪	❌	❌	❌
ZIMBABWE	🟢	🟢	⚪	🟢	❌	🟡	❌	❌	❌

	FF	IT	FT	RW	PL	SH BD	OIC	BF	UW
BOLIVIA	❌	❌	🟢	❌	🟡	🟢	❌	❌	❌
DOM. REPUBLIC	❌	⚪	❌	❌	🟢	🟢	🟡	🟡	❌
ECUADOR	🟢	🟢	🟢	🟢	🟢	🟡	❌	🟢	⚪
EL SALVADOR	🟢	❌	🟢	❌	🟢	🟢	❌	🟢	🟢
GUATEMALA	🟡	❌	❌	⚪	🟢	🟢	🟢	🟢	🟢
HAITI	🟡	❌	❌	❌	🟡	🟡	❌	❌	🟢
HONDURAS	🟢	🟢	🟢	❌	🟢	🟢	🟢	🟢	❌
NICARAGUA	🟢	❌	❌	❌	🟢	🟢	❌	❌	🟡
PARAGUAY	🟡	🟡	❌	❌	🟢	🟢	⚪	⚪	🟢
PERU	🟢	❌	🟢	🟡	🟢	🟢	⚪	⚪	🟡
BENIN	🟡	⚪	❌	❌	🟢	🟢	🟢	🟢	❌
BURKINA FASO	🟢	🟢	❌	❌	🟢	🟢	❌	❌	🟢
CAMEROON	🟢	⚪	❌	❌	🟡	🟢	❌	❌	❌
C. AFRICAN REP.	🟢	🟢	🟡	❌	❌	🟢	❌	❌	⚪
GHANA	🟡	🟢	⚪	⚪	❌	🟢	🟢	🟢	🟢
GUINEA	🟡	🟡	🟡	🟡	🟡	🟡	❌	❌	❌
GUINEA-BISSAU	⚪	⚪	⚪	⚪	❌	🟢	🟢	❌	❌
LIBERIA	❌	❌	🟢	❌	🟢	❌	❌	⚪	🟢
MALI	🟡	🟡	❌	❌	🟢	🟡	⚪	🟡	🟢
NIGER	🟢	🟢	❌	❌	🟢	🟢	🟡	❌	❌
NIGERIA	❌	🟢	❌	❌	🟢	🟢	🟡	❌	🟢
SENEGAL	❌	🟢	❌	❌	⚪	🟡	❌	❌	❌
SIERRA LEONE	❌	🟡	⚪	❌	❌	❌	❌	❌	❌
TOGO	❌	🟡	❌	❌	🟢	🟡	❌	❌	❌
GLOBAL HUB	⚪	❌	🟡	⚪	🟡	⚪	❌	❌	⚪

	FF	IT	FT	RW	PL	SH BD	OIC	BF	UW
ARO	⯪	✗	★	★	★	⯪	✗	✗	✗
MEESA	★	☆	★	⯪	★	★	✗	✗	✗
ROA	★	⯪	★	★	⯪	⯪	✗	★	★
WACA	✗	★	✗	✗	⯪	⯪	✗	✗	✗
AUSTRALIA	★	☆	★	★	⯪	★	✗	⯪	✗
BELGIUM	⯪	✗	★	★	✗	☆	✗	⯪	✗
CANADA	★	✗	★	★	★	★	✗	★	★
COLOMBIA	★	★	★	★	★	★	★	★	★
DENMARK	★	✗	⯪	⯪	★	★	★	☆	★
FINLAND	★	✗	★	★	★	⯪	✗	✗	★
FRANCE	★	✗	★	★	✗	★	☆	✗	★
HONG KONG	✗	✗	✗	✗	✗	★	✗	✗	✗
INDIA	★	★	★	✗	★	★	★	★	✗
IRELAND	☆	✗	✗	☆	⯪	⯪	✗	✗	★
JAPAN	✗	✗	★	✗	★	★	✗	✗	✗
KOREA	✗	✗	☆	☆	★	⯪	✗	✗	★
NETHERLANDS	⯪	✗	★	★	✗	★	✗	★	★
NORWAY	★	★	★	★	★	★	★	★	★
SWEDEN	★	✗	★	★	✗	★	✗	✗	★
UK	★	✗	✗	✗	⯪	⯪	✗	☆	★
AU	★	★	★	★	★	★	★	✗	★
EU	✗	✗	⯪	☆	✗	★	✗	★	✗
GENEVA	★	✗	★	★	★	★	✗	✗	★
GLOBAL AVERAGE	⯪	☆	⯪	☆	⯪	★	☆	☆	☆

Global averages of awareness of HR policies/ initiatives by staff indicate that most policies/ initiatives have low awareness (57%). It's also worth noting that 23 of 73 reporting offices (32%) didn't have any Onsite Infant or Childcare Facilities, Breast-feeding/Pumping Facilities, and Universal Washroom policies in place. Colombia and Norway both have all 9 policies in place.

The GIR also allows respondents to include other HR policies/initiatives that exist outside of the global policies. Examples included staff wellness; dependent, fertility treatment, and/or adoption leave; menstrual products provided in office washrooms; and extensive occupational health care system. Inconsistent support by line managers of HR policies/initiatives, as well as a lack of staff confidence in requesting the implementation of existing policies, were noted as critiques.

NOTEWORTHY FINDINGS BY POLICY/INITIATIVE TYPE:

Family-Friendly
- *Meaning of policy was noted as unclear in survey.*
- *41% of offices reported high awareness.*

Infant Travel
- *40% of reporting offices don't have these policies/initiatives in place. This is improvement from FY14, when 58% didn't have them in place.*

Flexi-Time
- *Meaning of policy was noted as unclear.*
- *71% of reporting offices have an awareness of a policy in place, as compared to 58% in FY14.*

Remote Work
- *ARO is the only region reporting a high average awareness.*

Parent Leave Beyond National Legislation
- *Liaison Offices and Hubs all have these in place.*
- *60% of reporting offices report high awareness for this policy type.*

Sexual Harassment, Bullying, and Discrimination
- *97% of reporting offices have an awareness of a policy/initiative in place, as compared to 81% in FY18 and 28% in FY13 (note: The Global Policy was released in FY17). Of the 97%, 65% have high staff awareness.*

Onsite Infant or Childcare Facilities
- *Facilities may be dependent on school breaks.*
- *30% of offices reported an awareness of a policy/initiative in place, up from 10% in FY18.*

Breast-feeding/Pumping Facilities
- *41% of reporting offices have an awareness of a policy/initiative in place, as compared to 16% in FY18.*

Universal Washroom
- *51% of reporting offices have awareness of a policy/initiative in place, as compared to 28% in FY18.*

PROMISING INITIATIVES & GOOD PRACTICES:

Sexual & Reproductive Health & Rights (SRHR)

PI Bolivia's "School of Leadership of Girls and Adolescents" emerged as a place that seeks to provide safe spaces for girls where they are not discriminated against or judged, are offered tools to expand their opportunities and develop their decision-making skills, and to reduce risks of violence, and prevention of pregnancies and marriages at an early age. The girls' leadership school aims to:

- *Question the power relations and in turn build the girls' social, economic, political and personal assets;*
- *Strengthen their abilities to make decisions about their future and develop their sense of self-esteem and self-worth; and*
- *Build confidence in their ability to control their lives.*

With regards to celebrating staff diversity and inclusion, there are six mechanisms specifically referenced in the GIR survey: Office G&I Champions Group, Mentoring for Staff, Counseling for Staff, Office Networks for Staff from Specific Groups, Celebrations and Recognition, and After-Hours/Social Gatherings. Global averages suggest that these mechanisms are "sometimes" or "rarely" in place. There is little variability between regions, suggesting there may be room for improvement globally. Other noted areas for improvement in celebrating staff diversity and inclusion include:

- *While there is targeted recruitment of ethnic minorities, there is no disclosure around LGBTIQ+ staff. This would be an opportunity for the creation of a safe space in the workplace.*
- *Leadership finds recognition of SOGIESC challenging, as it has to do with staff's personal lives that are seen as confidential.*
- *Some celebratory mechanisms were previously in place, but have stopped following staffing changes.*
- *After-hours social gatherings are not necessarily inclusive, as they may exclude members of staff with responsibilities outside the working hours.*

The graphs in Figure 5 show the frequency of mechanisms used to celebrate staff diversity and inclusion. Office Networks for Staff from Specific Groups is the most ill-balanced in responses, with 35 offices stating these networks are never in place, and only one office (El Salvador) stating the networks are always in place. Two other mechanisms of note are Mentoring for Staff and After-Hours/Social Gatherings, which had five offices each respond that the mechanisms are "always" in place. The offices that indicated "always" for Mentoring for Staff are: China, AU, EU, Rwanda, and Guinea. For After-Hours/Social Gatherings, the five offices that indicated "always" are Indonesia, Zimbabwe, Lebanon, Rwanda, and El Salvador.

The GIR asked offices to provide at least one example of how their office celebrates and supports diversity and inclusion among staff. Several responses are highlighted on pages 22-23 of this report.

FIGURE 5A. OFFICE G&I CHAMPIONS GROUP

Always (17)
Very Often (11)
Sometimes (16)
Rarely (8)
Never (21)
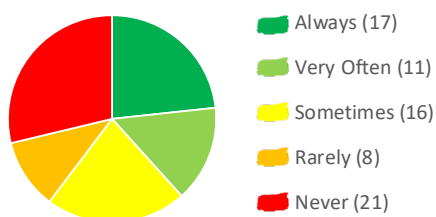
FIGURE 5B. MENTORING FOR STAFF

Always (5)
Very Often (12)
Sometimes (22)
Rarely (20)
Never (14)
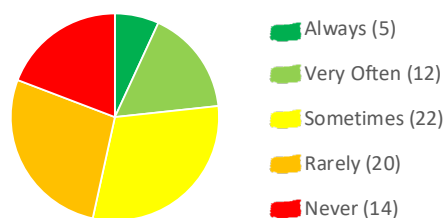
FIGURE 5C. COUNSELLING FOR STAFF

Always (11)
Very Often (14)
Sometimes (29)
Rarely (11)
Never (8)
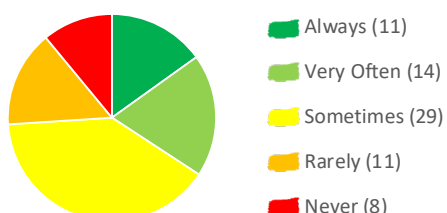
FIGURE 5D. NETWORKS FOR STAFF FROM SPECIFIC GROUPS

Always (1)
Very Often (7)
Sometimes (12)
Rarely (18)
Never (35)
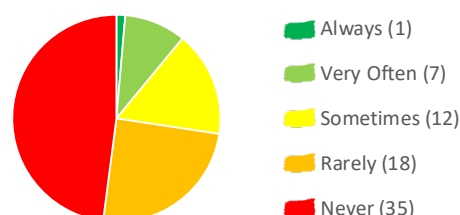
FIGURE 5E. CELEBRATIONS & RECOGNITION

Always (12)
Very Often (17)
Sometimes (19)
Rarely (15)
Never (10)
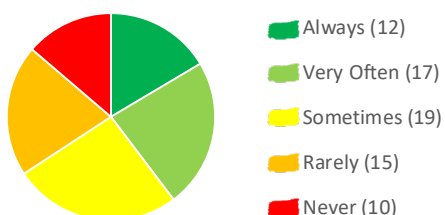
FIGURE 5F. AFTER-HOURS/SOCIAL GATHERINGS

Always (5)
Very Often (11)
Sometimes (31)
Rarely (17)
Never (9)
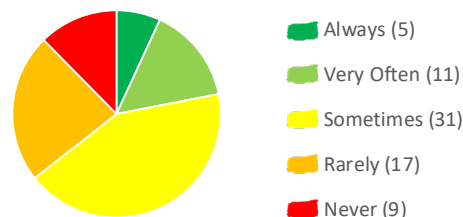
FIGURES 5A-5F. USE OF MECHANISMS SUPPORTING & CELEBRATING DIVERSITY & INCLUSION

PROMISING INITIATIVES & GOOD PRACTICES:

Protection from Violence

Plan Myanmar, in collaboration with UNICEF, conducted a "Violence Against Children" study in Kachin State, as part of our Adolescent Development Project, with adolescents in both IDP and host communities. The goal was to discover and identify the specific drivers of violence for these communities, especially violence directed against girls and young women. While the final results of the study are still waiting to be published, it did offer fascinating insight to both Plan staff and partners on how various cultural, social, and socioeconomic factors play a role in driving violence towards children and adolescents. This has already led to reprogramming efforts by Plan Myanmar in order to address these issues, with the final results to feed into tailored Champions of Change modules focusing on preventing and ending violence against girls and young women.

Photo courtesy of Plan International's Facebook: https://tinyurl.com/RaginiPic

PROMISING INITIATIVES & GOOD PRACTICES:
Celebrating Diversity & Inclusion

Canada
We have a voluntary pronoun identification initiative for official e-mail signatures to avoid mis-gendering staff and to create a respectful environment. We are also putting in place a cross-functional GE&I Champions Group.

UK
We have a new GE Impact Award at the annual staff award celebration.

Brussels
Staff mentoring is always available.

Guatemala
The Annual Plan Day Celebration recognizes years of service to staff, as well as outstanding achievements of staff members. Team integration workshops are held based on the diversity of its members.

WACA Hub
We have an annual retreat to celebrate staff.

ROA Hub
Since FY18, annual in-person retreats for ROAH staff are held at least once a year, where teamwork capacities are strengthened, staff are recognised, and regional achievements are celebrated.

Sierra Leone
Office Gender Champions Group mentors other staff and supports the G&I Policy.

Ecuador
"Well done" messages are sent to all staff, recognizing people for their achievements or outstanding actions, including those that have to do with gender equality and inclusion.

Bolivia
The program implementation areas recognize local diversity and inclusion initiatives, and gender committees work to strengthen the capacity of health authorities and service providers.

Mali
Female staff members receive messages of merit recognition and encouragement to move to positions of responsibility from their supervisor.

Paraguay
Promote social activities where men and women are equally integrated into activities that are traditionally separated by gender (i.e. baby showers and football).

Togo
We've established a pool of trainers on the Champions of Change Establishment of G&I focal points.

- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Regional Hubs
- National Orgs
- Liaison Offices

RESULTS OF REVIEW
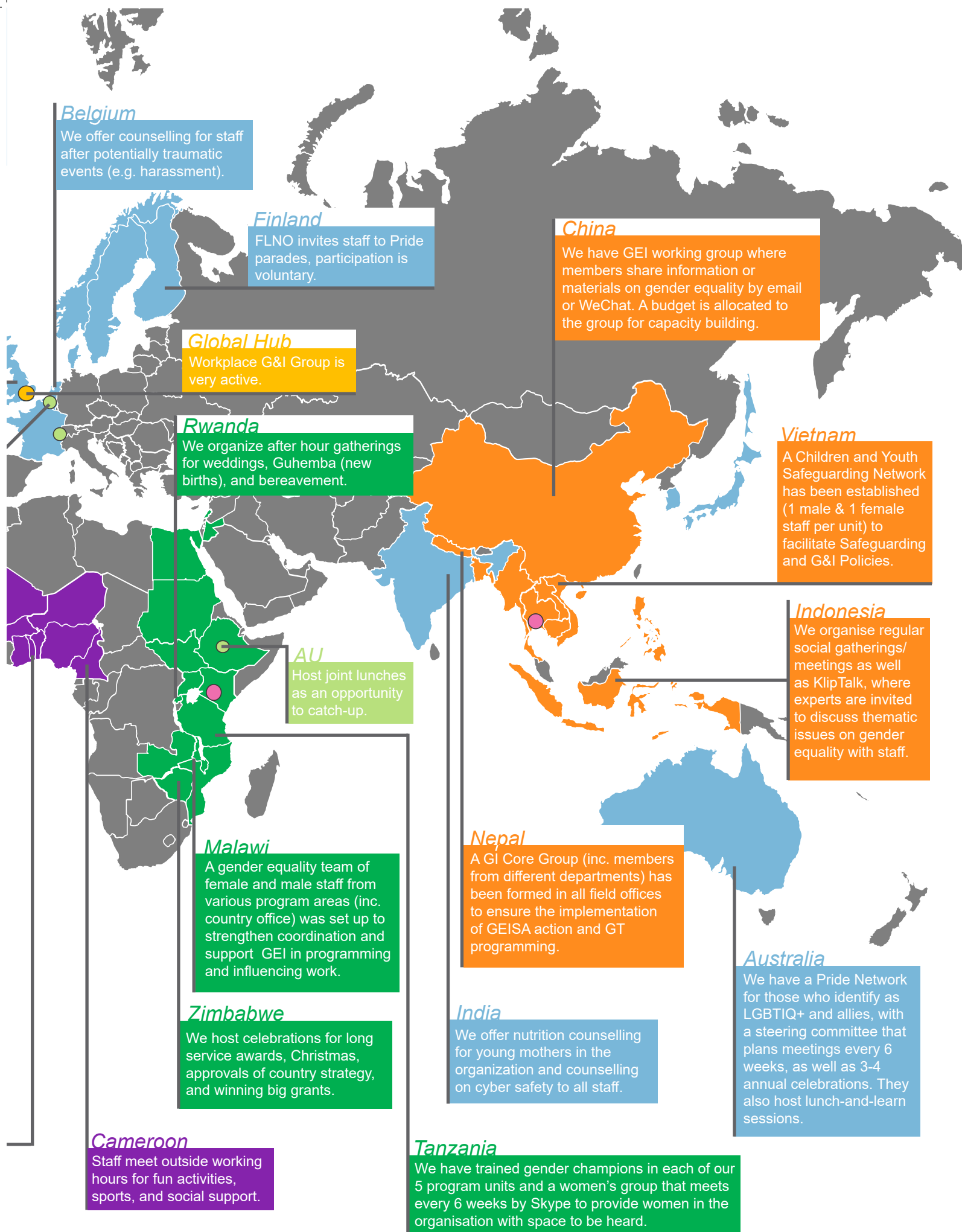
Belgium
We offer counselling for staff after potentially traumatic events (e.g. harassment).

Finland
FLNO invites staff to Pride parades, participation is voluntary.

China
We have GEI working group where members share information or materials on gender equality by email or WeChat. A budget is allocated to the group for capacity building.

Global Hub
Workplace G&I Group is very active.

Rwanda
We organize after hour gatherings for weddings, Guhemba (new births), and bereavement.

Vietnam
A Children and Youth Safeguarding Network has been established (1 male & 1 female staff per unit) to facilitate Safeguarding and G&I Policies.

Indonesia
We organise regular social gatherings/ meetings as well as KlipTalk, where experts are invited to discuss thematic issues on gender equality with staff.

AU
Host joint lunches as an opportunity to catch-up.

Nepal
A GI Core Group (inc. members from different departments) has been formed in all field offices to ensure the implementation of GEISA action and GT programming.

Malawi
A gender equality team of female and male staff from various program areas (inc. country office) was set up to strengthen coordination and support GEI in programming and influencing work.

Australia
We have a Pride Network for those who identify as LGBTIQ+ and allies, with a steering committee that plans meetings every 6 weeks, as well as 3-4 annual celebrations. They also host lunch-and-learn sessions.

Zimbabwe
We host celebrations for long service awards, Christmas, approvals of country strategy, and winning big grants.

India
We offer nutrition counselling for young mothers in the organization and counselling on cyber safety to all staff.

Cameroon
Staff meet outside working hours for fun activities, sports, and social support.

Tanzania
We have trained gender champions in each of our 5 program units and a women's group that meets every 6 weeks by Skype to provide women in the organisation with space to be heard.

2.2.2 MONITORING GEI INTEGRATION

As part of PI's commitment to GEI integration, offices are required to complete an office-wide assessment known as a Gender Equality and Inclusion Self-Assessment (GEISA). Its purpose is:

- *To assess progress and performance on how and why gender equality issues are being addressed in Plan International programming, partnerships, and internal organisational structures and processes;*

- *To develop practical and concrete recommendations for integrating gender equality within programming, partnerships, and organisational processes; and,*

- *To promote enthusiasm, commitment, and greater awareness for working on gender equality in order to build a more gender responsive workforce.*

Of the FY19 GIR reporting offices, 61 (84%) had completed a GEISA since 2011. This is an increase from GIR FY14, at which time only 53% of reporting offices had completed a GEISA. The most recent GEISA processes for each office can be seen in Figure 6 below. Further breakdowns of GEISA processes by office type can be found in Appendices 4.3 - 4.9.

Never (13)
Belgium, Central African Republic, Denmark, EU, Geneva, Hong Kong, Japan, Korea, Nigeria, Norway, ROA, South Sudan, Sweden

2011 (1)
Tanzania

2012 (1)
Sudan

2013 (9)
Australia, Burkina Faso, Ethiopia, Ghana, Malawi, Netherlands, Niger, Rwanda, UK

2014 (8)
Benin, China, Finland, Global Hub, Indonesia, Myanmar, Sierra Leone, Timor-Leste

2015 (6)
ARO, France, MEESA, Nicaragua, WACA, Zimbabwe

2016 (9)
AU, Egypt, El Salvador, Guinea-Bissau, Honduras, Mali, Philippines, Thailand, Vietnam

2017 (7)
Cambodia, Canada, Ecuador, Guatemala, Kenya, Mozambique, Uganda

2018 (15)
Bolivia, Cameroon, Colombia, Dominican Republic, Guinea, Haiti, India, Ireland, Jordan, Laos, Lebanon, Liberia, Nepal, Paraguay, Zambia

2019 (4)
Bangladesh, Peru, Senegal, Togo

FIGURE 6. MOST RECENT GEISA PROCESS BY YEAR

In addition to office assessments, it is also important to consider the extent to which GEI has been integrated overall, and the perceived commitment to GEI by PI's leadership. Respondents were asked to appraise the extent of senior leadership's[3] commitment to GEI (see Figure 7). Overall, the global results were very positive, with the responses "very often" and "always" making up 50% or more of every category.

Always   Sometimes   Never
Very Often   Rarely
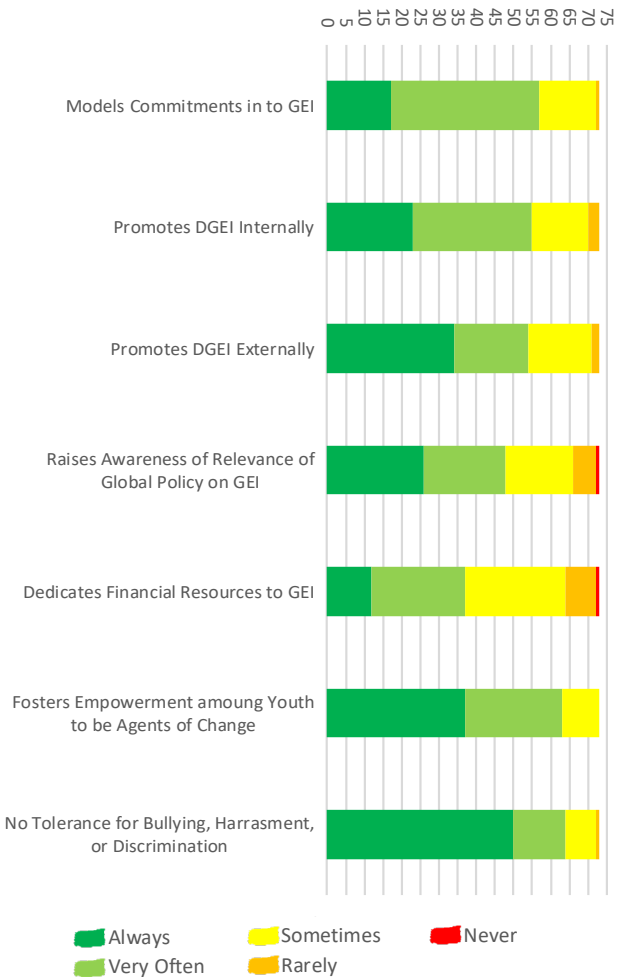
FIGURE 7. EXTENT OF COMMITMENT TO GEI BY SENIOR LEADERSHIP

When asked for specific ways that senior leadership demonstrate their commitment to GEI, the following responses were provided:

- *Hiring a more diverse workforce, particularly a gender specialist;*

- *Addressing GIR issues in national meetings;*

- *Advocating for GEI public policy/social change;*

- *Considering GEI in annual appraisals; and*

- *Supporting the creation of a safe space for female staff and of a universal washroom.*

PI has also worked to integrate GEI into human resources policies and procedures and the FY19 GIR asks respondents to rate the extent to which they believe this has been achieved. Overall, the global averages were positive; however, average responses for four categories (Talent Management & Succession Planning, Remuneration, Pay Review, and Performance Management) vary significantly by office type (see Figure 8), indicating potential areas for improvement. This speaks to a lack of clarity on what integrating GEI in HR practices actually means.

Taking GEI down to the individual level, respondents were asked to rate the frequency of GEI integration in Individual Accountability Plans (IAPs). Globally, the average response was that GEI is integrated into IAPs 41-60% of the time (see Table 2 for a breakdown by office type). Of the responding offices, 13 responded that GEI was integrated in IAPs 0-20% of the time, and 12 reported 81-100% of the time.
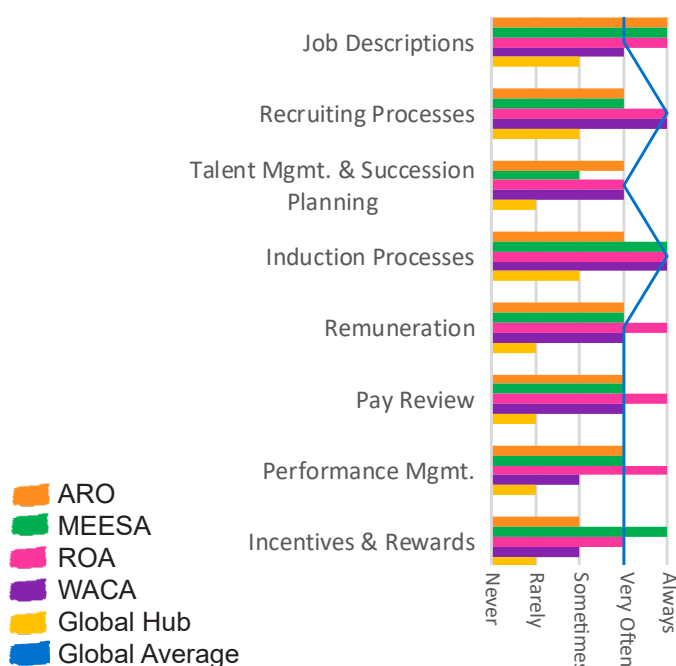
FIGURE 8. GEI INTEGRATION IN HR POLICIES BY REGION

TABLE 2. AVERAGE GEI INTEGRATION IN IAPS

REGION	INTEGRATION	REGION	INTEGRATION
ROA	61 – 80%	MEESA	21 - 40%
LIAISON OFFICES	61 – 80%	WACA	21 - 40%
ARO	41 - 60%	GLOBAL HUB	21 - 40%
REGIONAL HUBS	41 – 60%	NATIONAL ORGS	21 – 40%

PROMISING INITIATIVES & GOOD PRACTICES:
Skills and Opportunities for Youth Employment & Entrepreneurship (SOYEE)

With the Sister Create project, Plan Senegal aimed to strengthen the promotion of girls' rights through training, music, art and media. By developing and encouraging the use of creative skills to convey messages to their peers, local decision-makers, and the community at large, the project provided girls with opportunities to learn communication skills, build self-esteem and confidence and express their opinions in the presence of adults or other duty bearers, thus promoting them as citizenship actors.

Photo courtesy of Plan International Senegal's Facebook: https://tinyurl.com/PISenegalPic

2.2.3 STAFF TRAINING

An essential part of integrating GEI into PI's daily work is staff training. GIR participants were asked to indicate the extent to which specific processes or mechanisms were in place to support staff learning and reflection of GEI. All responding PI offices indicated that Regular Staff Meetings take place and are utilized as a mechanism for GEI promotion. Other popular support mechanisms include Information Exchange Sessions (only 3% indicating "never") and Funding for Participation in External Conferences/Exchange Visits (only 4% indicating "never"). The least frequently used mechanisms for promoting GEI learning and reflection opportunities were Staff Coaching/Mentoring (14% indicating "never") and Reading Circles (48% indicating "never"). GIR participants were asked to provide specific examples of processes/mechanisms their offices use to promote staff learning on GEI. Specific examples provided include:

- *Weekly/monthly meetings on GEI*
- *Reflection sessions*
- *Trainings for managers/mentors*
- *WhatsApp group for female staff to share their thoughts, experiences, and solutions*
- *Feminist library/book clubs*

PI has prioritized GEI training/action learning since the introduction of the global strategy, *100 Million Reasons*. Specifically, *Planting Equality 2.0* and

Champions of Change for Gender Equality and Girls' Rights have provided training opportunities for staff development. Figure 9 below shows the total number of staff per office type that have participated in these (and other) trainings since *100 Million Reasons*. As of FY18, the total number of staff trained via *Champions of Change* was 758 and *Planting Equality 2.0* was 3,605. This data may not be directly comparable to the FY19 data, for a number of reasons which may include staff turnover, different responding offices, and the non-existence of the "other" response category in the FY18 GIR.

When asked about the results of these trainings/action learning activities, respondents primarily focused on the impact on gender equality, with minimal reference to other aspects of inclusion. Most offices noted that training had positively impacted their offices in one or more of the following ways:

- *Awareness of Gender Related Issues & Inclusion: Most respondents stated that their staff's knowledge around issues such as reproductive rights and sexual violence greatly increased with trainings. By being aware of the barriers and issues various identities face, the staff are able to be more sensitive and inclusive in their work and through leadership;*
- *Behavior/Attitude Improvements: Respondents expressed positive changes in attitude and behavior from staff after trainings. This can be seen through inclusive language that is gender friendly, and increased feelings of*

CHAMPIONS OF CHANGE
Global Total: 1,048*
158 261 367 90 126

OTHER GEI TRAINING
Global Total: 2,823*
623 429 648 321 705

PLANTING EQUALITY
Global Total: 3,327*
602 715 625 703 458

Legend:
■ ARO
■ MEESA
■ ROA
■ WACA
■ National Orgs

*Global Totals include data from all reporting offices, including those not reflected by the indicated office types.

FIGURE 9. TOTAL NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE 100 MILLION REASONS

safety. Offices that noted improved behavior and attitude stated this directly correlated with increased gender equality;

- *Implementation of Gender Approaches in Projects/Programming: Another commonality among respondents was their ability to utilize the information from trainings to help strengthen the quality of their gender transformative programming and influencing work.*

Specific examples of ways in which the training and action learning activities have impacted their offices can be seen below. Additional examples based on office type are reflected in Appendices 4.3-4.6, 4.8, and 4.9.

- *Increased Understanding & Knowledge of Gender: created gender-sensitive programming; prioritized gender in objectives & planning; supported the training of others; changed individual understandings, values, & behaviours; and linked with other global initiatives;*

- *Actions & Tools for Implementation of Gender Awareness: action plans; women's leadership pathways; project design, planning, implementation, monitoring, & evaluation; programming for vulnerable groups; and adoption of gender-friendly & inclusive language.*
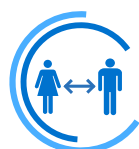
SECTION 2.3
PROGRAMMING & INFLUENCING

2.3.1 PROGRAMME PARTICIPANTS

In 2017, Plan International adopted a new organisational purpose and theory of change as part of *100 Million Reasons*—its global strategy—which puts gender equality and the persistent development challenges facing girls at its core. PI has grown from being child-centered and community-focused to recognising that programmes must impact young people over 18 years of age, work at multiple levels, and be active across humanitarian and development contexts. PI partners with and influences a wide range of players to catalyse sustainable, transformative change at scale.

In order to ensure that PI is achieving these goals, it is essential that data collected from programming and influencing activities is disaggregated, to provide a deeper analysis of PI's beneficiaries.

FIGURE 10A. BY SEX

All (89%)
Some (8%)
None (3%)

FIGURE 10B. BY AGE

All (67%)
Some (28%)
None (3%)
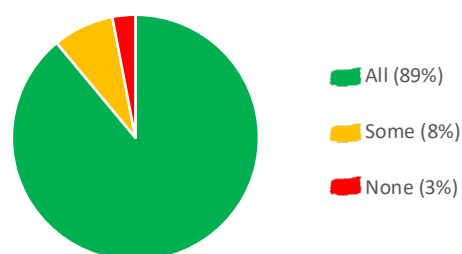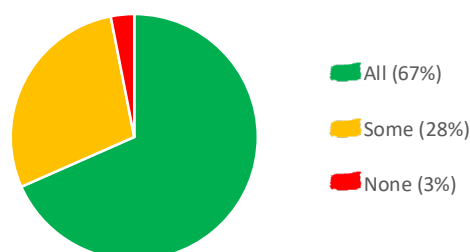
FIGURE 10C. BY DISABILITY

All (10%)
Some (78%)
None (13%)
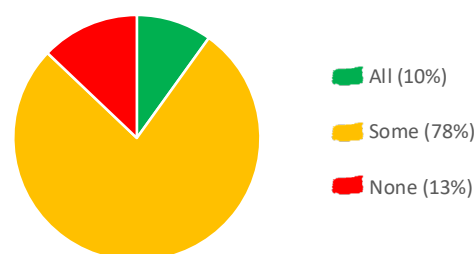
FIGURES 10A-10C. DISAGGREGATION POTENTIAL OF DATA

The GIR currently asks whether data can be disaggregated by the categories of sex, age, and disability (see Figure 10). From FY18 to FY19, there has been notable improvement in terms of the ability to disaggregate all data by sex (6% increase) and age (7% increase), however the potential to disaggregate by disability has decreased by 10%.

Beyond sex, age, and disability, data is disaggregated in several ways. The most common is disaggregation based on ethnicity and/or location. Other categories used included education level, religion, wealth status/income, and nationality. Disaggregated data varies widely among regions and countries depending on the context. For instance, some countries mentioned the collection of ethnicity data, but others mentioned the tension of doing so. Additionally, some categories, such as caste, are collected in a few countries but are less applicable to others.

Plan International is committed to making a lasting impact on the lives of the most vulnerable and excluded children. In order to monitor how Plan International's programming and influencing is addressing inclusion, the FY19 GIR specifically asked about the frequency of support available for vulnerable and excluded groups (see Figure 11).
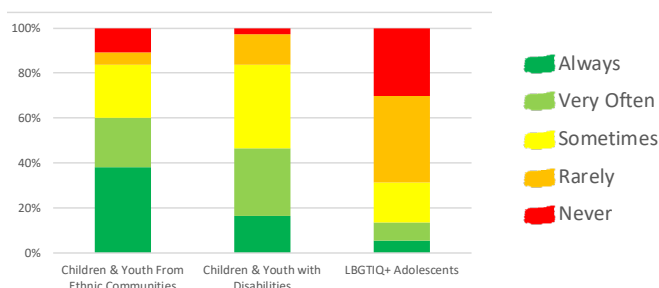
FIGURE 11. TOTAL FREQUENCY OF SUPPORT INTEGRATION FOR VULNERABLE & EXCLUDED GROUPS

Overall, global averages indicate that respondents felt that support for Children and Youth from Ethnic Communities was integrated "very often" (see Figure 12). Support for Children and Youth with Disabilities was "sometimes" integrated and support for LGBTIQ+ Adolescents was "rarely" integrated in programmes.
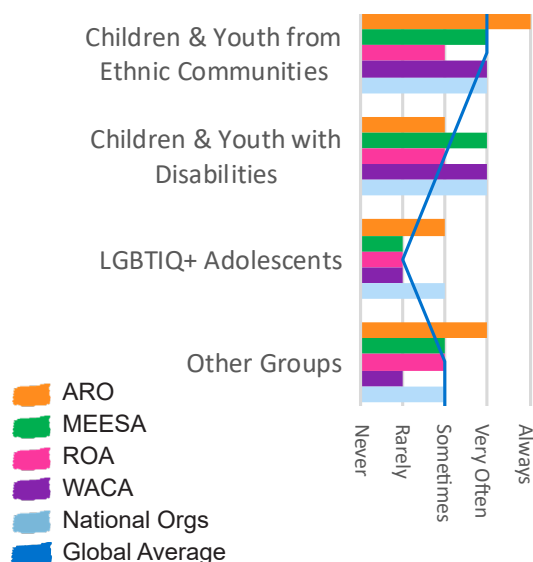
FIGURE 12. AVERAGE FREQUENCY OF SUPPORT INTEGRATION FOR VULNERABLE & EXCLUDED GROUPS

Respondents were encouraged to provide other examples of vulnerable and excluded groups they support. Named groups include:

- *Young and/or single parents;*
- *Migrants/refugees;*
- *Young people living in poverty (inc. homeless);*
- *Those that have experienced gender-based violence and/or trafficking;*
- *Orphans;*
- *Fathers and/or male caregivers;*
- *Female heads of household;*
- *Persons with Albinism;*
- *Persons with HIV/AIDS.*

2.3.2 GENDER TRANSFORMATIVE PROGRAMMING

Looking deeper at vulnerable and excluded groups, Plan International has identified that a gender transformative approach ensures the work results in positive changes and sustainable outcomes for girls and young women, and for society more broadly. Working proactively with boys and young men to champion gender equality is part of this approach.

As part of the FY19 GIR, responding offices were asked to identify the number of gender transformative (GT) Country Strategy Objectives. Globally, 200 of the 274 objectives identified were considered GT (see Figure 13 for a breakdown by region).

FY19 GIR respondents were also asked to identify the number of current GT Programming & Influencing Projects. Globally, of 1,717 projects, 726 were identified as being GT (see Figure 14 for a breakdown by region).

When compared with FY18, the global percentage of GT projects remained the same. ARO and WACA offices overall had a significant increase in the percentage of GT projects in FY19, whereas other office types (ROA, MEESA, and National Organisations) experienced a significant decrease. Moving forward, it is expected that the Gender Transformative Marker tool will help standardize how projects' contributions to gender transformative change are evaluated, measured, and compared. In addition to GT objectives and projects, FY19 GIR respondents were asked about the extent to which influencing activities contributed to change. Figure 15 (see page 30) demonstrates the views of the respondents on eleven key activities.
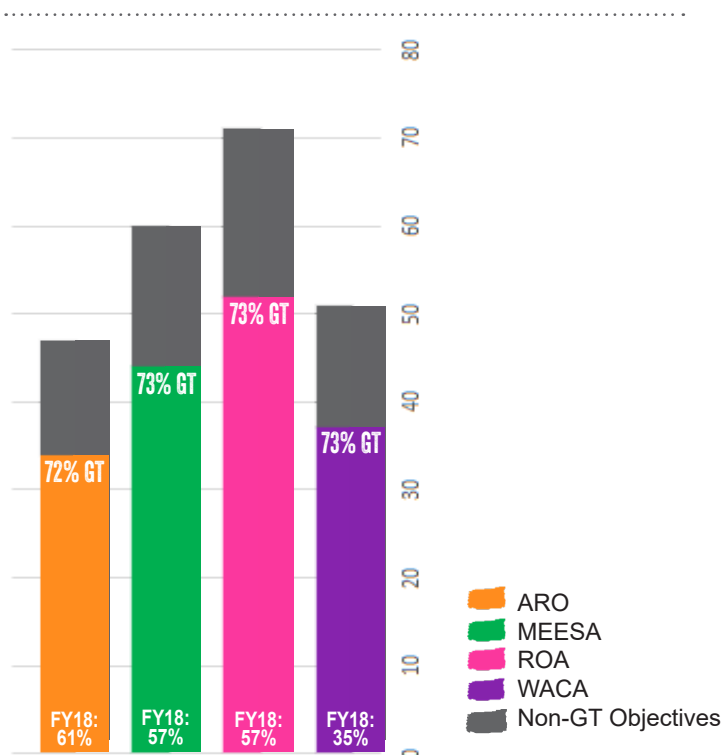
FIGURE 13. GT OBJECTIVES OF TOTAL P&I OBJECTIVES

Legend:
- ARO
- MEESA
- ROA
- WACA
- Non-GT Objectives

Bar labels: 72% GT (FY18: 61%), 73% GT (FY18: 57%), 73% GT (FY18: 57%), 73% GT (FY18: 35%)
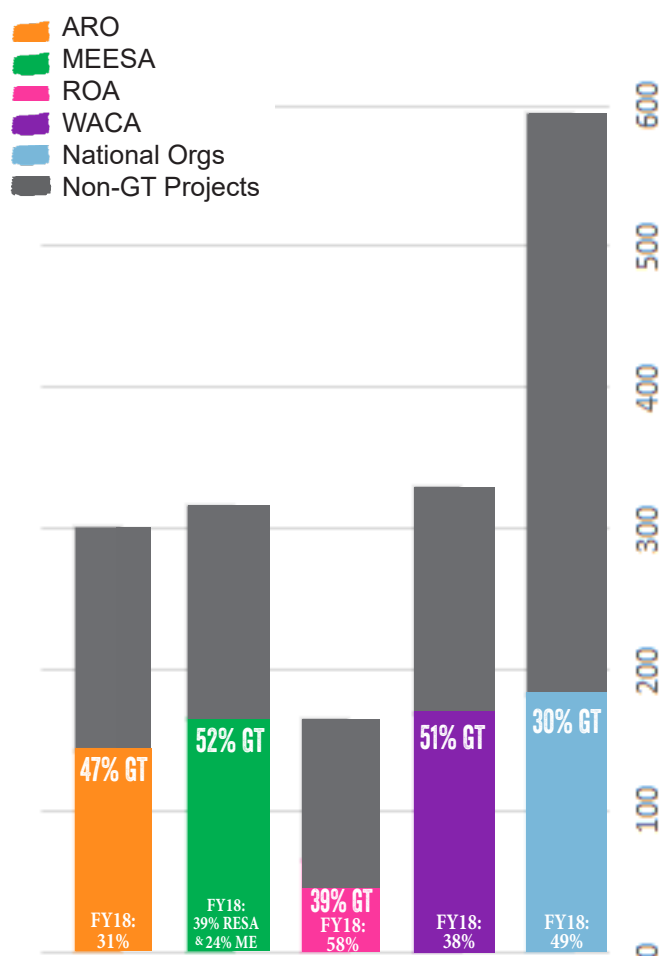
FIGURE 14. CURRENT GT P&I PROJECTS

Legend:
- ARO
- MEESA
- ROA
- WACA
- National Orgs
- Non-GT Projects

Bar labels: 47% GT (FY18: 31%), 52% GT (FY18: 39% RESA & 24% ME), 39% GT (FY18: 58%), 51% GT (FY18: 38%), 30% GT (FY18: 49%)

PROMISING INITIATIVES & GOOD PRACTICES:

Girls, Boys, and Youth as Active Drivers of Change (LEAD)

Research on Forced and Early Child Marriages and Unions (MUIFT) is helping to open spaces for advocacy at the regional level. The ROA Regional Hub will continue to:

- *Advance unified terminology and a shared understanding of the causes and impacts of marriage and unions in our region;*
- *Coordinate efforts to influence states to improve information and data collection systems and pay special attention to the 10-14 age group; and*
- *Take regional insights into global discussions and highlight the specific characteristics of Latin American experiences, such as talking about forced unions, the importance of choice, desire and sexual autonomy of girls and adolescents, and the role of violence as the driving force behind the problem.*

Legend:
- Always (dark green)
- Very Often (light green)
- Sometimes (yellow)
- Rarely (orange)
- Never (red)

Chart categories (top to bottom):
- Providing a gender analysis of policies, laws & budgets
- Advocating for structural changes that support GE
- Using advocacy to change gender stereotypes & social norms that foster traditional gender roles
- Engaging young people, particularly girls & young women, in your influencing work
- Engaging the wider public to support girls' rights
- Using strategic communications that promote gender equality and girls' rights
- Submitting evidence & recommendations in review/ accountability mechanisms (inc. CRC & CEDAW)
- Promoting girls' and women's access and control over resources
- Influencing for the provision of comprehensive inclusive, gender and age responsive basic services
- Influencing for development, resourcing & realisation of social protection for the most vulnerable & excluded
- Strengthening language on girls' rights in national, regional & international policy making bodies

FIGURE 15. CONTRIBUTIONS TO GT CHANGE BY INFLUENCING ACTIVITIES

Additional information pertaining to the impact on GT change by influencing activities included:

- *Our influencing work is evidence-based and is led by girls and young people (Zimbabwe)*
- *We utilized a Feminist Participatory Action Research approach in recent Girls' Education research and policy work in the Solomon Islands (Australia)*
- *PI has positioned itself as a leader on the rights of children (particularly the equality of girls) and coordinates with public authorities at the local, regional, and national levels (Nicaragua)*

- *We contribute to the submission of evidence, recommendations in the review and accountability mechanisms, especially the CRC, through joint work with the Children Coalition (Rwanda)*
- *PI led in the establishment of RENAPEF (Reseau National pour la promotion de l'Egalite pour les filles en RCA), a network comprised of over 40 organisations (including INGOS and national organisations), ministry representatives, and UN agencies dedicated to advancing girls' rights (Central African Republic)*
- *Our country's political context limits our work in this area (Laos)*
- *Our main target audience are officials and politicians and not the general public (EU)*

Plan International Country Offices and National Organisations are encouraged to place catalytic investments across four GT programme models: *Champions of Change*, *Safer Cities for Girls*, *18+ Ending Child Marriage*, and *GT Early Childhood Development*. Of reporting offices, 75% have investments in *Champions of Change*, 32% in *Safer Cities for Girls*, 67% in *18+ Ending Child Marriage*, and 56% in *GT Early Childhood Development.* See Figures 16A-D for a graphic representation of these investments across office types in FY18 and FY19.

Other catalytic investments in FY19 included:

- *Powering the Movement (MEESA Regional Hub)*
- *Plan2Inclusivize (Ireland)*
- *Gender and Wash Monitoring Tool (Australia)*
- *Gender responsive teacher training and pedagogy (Malawi)*
- *Gender responsive adolescent friendly health services (Canada)*
- *Gender in Emergencies (Australia, Rwanda)*
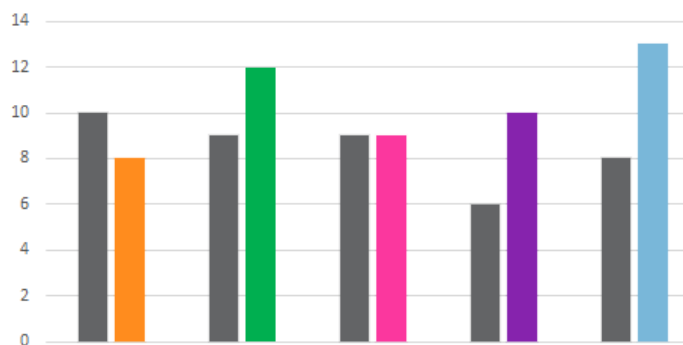
FIGURE 16A. CATALYTIC INVESTMENTS IN CHAMPIONS OF CHANGE
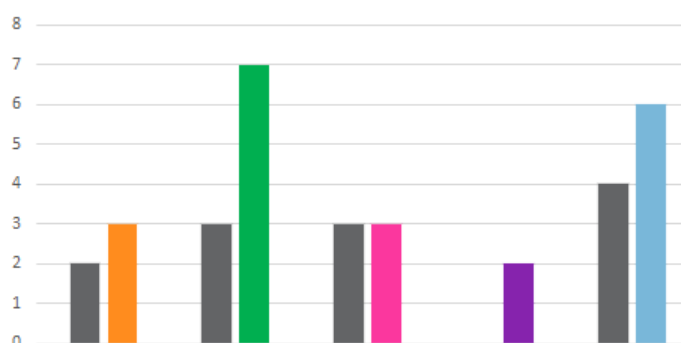
FIGURE 16B. CATALYTIC INVESTMENTS IN SAFER CITIES FOR GIRLS
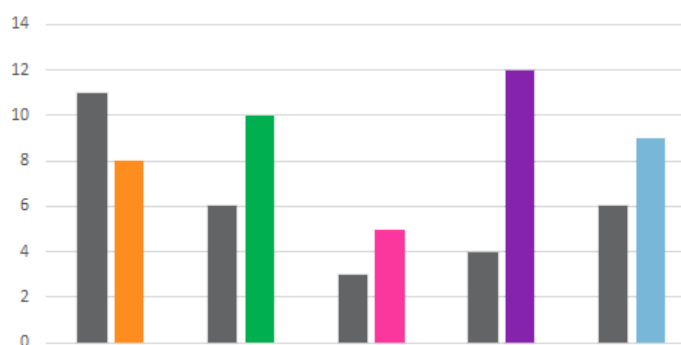
FIGURE 16C. CATALYTIC INVESTMENTS IN 18+ ENDING CHILD MARRIAGE
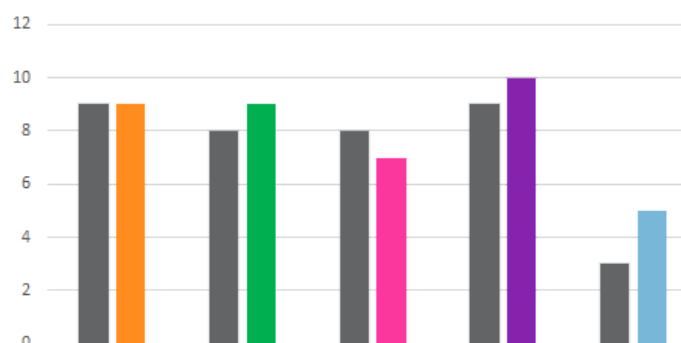
FIGURE 16D. CATALYTIC INVESTMENTS IN GT EARLY CHILDHOOD DEVELOPMENT

Legend:
- ARO
- MEESA
- ROA
- WACA
- National Orgs
- FY18

PROMISING INITIATIVES & GOOD PRACTICES:

Inclusive, Safe Quality Education

Plan International Zimbabwe is implementing a 10 Million Girls Education Program, targeted at the most marginalised and excluded groups of girls with very low numerical and literacy levels. The program is using Champions of Change to build girls' agency and voice, engage men and boys, and to create positive social norms and gender equality. The program is promising, as girls are realising their right to education. The project addresses barriers to girls' education and ensures the inclusion of girls with disabilities and those that are most marginalised.

SECTION 2.4
MARKETING & COMMUNICATIONS

In the FY18 GIR, Country Offices were asked to rate the extent of their commitment to gender equality, girls' rights, and inclusion in their marketing, fundraising, and sponsorship communications. The FY19 GIR revises the way that information relating to gender equality, girls' rights, and inclusion in marketing, fundraising, sponsorship, and media messaging was solicited. The FY18 data is not directly comparable to the current GIR process, and as a result Table 3 (below) has been included for reference. In FY18, 87% PI offices indicated a commitment to GEI "always" or "very often."

TABLE 3. COMMITMENT TO GEI IN MARKETING, FUNDRAISING, & SPONSORSHIP (FY18)

REGION	ALL	MOST	FEW	NONE
ARO	33% (2)	50% (3)	17% (1)	0% (0)
RESA + ME	14% (1)	86% (6)	0% (0)	0% (0)
ROA	13% (1)	75% (6)	13% (1)	0% (0)
WACA	22% (2)	56% (5)	22% (2)	0% (0)

2.4.1 MARKETING & FUNDRAISING

In order to provide more information on the distinction between gender equality/girls' rights and inclusion in marketing and fundraising messages, the FY19 GIR asked two separate questions. When asked about the commitment to gender equality/girls' rights in marketing and fundraising messages, the majority of responding offices (87%) indicated "very often" or "always." When asked the same about inclusion, the "very often" or "always" responses were only selected 51% of the time (Figure 17 reflects global response rates).

FY19 GIR respondents were also asked to provide examples of each type of commitment. The examples provided for the commitment to GE & GR fit broadly into four categories: 1) systemic effort to include gender; 2) fundraising resources focused on gender equality mission; 3) use of digital tools; and 4) specific campaign or events. Examples included:

- *All marketing and fundraising messages*

include explanations and concrete examples about gender equality (through education and vocational training)

- *Incorporate discussion with corporate partnerships about the gender transformative approach of Plan International programs*
- *Use of website to mobilize education on girls' rights and situation while acknowledging the diversity through specific articles/pages on specific topics*
- *Belgium's campaign "Stop violence against girls: Strive for a world where girls and young women can move freely & safely"*

Fewer examples were provided regarding the commitment to inclusion in marketing and fundraising messages. In this category, a majority of respondents focused on specific examples of inclusion, and some respondents noted that they are in the process of implementing inclusion in their marketing strategies or actively looking to make their marketing more inclusive. Other examples of the commitment to inclusion in marketing and fundraising included:

- *Messages and photos on social media promote participation of marginalized groups such as indigenous people and people with disabilities.*
- *Taking an intersectional approach to ensure that excluded vulnerable groups (such as LGBTIQ+ youth) are valued and respected.*
- *Ensure the use of inclusive language in gender issues and other conditions of exclusion.*
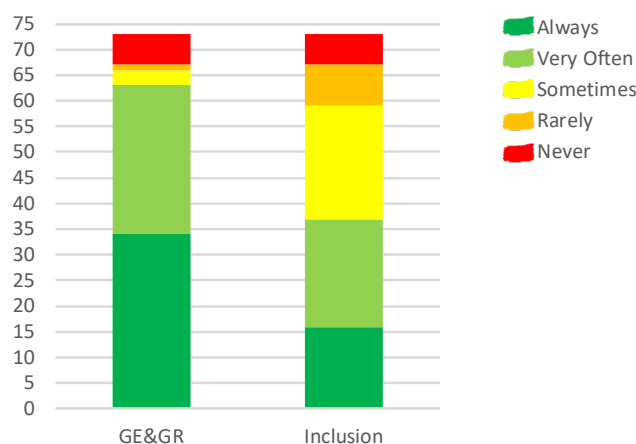
FIGURE 17. FY19 COMMITMENT TO GE, GR, AND INCLUSION IN MARKETING & FUNDRAISING MESSAGES

2.4.2 SPONSORSHIP

Keeping with the breakdown used in marketing and fundraising messaging, the extent to which sponsorship messages support GE & GR was again separated from the commitment to inclusion. Results were again positive, with 74% of responding offices indicating "very often" or "always" for commitment to GE & GR, and 58% indicating the same for inclusion (see Figure 18).

The examples provided for the commitment to GE & GR with sponsorship messaging fit into three categories: 1) enrollment efforts to incorporate girls, 2) specific campaigns and documents around gender equality, and 3) funding for girls programming. Some specific examples included:

- *Enroll at least 60% girls in Sponsorship Commitments*
- *Urban Programme that promotes young women's agency and decision-making capacity*
- *The Children's Voice monthly newsletter shares content regarding gender equality with schools*
- *Sponsorship programmes contribute a sustainable funding source for project activities/ initiatives*
- *Sponsorship Commitments allow us to implement projects that result in behavioural change around issues of gender equality*

Regarding the commitment to inclusion in sponsorship messaging, the overarching themes are: 1) inclusion in enrollment that focuses on vulnerable children often specifically about disability, 2) use of resources and implementation of facilities to aid those in need, as well as 3) devoting research and data collection toward understanding their populations. Some examples provided by respondents were:

- *Sponsorship team enrolls children who are marginalized, socially excluded, stateless, from ethnic minority groups, and/or have disabilities*
- *Provides schools with Braille training, water and sanitation facilities, and assistive technologies for students with disabilities*
- *Conducted a feasibility study on inclusion in rural communities*
- *Promote inclusion in terms of access to quality education, child protection, economic empowerment, and community participation*
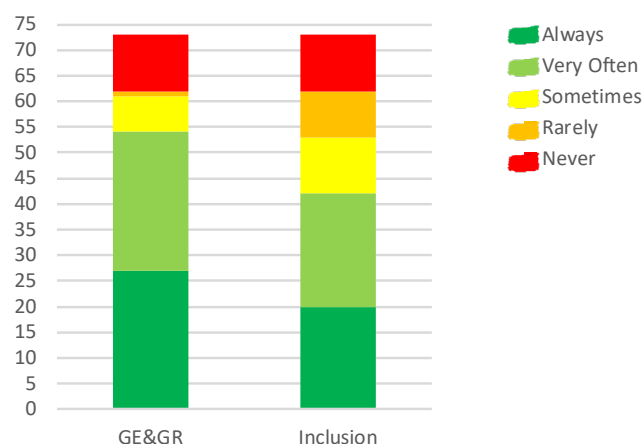
FIGURE 18. FY19 COMMITMENT TO GE, GR, AND INCLUSION IN SPONSORSHIP MESSAGES

2.4.3 CAMPAIGN & MEDIA MESSAGING

An overwhelming majority of respondents stated that their office is gender sensitive, inclusive, and respectful when it comes to media messages with 67% responding "always." These messages center around 1) empowerment, 2) breaking stereotypes, and 3) supporting local activists and women. Some specific examples included:

- *Focus on girls' power/potential impact, rather than individual issues*
- *Reinforce women as communicators through audio-visual materials, T shirts, etc.*
- *Promoting the idea that children can be who they want and push back against gender norms*
- *Communications focused on success stories of girls and women*
- *Utilization of digital media, such as videos, to showcase the work of activists*
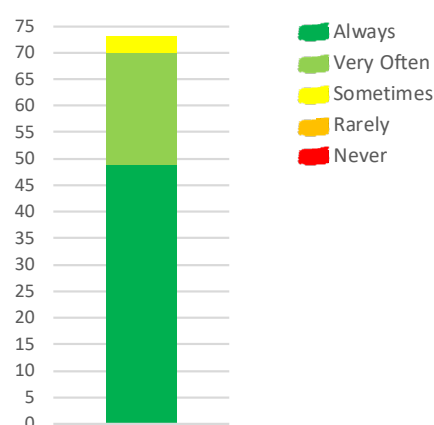
FIGURE 18. FY19 COMMITMENT TO GE, GR, AND INCLUSION IN MEDIA MESSAGES

MOVING FORWARD

SECTION 3.1
OVERVIEW OF GIR

The FY19 GIR is the sixth iteration of the Gender & Inclusion Review. The following recommendations have been informed by the survey responses, and prepared by the Gender Equality and Inclusion team, Human Resources, and Global Assurance in collaboration with the Center for Gender in Global Context (GenCen) at Michigan State University.

Responding offices around the globe were positive about the present state of gender and inclusion at Plan International. Overall, responses trended positively in all priority areas foundational to the *Global Policy on Gender Equality and Inclusion*; however, there is still room for growth moving forward. The following recommendations have been broken out into five categories: Senior Leadership's Commitment to GEI; Offices & Staff; Programming & Influencing; Marketing & Communications; and Future GIR Processes.

SECTION 3.2
SENIOR LEADERSHIP'S COMMITMENT TO GEI

PI staff recognize the importance of the senior leadership's commitment to promoting GEI integration, and the FY19 GIR saw marked improvements in the perceptions of their actions. In establishing these commitments, senior leadership is creating a strong foundation for continued advancement of GEI throughout the organisation.

SECTION 3.3
OFFICES & STAFF

Plan International recognizes the value of a diverse workforce, and has put in place a number of initiatives to foster inclusive environments. Respondents also reported that integrating GEI efforts had strengthened a deep commitment to equality and inclusion in their own practices. However, they raised three key challenges regarding GEI integration: 1) aligning all new projects with the gender transformative approach; 2) adapting pre-existing projects in line with the gender-transformative approach; and 3) embedding the GT approach at all levels of work. In order to achieve gender transformative goals, respondents reported a need to improve training, communication, and feedback loops to support continuous improvement in gender transformative efforts.

SECTION 3.4
PROGRAMMING &INFLUENCING

Throughout the FY19 GIR, responding offices highlighted the importance of partnerships and coalitions to achieving gender transformative goals. Respondents firmly believed that GT programming has created new pathways to empowerment and that sustaining this work will be critical, but also challenging. Some noted challenges include: 1) limited funding and resource allocation for gender transformative programming; 2) short term projects don't provide opportunities to achieve sustainable

Photo courtesy of Plan International's Facebook: https://tinyurl.com/PIPainting

impacts; 3) programmes are not addressing root causes of gender inequality; 4) lack of long-term budgeting and planning; 5) limited high-level expertise on gender equality and inclusion; 6) limited staff capacity and experience in working in conflict-sensitive environment; 7) difficulty in sourcing external expertise and gender transformative research consultants; 8) high staff turnover; and 9) lack of communication strategies for social and behavioral change.

SECTION 3.5
MARKETING & COMMUNICATIONS

The restructuring of the FY19 GIR questions highlighted different levels of commitment to gender equality/girls' rights (GE/GR) versus that of inclusion. While this is an improvement in data quality, it raises questions in addressing this gap. Overall, respondents emphasised the importance of marketing and communications to the success and sustainability of GT efforts. Specifically, respondents highlighted the importance of both internal and external communication to engage others and build commitment/solidarity in gender transformative work.

SECTION 3.6
GIR PROCESS

The GIR process is essential to continued advancement of gender equality, girls' rights, and inclusion, as it establishes an opportunity to self-reflect and review progress. While the process has continued to improve with each iteration, there is still room for development.

Most revisions to GIR questions implemented in FY19 are viewed positively, but there is still room to build on these changes.

There were concerns about the GIR being a consensus exercise, as some felt this worked against inclusion by keeping marginalized opinions from being reflected. In small teams, it is nearly impossible to avoid supervisors/supervisees being part of the same meeting, limiting the flow of discussion and the ability to provide honest answers. Several people also raised concern that it was not a safe space, as it required answering sensitive questions publicly, and that additional power dynamics came into play, such as the conversation being dominated by native English speakers.

We are ensuring gender mainstreaming and inclusion in the recruitment of staff, partners and service providers.

Our office is developing a new country strategy with a stronger gender and inclusion focus.

We have included gender equality and a GT approach as a priority in our transformation workshop.

MOVING FORWARD 35

FY19 GIR RECOMMENDATIONS

PLAN INTERNATIONAL SENIOR LEADERSHIP TEAM

SHOULD...

| provide strategic direction in addressing gaps identified in the FY19 GIR process | invite staff to determine how feminist leadership principles are embedded across organisation | recognize & address the ongoing issue of resistance to gender inclusivity at structural and cultural levels. |

OFFICES & STAFF

Scale up targeted measures in supporting women's leadership, particularly in areas where gender imbalances persist, and challenge gender stereotypes across the organisation through talent development programmes, career progression pathways and unconscious bias training.

Ensure staff awareness of the Sexual Harassment, Bullying, & Discrimination Policy and the Global Code of Conduct; and provide sufficient resources to investigate allegations of violations.

Cultivate a diverse workforce with the right technical competencies by 1) ensuring that the role profiles across all functions include gender and inclusion competencies, 2) ensuring application forms are bias free, and 3) insisting that shortlists are inclusive of women, young professionals, persons with disabilities and individuals who identify as LGBTIQ+.

Promote staff engagement in the GEISA process and support accountability mechanisms for action plans.

EMBED GEI COMMITMENTS THROUGH ENSURING...

1 annual budgets include adequate funds for staff learning

2 staff learning is linked to performance management

3 all staff have GEI commitments in their IAPs

ACCELERATE

action learning for all Plan staff and partners using Planting Equality 2.0 and supplementary modules (i.e. Defy Normal, Adolescents in All their Diversity, Disability Rights) by end of FY21 and establish robust monitoring and impact mechanisms.

Conduct an analysis of key global policies to strengthen GEI considerations; align parallel implementation and monitoring mechanisms; and encourage offices to invest adequate resources in implementing gender- and family-friendly policies/practices.

PROGRAMMING & INFLUENCING

Systematically assess all projects using the GT Marker and use results to inform programme management decisions.

Adopt tools and resources such as the Gender, Age and Inclusion Analytical Framework, Planting Equality 2.0 and the Practice Note on Disability Data Collection among others to strengthen the quality of gender transformative programming and influencing.

Key global teams (HR, DRM, GIP, GIRL), National Organisations, and Country Offices recruit and resource gender and inclusion technical staff including relevant specialisms as appropriate to the context.

Review and prioritise partnership portfolios with feminist organisations, youth organisations, representative organisations and other like-minded organisations that share our commitment to gender equality and inclusion.

Increase investment in the development and scale up of global flagship programme models (e.g. Champions of Change and Safer Cities).

Ensure the commitment to gender equality, girls' rights and inclusion is embedded in all phases of Country Transformation processes.

Strengthen the collection and analysis of data on gender, age and disability in all M&E Frameworks and systems to inform progress towards our gender transformative commitments.

Develop an organisation-wide position on LGBTIQ+ inclusion building on the momentum generated by recent initiatives and demand from staff.

MARKETING & COMMUNICATIONS

Develop action learning material on Gender Transformative Communications to strengthen staff capacity.

Develop guidance and minimum standards on language and accessibility.

Align the new global commitments, particularly the two on gender equality and inclusion with the six elements of gender transformative change.

Integrate an intersectional focus in the Girls Get Equal campaign strategies and Powering the Movement initiatives to advance the GT agenda.

ANALYSIS AND REPORT CREATED BY
Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

SECTION 4

APPENDICES

SECTION 4.1
NOTES

1. Appendix 4.2 includes all relevant definitions needed for this report, supplied by Plan International.

2. National Organisation participation in the GIR is not mandatory, however, participation is up from 61% to 80%. The National Organisations that didn't participate in the FY19 GIR are as follows:

- Germany - due to other reports and priorities;
- Switzerland - due to 50% staff turnover this year;
- Spain/Italy - no reason given; and
- the United States - prioritizing MERL capacity and focus, and strengthening how they track and enhance gender in programming.

3. The definition of senior leadership was available to respondents as a footnote with the FY19 GIR: "Senior leadership is defined as members of the highest leadership team reporting to CD/ND/RD/CEO within an office." CD/ND/RD/CEO are not defined within the survey documentation.

SECTION 4.2
ACRONYMS & DEFINITIONS

4.2.1 ACRONYMS

AoGD	Areas of Global Distinctiveness
AU	African Union Liaison Office
ARO	Asia Regional Offices
BF	Breast-feeding/Pumping Facilities
EDI	Equity, Diversity, & Inclusion
EU	European Union Liaison Office
FF	Family Friendly
FT	Flexi-Time
FY	Fiscal Year
G&I	Gender & Inclusion
GCC	Global Code of Conduct
GDI	Gender Development Index
GE/GR	Gender Equality/Girls' Rights
GEI	Gender Equality and Inclusion
GEISA	Gender Equality and Inclusion Self-Assessment
GH	Global Hub
GIR	Gender and Inclusion Review
GLC	Global Leadership Conference
GPG	Gender Pay Gap
GT	Gender Transformative
HBDP	Harassment, Bullying, & Discrimination Policy
HR	Human Resources
HROD	Human Resources & Organisational Development
IAP(s)	Individual Accountability Plan(s)
IT	Infant Travel
KPI	Key Performance Indicator
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Questioning, and More
LT	Global Hub Leadership Team
ME	Middle Eastern Offices (former region)
MEESA	Middle East, Eastern and Southern Africa Offices

MERL	Monitoring, Evaluation, Resolution, and Learning
OIC	Onsite Infant or Childcare Facilities
PI	Plan International
PL	Parental Leave Beyond National Legislation
RESA	Region of Eastern and Southern Africa Offices (former region)
ROA	Regional Offices of the Americas
RW	Remote Work
SHBD	Sexual Harassment, Bullying, & Discrimination
UW	Universal Washroom
WACA	Western and Central Africa Offices
WARO	Western Africa Regional Offices (former region)

4.2.2 TERMS & DEFINITIONS

Diversity acknowledges that each individual is unique. It means recognising, accepting, celebrating and finding strength in individual differences such as gender, age, nationality, race, ethnicity, ability, sexual orientation, socio-economic status, religious beliefs, political beliefs, or other ideologies.

Empowerment is a strategy to increase girls' agency over their own lives, and their capacity to influence the relationships and social and political conditions that affect them. Lack of power is one of the main barriers that prevent particularly girls and young women from realising their rights. This can be overcome by a holistic and sustainable strategy of empowerment, involving girls, boys, and young people in changing gender norms to the benefit of all. Gender-based empowerment is a core strategy of any effective work promoting GEI.

Exclusion is the process that prevents certain individuals or groups from fulfilling their rights. Exclusion is caused by inequality in the distribution of resources and power, by inequality in the value assigned to different groups, and by the social norms that perpetuate these differences. These causes are interlinked and compound each other.

Gender reflects the norms, expectations and beliefs about the roles, relations and values associated with different genders, including female and male, in a specific society. Gender plays a significant role in defining relationships and power dynamics between and among people, and in shaping people's barriers and opportunities. In most societies there is a binary understanding of gender (with just two options - 'female' and 'male', or 'feminine' and 'masculine').

This does not accurately reflect people's diverse identities and tends to make invisible some of the specific forms of exclusion faced by LGBTIQ+ people.

Gender equality means that all persons, regardless of their gender, enjoy the same status in society; have the same entitlements to all human rights; enjoy the same level of respect in the community; can take advantage of the same opportunities to make choices about their lives; and have the same amount of power to shape the outcomes of these choices. Ultimately, promoting gender equality means transforming the power relations between women and men, girls and boys and individuals with different gender identities in order to create a more just society for all.

Gender identity refers to how an individual feels about their own gender. Individuals may identify as male, female or as something else and their gender identity may or may not be the same as the sex that they were assigned at birth. Everyone has a gender identity and expresses their gender in a unique and personal way.

Gender justice is the ending of inequalities between females and males, which result in women's and girls' subordination to men and boys. It implies that girls and boys, women and men have equal access to and control over resources, the ability to make choices in their lives, as well as access to provisions to redress inequalities, as needed. A commitment to gender justice means taking a position against gender discrimination, exclusion and gender-based violence. It focuses on the responsibility to hold duty bearers accountable to respect, protect and fulfill human rights, including of girls and women.

Taking a **Gender Transformative Approach** means that we explicitly tackle the root causes of gender inequality in all our work. Together with girls, boys, women, and men, we work strategically at three dimensions of change: norms, attitudes and behaviours; social and economic resources and safety nets; and policy frameworks and budgets. We make global, regional and national efforts to influence and programme for adequate protection of girls' rights and the promotion of measures and strategies that advance their strategic interests. There are 6 elements to our Gender Transformative programming and influencing (see image on next page).

Girls' Rights are covered by both the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). However, even though girls face particular risks and barriers to the realisation of their rights and have specific

needs that require special protection under law, the binding international human rights framework rarely explicitly spells out their specific rights.

Inclusion is about bringing people into a process in a meaningful manner, improving the terms for individuals and groups to take part in society and to fully enjoy their rights, and understanding how intertwined the roots of different forms of exclusion are. Inclusion involves improving the opportunities available to youth who are excluded on the basis of the social groups they identify with or are associated with, as well as respecting their dignity.

Each individual can have many identities that impact on how they interact with and are viewed by society. Unpacking these **intersecting identities** is key to understanding discrimination and exclusion.

LGBTIQ+ includes those who identify as lesbian, gay, bisexual, transgender or intersex (LGBTI) or those who have questions about their sexual orientation and/or gender identity (Q). Sexual orientation and/or gender identity is a spectrum of identities, characteristics, expressions and behaviours. Please note that while the term LGBTIQ+ is increasingly understood and used in different regions on the world, in many countries other terms may be preferred by LGBTIQ+ persons to self-identify.

The term **"persons with disabilities"** is used to apply to all persons with disabilities including those who have long-term physical, mental, intellectual or sensory impairments that, in interaction with various attitudinal, environmental and institutional barriers, hinder the full realisation of their rights as well as their full and effective participation in society on an equal basis with others.

Sexual orientation is a continuum that refers to each person's capacity for profound emotional, affectional and sexual attraction to, and/or intimate and sexual relations with, individuals of a different gender, the same gender, or more than one gender.

Social norms are shared beliefs about what is typical and appropriate behaviour in a group of people, including women, girls, men and boys. Social norms are like informal rules, which also influence (and are influenced by) formal rules such as laws and regulations. Norms shape expectations and attitudes and can sustain and prescribe gender inequality. Around the world, social norms on gender shape the unequal status of women and girls and the expectations of their role in society.

Foster an **enabling environment** where all stakeholders work together to support children & youth on their journey towards gender equality.

Understand & address how gender norms influence children throughout their **life course**, from birth through to adulthood.

Work to strengthen girls' & young women's **agency** over the decisions that affect them, by building their knowledge, confidence, skills, & access to/ control over resources.

6 ELEMENTS OF GENDER TRANSFORMATIVE PROGRAMMING & INFLUENCING

1

2

6

3

5

4

Work with & support boys, young men, & men to embrace **positive masculinities** & to promote gender equality, while also achieving meaningful results for themselves.

Improve the **conditions** (daily needs) & **social position** (value or status) of girls & young women.

Consider girls, boys, young women, & young men in all their **diversity** when identifying & responding to their needs and interests.

ASIA REGIONAL OFFICES

Data Report from FY19 GIR - Appendix 4.3

Objectives on gender equality and inclusion are integrated in ARO Individual Accountability Plans **41-60%** of the time, which is consistent with the **global average**.

AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0
Global Average: 46 (30%)

- ARO 55 (31%)
- MEESA 51 (26%)
- ROA 63 (43%)
- WACA 50 (28%)
- Global Hub 130 (37%)

Other GEI Training
Global Average: 39 (25%)

- ARO 57 (33%)
- MEESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- Global Hub 50 (14%)

Champions of Change
Global Average: 15 (10%)

- ARO 16 (9%)
- MEESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- Global Hub 0 (0%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
- Women's leadership pathways
- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
- Disaggregated data collection
- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
- Improved internal complaint mechanisms

MOST RECENT GEISA PROCESSES

- 2014 (Myanmar, China, Timor-Leste, Indonesia)
- 2016 (Phillipines, Vietnam, Thailand)
- 2017 (Cambodia)
- 2018 (Laos, Nepal)
- 2019 (Bangladesh)

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

High Awareness
Moderate Awareness
Low Awareness
Not in Place
Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

COUNTRY STRATEGY OBJECTIVES

On average, the number of **ARO** Country Strategy Programme and Influence Objectives is **4.3** (5.0*), and of these, **1.9** (2.3*) are gender aware and **3.1** (3.6*) are gender transformative. The average percentage of **ARO** gender transformative objectives (60%) is consistent with 2018.

GEI INTEGRATION IN...

Legend: ARO, MEESA, ROA, WACA, Global Hub, Global Average

Categories: Job Descriptions, Recruiting Processes, Talent Mgmt. & Succession Planning, Induction Processes, Remuneration, Pay Review, Performance Mgmt., Incentives & Rewards

Scale: Always, Very Often, Sometimes, Rarely, Never
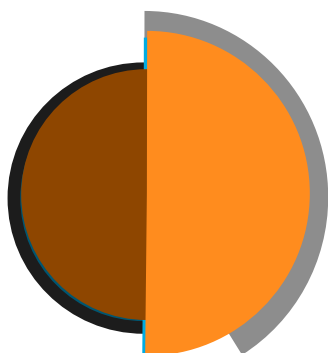
CURRENT PROJECTS

On average, the number of **ARO** current projects is **27.4** (25.4*), and of these, **13.3** (14.3*) are gender aware and **12.9** (10.9*) are gender transformative. The average percentage of **ARO** gender transformative projects has increased since 2018, from 31% to 48%.

global averages

PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Legend: ARO, MEESA, ROA, WACA, Global Average

Categories: Children & Youth from Ethnic Communities, Children & Youth with Disabilities, LGBTIQ+ Adolescents, Other Groups
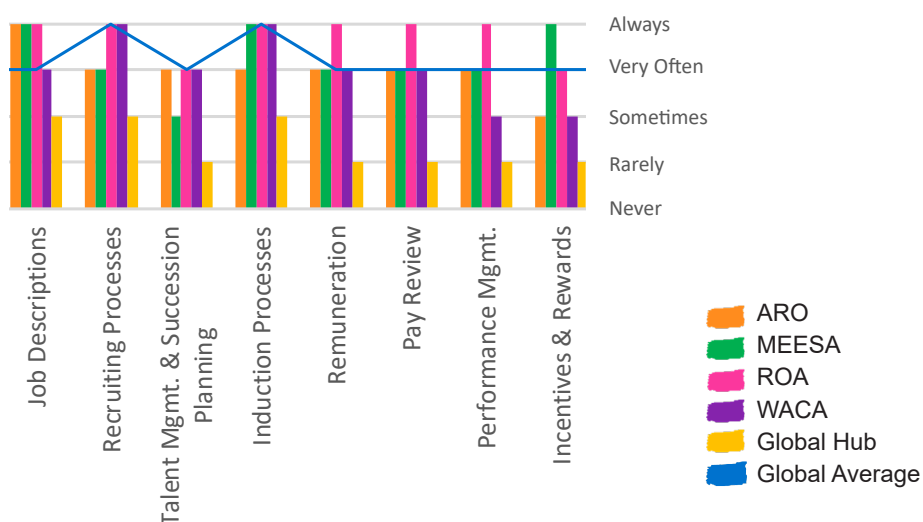
Scale: Always, Very Often, Sometimes, Rarely, Never
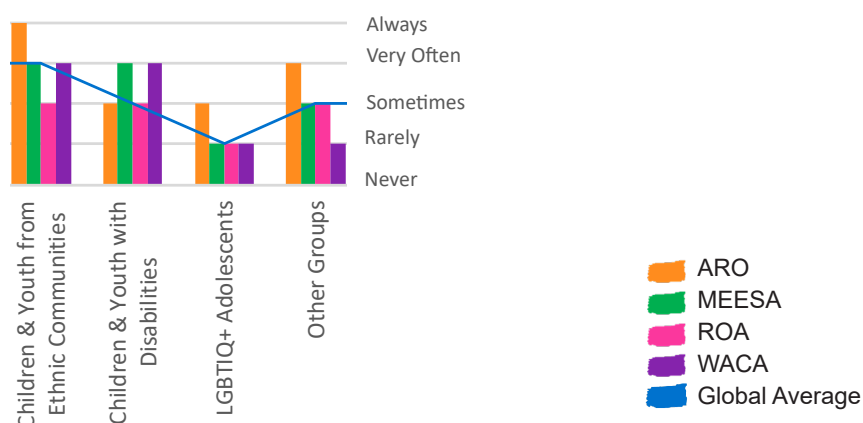
Specific programmes/influencing implemented by **AROs** include:
- Ensuring youth with disabilities are included in all projects
- Incorporating issues related to LGBTIQ+ in training so that partners & stakeholders have better understanding of the issues

On average, **AROs** are implementing or supporting catalytic investments in the following areas: Champions of Change for Gender Equality and Girls Rights; 18+ Ending Child Marriage; and Gender Transformative ECD, which is consistent with the global average. This is a change from 2018, when there were also catalytic investments made in Safer Cities for Girls.

ASIA REGIONAL OFFICES

PLAN INTERNATIONAL

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CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams
Hostile Political Environment
Engaging New Partners

Specific issues identified by AROs include:

- Earlier projects are now falling outside the gender transformative stage, and taking them to the next level is a challenge
- The whole political environment is getting tight, so it is more difficult to implement gender transformative programme
- Gender equality is well-accepted; however, disability, inclusion, and LGBTIQ+ are still at surface-level understanding
- Programme staff do not always have a clear differentiation between gender aware and gender transformative approaches

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

Offices & Staff

- Offer trainings
- Develop user-friendly versions of GEI policy
- Draft new Country Strategy
- Review HR policies/processes
- Install breastfeeding/child-friendly areas
- Develop wellness programmes
- Set up Gender Equality group
- Give opportunities for young women to join PI's workforce

Programming & Influencing

- Develop gender transformative programmes & toolkit
- Review & update proposal design & activities
- Increase partnerships with organisations interested in GEI
- Move projects from gender aware to gender transformative
- Ensure youth are key influencers of PI programmes

Marketing & Communications

- Make internal newsletter more inclusive
- Develop gender themes, checklist, and guidelines for next GGE campaign
- Develop communication strategy/packages
- Integrate communication into programme advocacy, influencing, and implementation
- Create more inclusive IEC materials
- Conduct research on representation
- Participate in (inter)national campaigns

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Chart categories (top to bottom):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment amoung Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

X-axis: Never | Rarely | Sometimes | Very Often | Always

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average
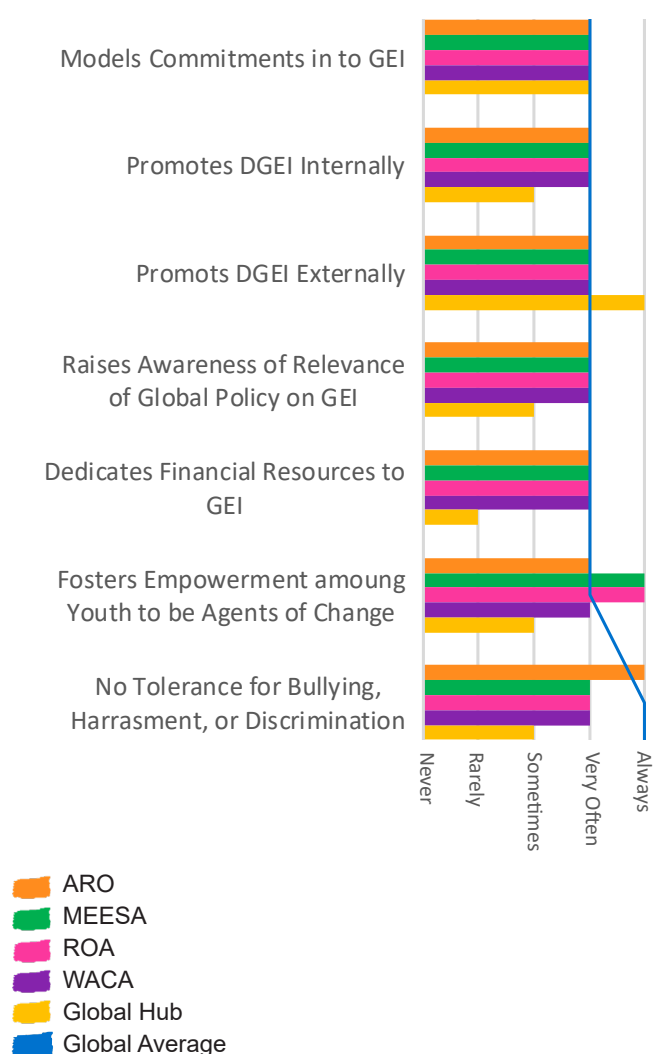
ASIA REGIONAL OFFICES
ARO data includes: Laos, Myanmar, Timor-Leste, Bangladesh, Nepal, Cambodia, Philippines, China, Vietnam, Indonesia, & Thailand

PLAN INTERNATIONAL

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MICHIGAN STATE UNIVERSITY

Objectives on gender equality and inclusion are integrated in MEESA Individual Accountability Plans 21-40% of the time, which is below the global average.

AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0
Global Average: 46 (30%)

- ARO 55 (31%)
- MEESA 51 (26%)
- ROA 63 (43%)
- WACA 50 (28%)
- Global Hub 130 (37%)

Other GEI Training
Global Average: 39 (25%)

- ARO 57 (33%)
- MEESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- Global Hub 50 (14%)

Champions of Change
Global Average: 15 (10%)

- ARO 16 (9%)
- MEESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- Global Hub 0 (0%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
- Women's leadership pathways
- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
- Disaggregated data collection
- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
- Improved internal complaint mechanisms

MOST RECENT GEISA PROCESSES

- Never (South Sudan)
- 2011 (Tanzania)
- 2012 (Sudan)
- 2013 (Ethiopia, Rwanda, Malawi)
- 2015 (Zimbabwe)
- 2016 (Egypt)
- 2017 (Mozambique, Uganda, Kenya)
- 2018 (Zambia, Lebanon, Jordan)

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

- High Awareness
- Moderate Awareness
- Low Awareness
- Not in Place
- Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

COUNTRY STRATEGY OBJECTIVES

On average, the number of MEESA Country Strategy Programme and Influence Objectives is 4.3 (5.0*), and of these, 1.6 (2.3*) are gender aware and 3.1 (3.6*) are gender transformative. The average percentage of RESA gender transformative objectives has increased since 2018, from 57% to 66%.

GEI INTEGRATION IN...

Categories: Job Descriptions, Recruiting Processes, Talent Mgmt. & Succession Planning, Induction Processes, Remuneration, Pay Review, Performance Mgmt., Incentives & Rewards

Scale: Always, Very Often, Sometimes, Rarely, Never

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average
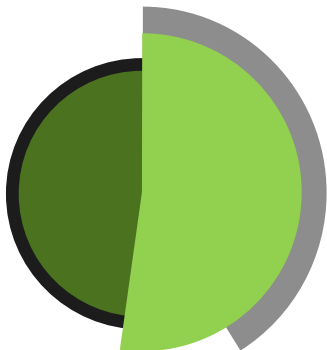
CURRENT PROJECTS

On average, the number of MEESA current projects is 22.6 (25.4*), and of these, 10.5 (14.3*) are gender aware and 11.8 (10.9*) are gender transformative. The average percentage of RESA gender transformative projects has increased since 2018, from 39% to 53%.

*global averages
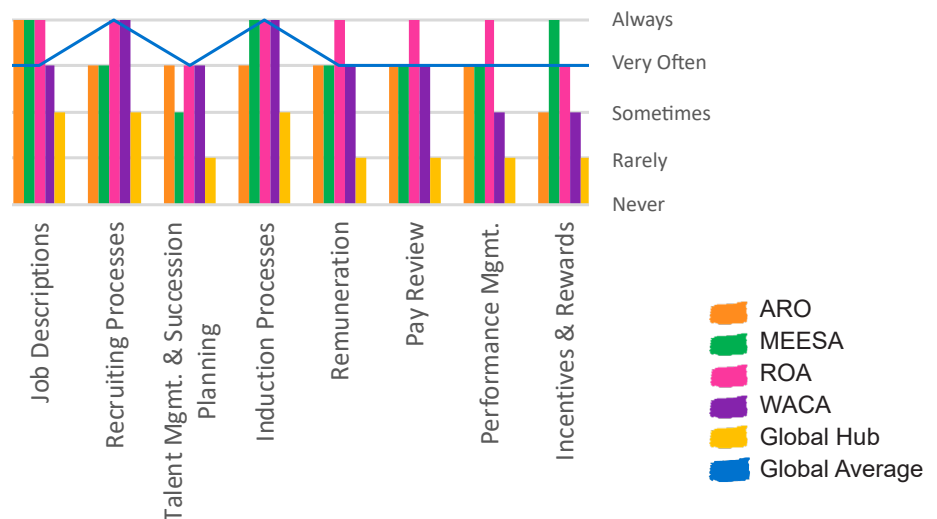
PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Categories: Children & Youth from Ethnic Communities, Children & Youth with Disabilities, LGBTIQ+ Adolescents, Other Groups

Scale: Always, Very Often, Sometimes, Rarely, Never

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Average
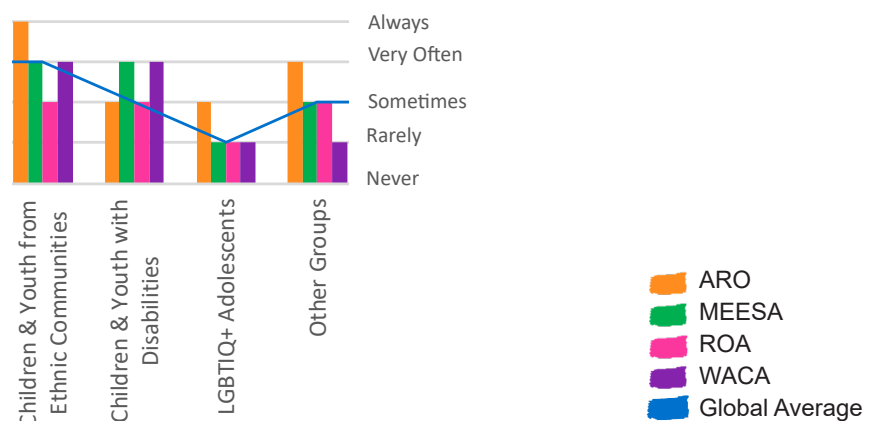
Specific programs/influencing implemented by MEESA offices include:

- Working on numeracy and literacy skillys with marginalised girls who are pregnant, mothers, or married and cannot read and write
- GGE campaign centers around equal power, freedom, and representation for youth (especially female youth)

On average, MEESA offices are implementing or supporting catalytic investments in the following areas: Champions of Change for Gender Equality and Girls Rights; 18+ Ending Child Marriage; and Gender Transformative ECD, which is consistent with the global average, as well as Safe Cities for Girls, which is not part of the global average. These catalytic investments are consistent with those made in 2018.

MIDDLE EAST, EASTERN & SOUTHERN AFRICA

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams
Hostile Political Environment
Staff Turnover & Gender Inequalities

Specific issues identified by MEESA offices include:
- Achieving gender equality in the composition of the organization, particularly in leadership positions, is still below the desired level
- High level of staff turnovers is a challenge
- Limited opportunities for multi-year funding and limited human resources that focus on Gender and Inclusion
- Persisting gender norms, cultures, behaviours, and patriachal systems hinder gender transformative programming

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

OFFICES & STAFF
- Offer trainings
- Review HR policies/processes
- Install breastfeeding/child-friendly areas and universal washrooms
- Improve opportunities for female leadership
- Recruit gender specialists
- Ensure all staff AIPS have GEI
- Monitor trends in skills & attitudes of staff

PROGRAMMING & INFLUENCING
- Revise influencing strategy
- Train program teams and partners
- Test projects using gender marker
- Develop tools and training packages
- Increase engagement of youth in programming and influencing work
- Integrate GGE into influencing

MARKETING & COMMUNICATIONS
- Develop communications strategy
- Implement GGE campaign
- Recruit communications person
- Partner with media outlets
- Engage with the private sector
- Train staff on use of media platforms
- Be more engaged with the youth movement through activities like Ted Talks
- Work with a variety of ambassadors
- Market GTP approach to national level

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (y-axis):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment amoung Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

x-axis: Never | Rarely | Sometimes | Very Often | Always

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average
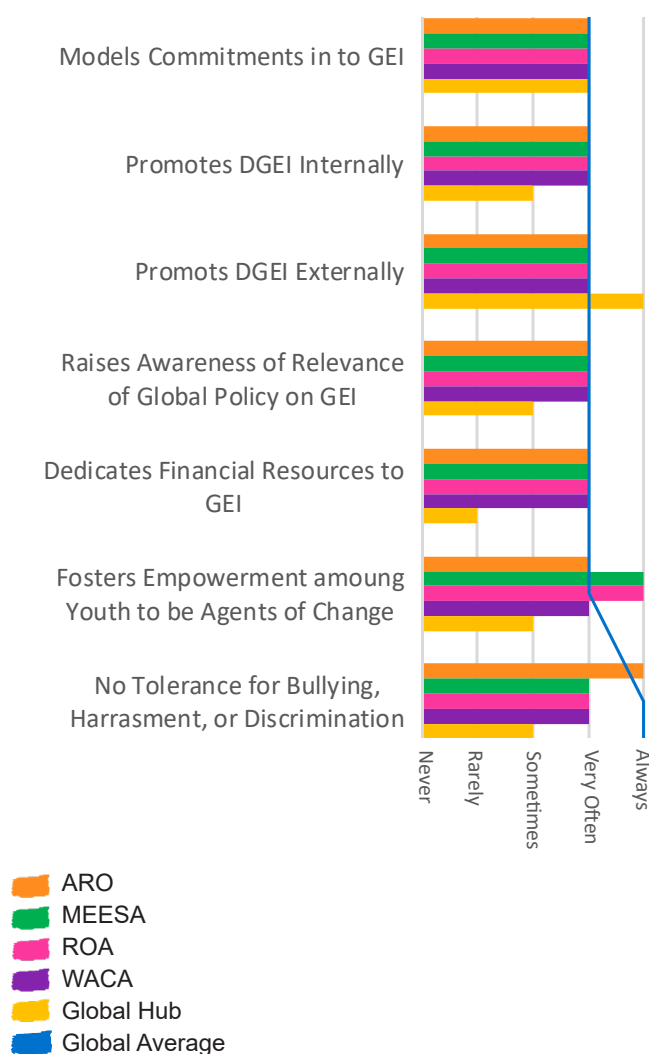
MIDDLE EAST, EASTERN & SOUTHERN AFRICA
MEESA data includes: Zimbabwe, Mozambique, Ethiopia, Tanzania, South Sudan, Zambia, Uganda, Sudan, Egypt, Lebanon, Jordan, Malawi, Rwanda, & Kenya

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

REGIONAL OFFICES OF THE AMERICAS

Data Report from FY19 GIR - Appendix 4.5

Objectives on gender equality and inclusion are integrated in ROA Individual Accountability Plans **61-80%** of the time, which is above the **global average**.

AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0
Global Average: 46 (30%)

- ARO 55 (31%)
- MEESA 51 (26%)
- ROA 63 (43%)
- WACA 50 (28%)
- Global Hub 130 (37%)

Other GEI Training
Global Average: 39 (25%)

- ARO 57 (33%)
- MEESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- Global Hub 50 (14%)

Champions of Change
Global Average: 15 (10%)

- ARO 16 (9%)
- MEESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- Global Hub 0 (0%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
- Women's leadership pathways
- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
- Disaggregated data collection
- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
- Improved internal complaint mechanisms

MOST RECENT GEISA PROCESSES

- 2015 (Nicaragua)
- 2016 (Honduras, El Salvador)
- 2017 (Ecuador, Guatemala)
- 2018 (Bolivia, Dominican Republic, Haiti, Paraguay)
- 2019 (Peru)

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

Legend:
- High Awareness
- Moderate Awareness
- Low Awareness
- Not in Place
- Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

COUNTRY STRATEGY OBJECTIVES

On average, the number of ROA Country Strategy Programme and Influence Objectives is 7.1 (5.0*), and of these, 2.6 (2.3*) are gender aware and 5.2 (3.6*) are gender transformative. The average percentage of ROA gender transformative objectives has increased since 2018, from 57% to 67%.

GEI INTEGRATION IN...

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average

PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Average
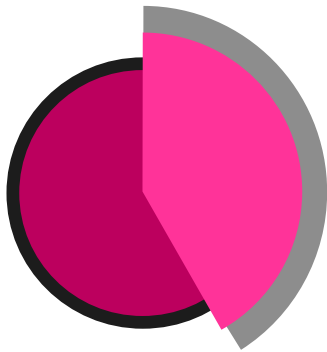
CURRENT PROJECTS

On average, the number of ROA current projects is 16.4 (25.4*), and of these, 9.9 (14.3*) are gender aware and 7.1 (10.9*) are gender transformative. The average percentage of ROA gender transformative projects has decreased since 2018, from 58% to 41%.

global averages
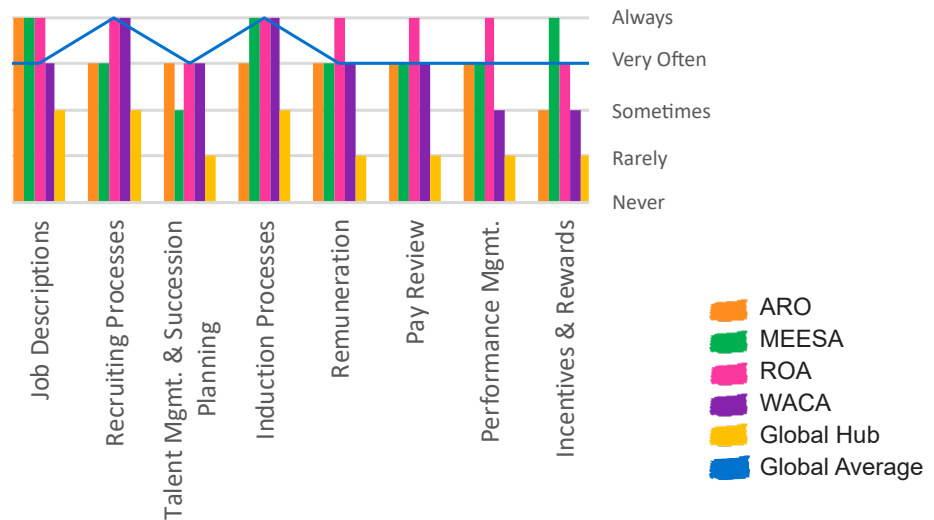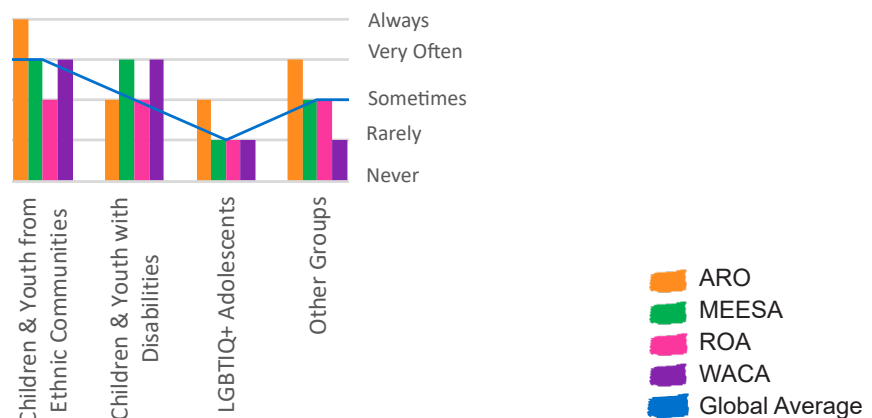
Specific programs/influencing implemented by ROAs include:

- Humanitarian aid projects that have been designed to respond to the needs of young women or adolescent girls
- Construction projects for schools and libraries that include accessible design for people with disabilities, through differentiated bathrooms, ramps, railings, furniture

On average, ROAs are implementing or supporting catalytic investments in the following areas: Champions of Change for Gender Equality and Girls Rights; 18+ Ending Child Marriage; and Gender Transformative ECD, which is consistent with the **global average**. This is a change from 2018, when there were also catalytic investments made in Safer Cities for Girls.

REGIONAL OFFICES OF THE AMERICAS

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams
Cultural Limitations
Staff Turnover

Specific issues identified by ROAs include:

- Patriarchal sociocultural patterns, social conditions, and power dynamics that hinder the implementation of projects and public policies to achieve gender equality
- Resistance from the government
- Positioning of the conservative agenda that has been mobilized to develop narratives against the Gender and Inclusion approach
- Concrete capacity building processes are needed

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

Offices & Staff

- Offer trainings
- Review and update policies/processes
- Install breastfeeding areas and universal washrooms
- Improve opportunities for female leadership
- Conduct assessment of staff GEI-related skills
- Strengthen the mechanisms for feedback on behaviours and practices

Programming & Influencing

- Conduct M&E of GEI in programmes
- Undertake research to inform best practices
- Use gender marker in projects and proposals
- Develop influencing strategy
- Share progress on regional programmes
- Expand work with local networks
- Promote formative spaces for reflection by groups

Marketing & Communications

- Develop communications strategy and share with strategic allies
- Implement awareness and GGE campaigns
- Conduct local fundraising and build loyalty of donors
- Strengthen positioning as reference organisation
- Monitor media partners and subsequently train them in GEI
- Promote communication with inclusive language
- Develop merchandising without stereotypes

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (top to bottom):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment amoung Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

X-axis: Never — Rarely — Sometimes — Very Often — Always

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average
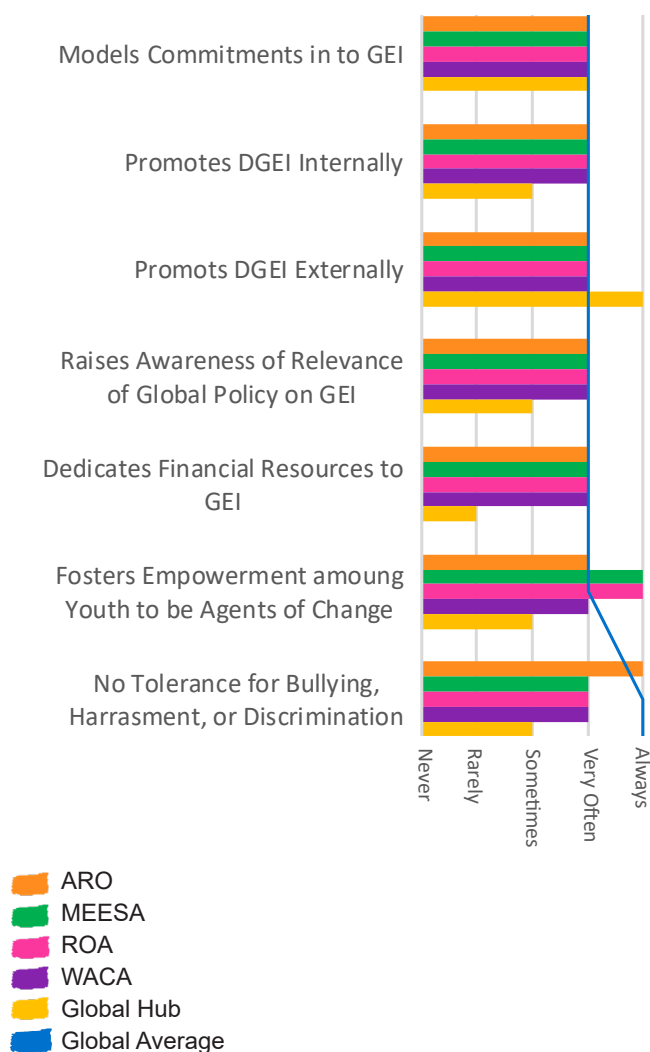
REGIONAL OFFICES OF THE AMERICAS

ROA data includes: Bolivia, Peru, Ecuador, Guatemala, Dominican Republic, Haiti, Nicaragua, Honduras, Paraguay, & El Salvador

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

Objectives on gender equality and inclusion are integrated in WACA Individual Accountability Plans 21-40% of the time, which is below the global average.

AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0

Global Average: 46 (30%)

- ARO 55 (31%)
- MEESA 51 (26%)
- ROA 63 (43%)
- WACA 50 (28%)
- Global Hub 130 (37%)

Other GEI Training

Global Average: 39 (25%)

- ARO 57 (33%)
- MEESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- Global Hub 50 (14%)

Champions of Change

Global Average: 15 (10%)

- ARO 16 (9%)
- MEESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- Global Hub 0 (0%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
- Women's leadership pathways
- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
- Disaggregated data collection
- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
- Improved internal complaint mechanisms

MOST RECENT GEISA PROCESSES

- Never (Nigeria, Central African Republic)
- 2013 (Burkina Faso, Ghana, Niger)
- 2014 (Sierra Leone, Benin)
- 2016 (Guinea Bassau, Mali)
- 2018 (Cameroon, Guinea, Liberia)
- 2019 (Senegal, Togo)

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

High Awareness
Moderate Awareness
Low Awareness
Not in Place
Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

COUNTRY STRATEGY OBJECTIVES

On average, the number of WACA Country Strategy Programme and Influence Objectives is 3.6 (5.0*), and of these, 2.3 (2.3*) are gender aware and 2.6 (3.6*) are gender transformative. The average percentage of WACA gender transformative objectives has increased since 2018, from 35% to 53%.

GEI INTEGRATION IN...

Job Descriptions | Recruiting Processes | Talent Mgmt. & Succession Planning | Induction Processes | Remuneration | Pay Review | Performance Mgmt. | Incentives & Rewards

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average
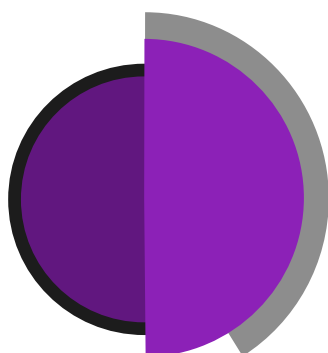
CURRENT PROJECTS

On average, the number of WACA current projects is 23.6 (25.4*), and of these, 11.9 (14.3*) are gender aware and 12.1 (10.9*) are gender transformative. The average percentage of WACA gender transformative objectives has increased since 2018, from 37% to 50%.

global averages
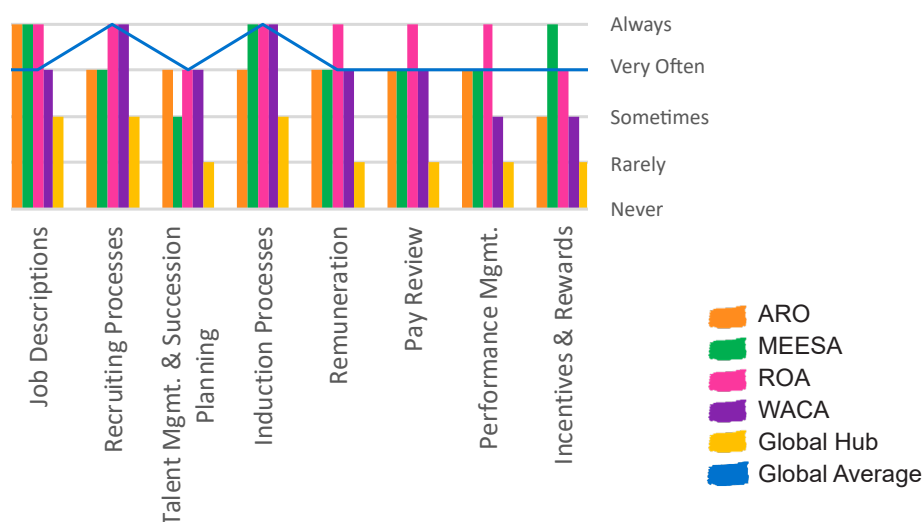
PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Children & Youth from Ethnic Communities | Children & Youth with Disabilities | LGBTIQ+ Adolescents | Other Groups

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Average
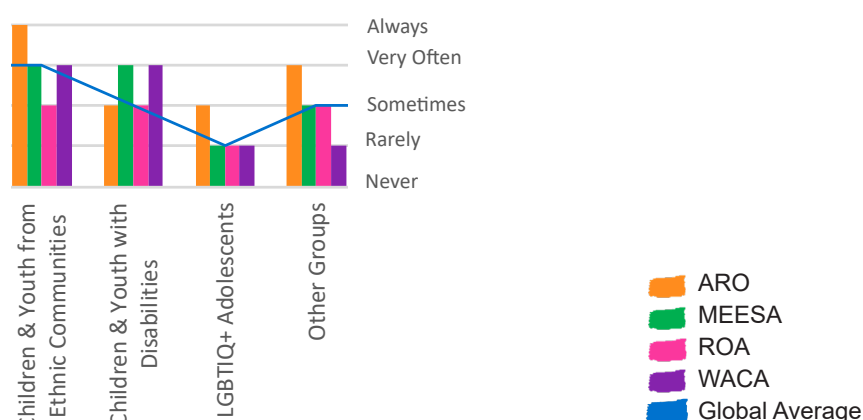
Specific programs/influencing implemented by WACA offices include:
- Provision of psycho-social, educational and nutritional support to the displaced Peulh community in Benin
- Advocacy for reduction of police repression against LGBTQ + and SEX professionals

On average, WACA offices are implementing or supporting catalytic investments in the following areas: Champions of Change for Gender Equality and Girls Rights; 18+ Ending Child Marriage; and Gender Transformative ECD, which is consistent with the global average. These catalytic investments are consistent with those made in 2018, where there were also no catalytic investments made in Safer Cities for Girls.

WESTERN AFRICA & CENTRAL AFRICA

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams	Specific issues identified by WACA offices include:
Hostile Political Environment	• Lack of staff and training, including training materials
Limited Financial Resources	• Weak application of existing GBV laws and texts

Specific issues identified by WACA offices include:
- Lack of staff and training, including training materials
- Weak application of existing GBV laws and texts
- Low number of staff skilled in Gender Equality
- Insufficient financial resources to implement the GESA 2014 and GIR 2018 action plan
- While all COs have gender focal points, other responsibilities often limit the time they can dedicate to Gender & Inclusion

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

Offices & Staff
- Offer capacity building trainings
- Improve opportunities for female leadership
- Review and update policies/processes
- Install accessible toilets and ramps
- Create a healthy and safe work environment for women
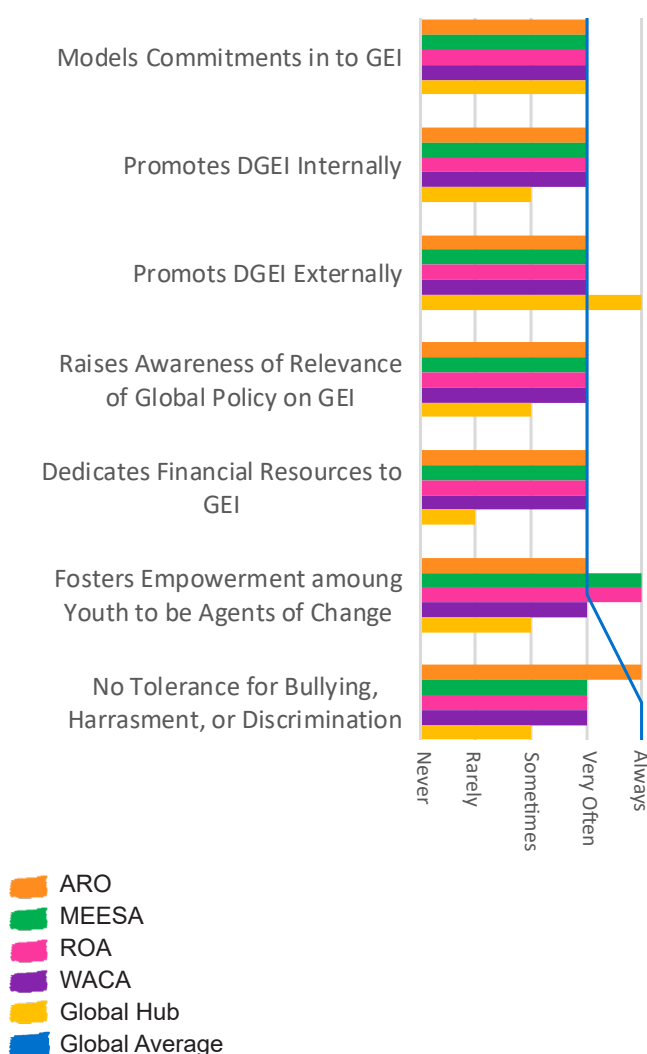- Ensure all staff integrate gender transformative objectives

Programming & Influencing
- Undertake research to inform best practices
- Expand work with youth groups
- Develop and ensure full implementation of a practical GEISA plan
- Involve communities in the process of project planning and implementation
- Build capacity of partners in GEI

Marketing & Communications
- Develop communications strategy
- Estbalish quality partnerships with media groups
- Improve our language on GEI
- Integrate sponsorship into programs
- Intensify GGE campaign promotions;
- Prioritize GEI in all new proposals
- Strengthen the communications team
- Organize awareness campaigns
- Build staff capacity on brand awareness and produce marketing items

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (vertical axis):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment amoung Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

Horizontal axis: Never, Rarely, Sometimes, Very Often, Always

Legend:
- ARO
- MEESA
- ROA
- WACA
- Global Hub
- Global Average

WESTERN AFRICA & CENTRAL AFRICA
WACA data includes: Burkina Faso, Sierra Leone, Benin, Liberia, Cameroon, Central African Republic, Ghana, Guinea Bissau, Nigeria, Mali, Senegal, Guinea, Togo, & Niger
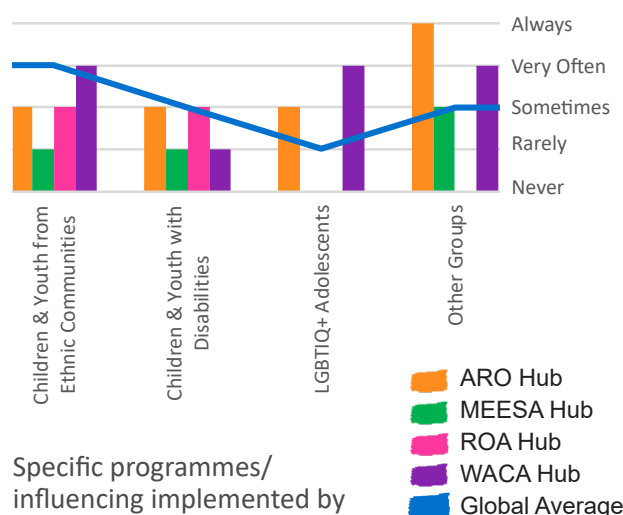
PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

Objectives on gender equality and inclusion are integrated in Regional Hubs Individual Accountability Plans 41-60% of the time, which is consistent with the global average.

The last GEISA processes at the ARO, MEESA, and WACA Hubs were performed in 2015. The ROA Hub has never performed a GEISA process.

GEI INTEGRATION IN...

ARO Hub
MEESA Hub
ROA Hub
WACA Hub
Global Hub
Global Average

Job Descriptions
Recruiting Processes
Talent Mgmt. & Succession Planning
Induction Processes
Remuneration
Pay Review
Performance Mgmt.
Incentives & Rewards

Never   Rarely   Sometimes   Very Often   Always

PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Always
Very Often
Sometimes
Rarely
Never

Children & Youth from Ethnic Communities
Children & Youth with Disabilities
LGBTIQ+ Adolescents
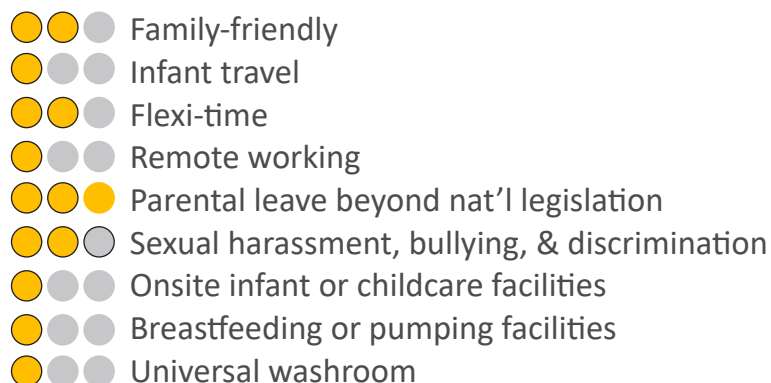Other Groups

ARO Hub
MEESA Hub
ROA Hub
WACA Hub
Global Average

Specific programmes/influencing implemented by Regional Hubs include:
- School of Political Leadership for Indigenous Girls & Young Women
- Mobilized funds for SOGIESC capacity-building

The Regional Hubs are implementing or supporting catalytic investments for Champions of Change for Gender Equality and Girls Rights (MEESA and WACA); 18+ Ending Child Marriage (MEESA, ROA, WACA); Gender Transformative ECD (WACA); and Safer Cities for Girls (WACA).

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

Family-friendly
Infant travel
Flexi-time
Remote working
Parental leave beyond nat'l legislation
Sexual harassment, bullying, & discrimination
Onsite infant or childcare facilities
Breastfeeding or pumping facilities
Universal washroom

High Awareness
Moderate Awareness
Low Awareness
Not in Place
Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams
Hostile Political Environment
Engaging New Partners

Specific issues identified by Regional Hubs include:

- Lack of resources, focus, and time dedicated to G&I
- Not directly engaged at point-of-action
- Positioning of the anti-rights/conservative agenda against G&I
- Concrete capacity-building processes are needed to influence country teams on G&I
- Decrease in funding sources
- Emerging issues such as migration and climate change
- Strengthening capacity in programmatic responses in emergencies so they have a clear focus on G&I
- Not enough HR capacity to meaningfully support country offices
- Limited understanding of what GT means

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

OFFICES & STAFF

- Staff trainings and brown bag lunches
- Trainings during staff meetings
- Strengthening mechanisms for giving/ receiving feedback on organizational values
- Strengthen commitment to gender equality and ensuring accessibility for all
- Organize team of champions for G&I
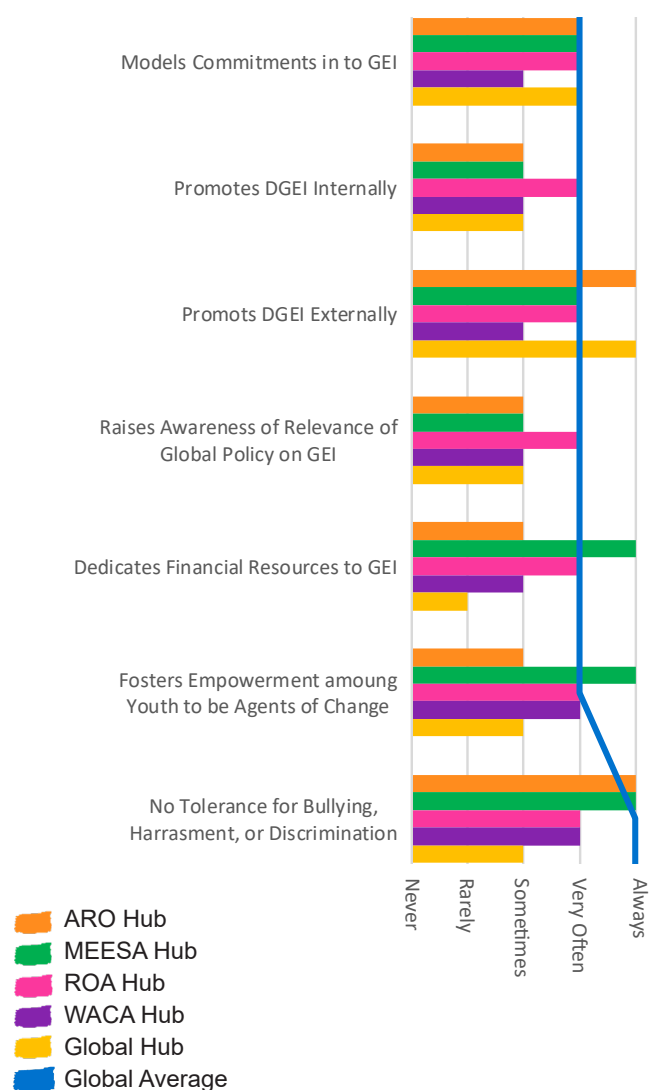- HR to review induction process and improve integration of GEI

PROGRAMMING & INFLUENCING

- Regional transformation strategy support Country Offices
- Working towards having knowledge management as a core resource
- Use of the gender marker and trainings
- Share progress on regional programs
- Coordinate support to networks to strengthen commitment
- Support country offices in review processes
- Conduct joint meeting between GEI and influencing teams

MARKETING & COMMUNICATIONS

- More inclusive internal newsletter
- Content harvesting has a session on gender and integration
- Develop a communication campaign for the public to unpack concepts and key issues such as intersectionality
- Engage potential regional influencers
- Reviews communications, fundraising, and sponsorship messages to stregthen diversity and inclusion

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (top to bottom):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment amoung Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

X-axis: Never | Rarely | Sometimes | Very Often | Always

Legend:
- ARO Hub
- MEESA Hub
- ROA Hub
- WACA Hub
- Global Hub
- Global Average

REGIONAL HUBS

Regional Hubs data includes: the Asia Regional Offices Hub; Middle East, Eastern, and Southern African Hub; Regional Offices of the Americas Hub; and Western and Central African Hub.

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

Objectives on gender equality and inclusion are integrated in Global Hub Individual Accountability Plans 21-40% of the time, which is below the global average.

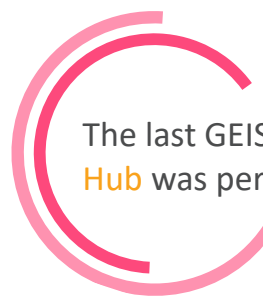## AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0
Global Average: 46 (30%)

- ARO 55 (31%)
- MEESA 51 (26%)
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- WACA 50 (28%)
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Other GEI Training
Global Average: 39 (25%)

- ARO 57 (33%)
- MEESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- Global Hub 50 (14%)

Champions of Change
Global Average: 15 (10%)

- ARO 16 (9%)
- MEESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- Global Hub 0 (0%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
- Women's leadership pathways
- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
- Disaggregated data collection
- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
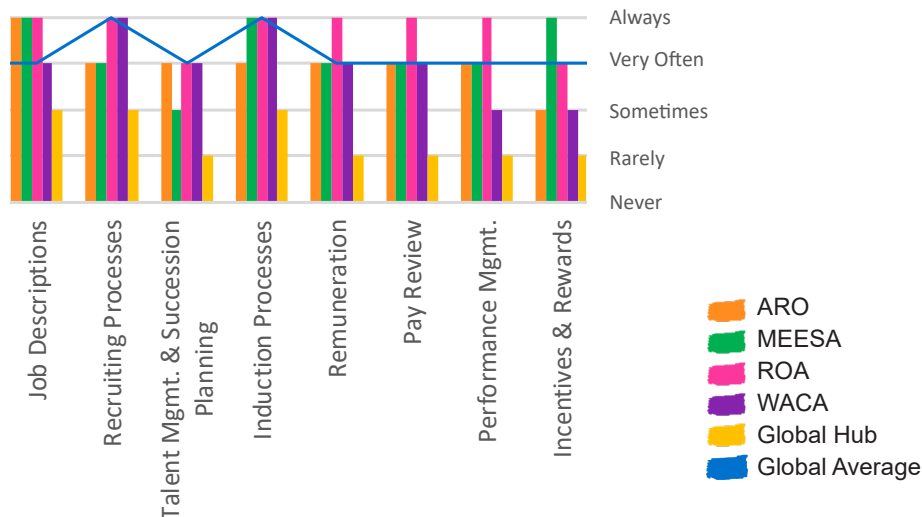- Improved internal complaint mechanisms

The last GEISA process at the Global Hub was performed in 2014.
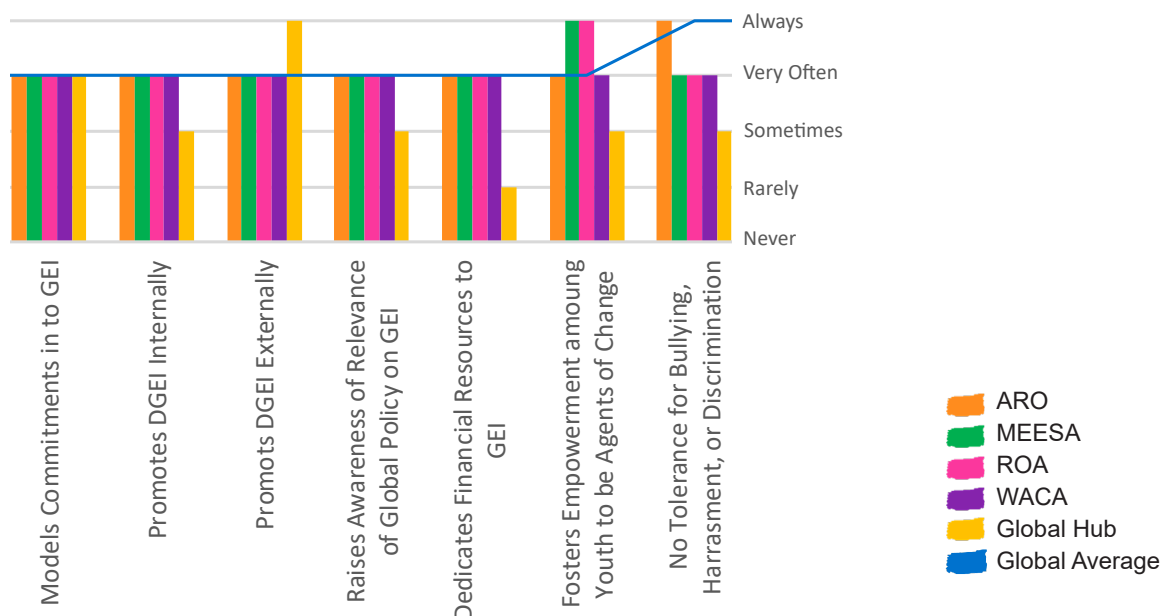
STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

High Awareness
Moderate Awareness
Low Awareness
Not in Place
Global Average

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

GEI INTEGRATION IN...

Categories (x-axis): Job Descriptions, Recruiting Processes, Talent Mgmt. & Succession Planning, Induction Processes, Remuneration, Pay Review, Performance Mgmt., Incentives & Rewards

Y-axis: Always, Very Often, Sometimes, Rarely, Never

Legend: ARO, MEESA, ROA, WACA, Global Hub, Global Average

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (x-axis): Models Commitments in to GEI, Promotes DGEI Internally, Promots DGEI Externally, Raises Awareness of Relevance of Global Policy on GEI, Dedicates Financial Resources to GEI, Fosters Empowerment amoung Youth to be Agents of Change, No Tolerance for Bullying, Harrasment, or Discrimination

Y-axis: Always, Very Often, Sometimes, Rarely, Never

Legend: ARO, MEESA, ROA, WACA, Global Hub, Global Average

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

Offices & Staff

- Diversity stats mapping of individual departments/teams to identify where and why change is needed
- Review and revise policies and procedures
- Offer trainings and sponsor self-organised diversity and inclusion networks
- Ensure power relations conversations occur at department meetings
- Promote EAP/counselling facility widely
- Create a healthy and safe work environment

Marketing & Communications

- Consider how external communication messages can better reflect girls in all their diversity

GLOBAL HUB

PLAN INTERNATIONAL

Center for Gender in Global Context (GenCen)
MICHIGAN STATE UNIVERSITY

Objectives on gender equality and inclusion are integrated in National Org Individual Accountability Plans 21-40% of the time, which is below the global average.

AVERAGE NUMBER OF STAFF PARTICIPATING IN GEI TRAINING SINCE *100 MILLION REASONS*

Planting Equality 2.0
Global Average: 46 (30%)

- ARO 55 (31%)
- RESA 51 (26%)
- ROA 63 (43%)
- WACA 50 (28%)
- National Orgs 29 (25%)

Other GEI Training
Global Average: 39 (25%)

- ARO 57 (33%)
- RESA 31 (16%)
- ROA 65 (35%)
- WACA 23 (13%)
- National Orgs 8 (7%)

Champions of Change
Global Average: 15 (10%)

- ARO 16 (9%)
- RESA 19 (10%)
- ROA 37 (20%)
- WACA 6 (3%)
- National Orgs 44 (38%)

WHAT HAVE BEEN THE RESULTS OF THIS TRAINING / ACTION LEARNING?

Increased Understanding & Knowledge of Gender
- Created gender sensitive programming
- Prioritized gender in objectives & planning
- Supported the training of others
- Changed individual understandings, values, & behaviours
- Linked with other global initiatives
- Supported partners on gender related issues
- Advocated for public policies at local & national level
- Integrated inclusion data into reports

Actions & Tools for Implementation of Gender Awareness
- Action plans
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- Project design, planning, implementation, monitoring, & evaluation
- Programming for vulnerable groups
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- Adoption of gender-friendly & inclusive language
- Internal & external needs assessments
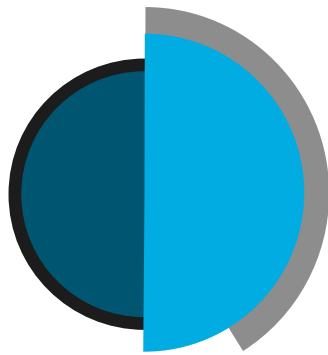- Improved internal complaint mechanisms

MOST RECENT GEISA PROCESSES

- Never (Belgium, Norway, Korea, Denmark, Japan, Hong Kong, Sweden)
- 2013 (United Kingdom, Australia, Netherlands)
- 2014 (Finland)
- 2015 (France)
- 2017 (Canada)
- 2018 (Ireland, India, Cambodia)

STAFF AWARENESS OF HR POLICIES OR INITIATIVES

- Family-friendly
- Infant travel
- Flexi-time
- Remote working
- Parental leave beyond nat'l legislation
- Sexual harassment, bullying, & discrimination
- Onsite infant or childcare facilities
- Breastfeeding or pumping facilities
- Universal washroom

Legend:
- High Awareness
- Moderate Awareness
- Low Awareness
- Not in Place
- Global Average

PLAN INTERNATIONAL

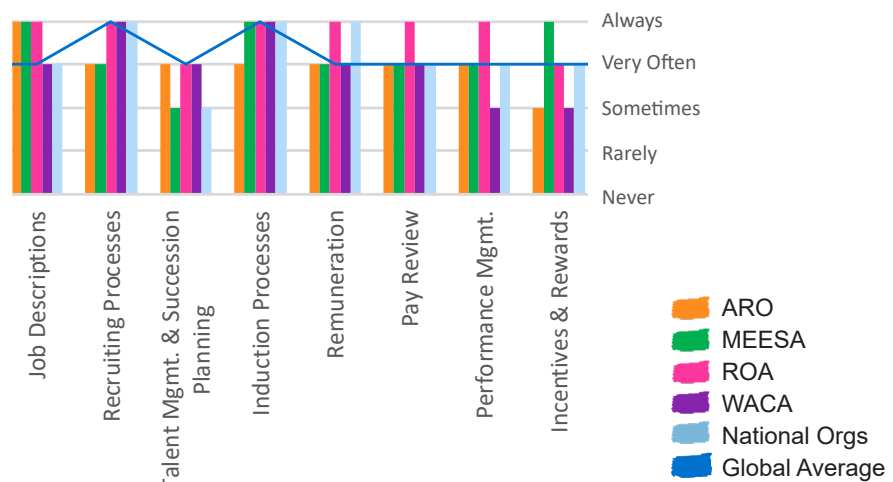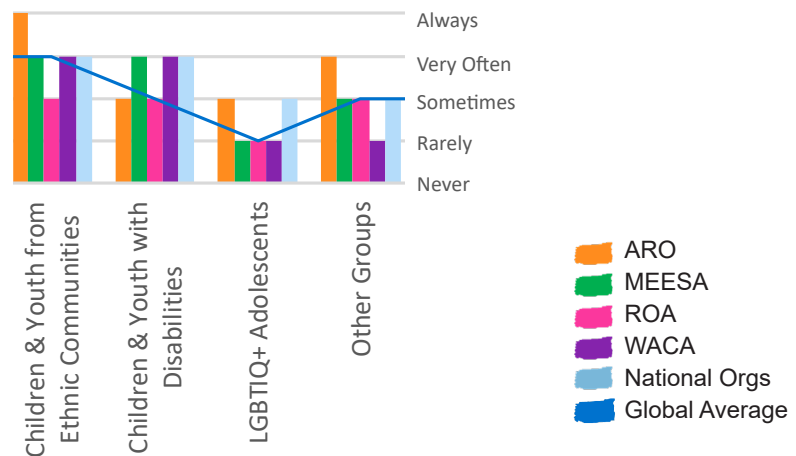Center for Gender in Global Context (GenCen) MICHIGAN STATE UNIVERSITY

CURRENT PROJECTS

On average, the number of National Org current projects is 39.7 (25.4*), and of these, 26.2 (14.3*) are gender aware and 12.1 (10.9*) are gender transformative (GT). Six National Orgs ran more than the average number of projects, with 33% being GT; 8 ran fewer than the average number of projects, with 23% being GT; and 2 reported 0 projects. 4 National Orgs reported 45% or more of their current projects as GT (Belgium, Canada, Hong Kong, and India).

global averages

GEI INTEGRATION IN...

Categories: Job Descriptions, Recruiting Processes, Talent Mgmt. & Succession Planning, Induction Processes, Remuneration, Pay Review, Performance Mgmt., Incentives & Rewards

Scale: Always, Very Often, Sometimes, Rarely, Never

Legend:
- ARO
- MEESA
- ROA
- WACA
- National Orgs
- Global Average

PROGRAMMING AND INFLUENCING SUPPORT INTEGRATION FOR...

Categories: Children & Youth from Ethnic Communities, Children & Youth with Disabilities, LGBTIQ+ Adolescents, Other Groups

Scale: Always, Very Often, Sometimes, Rarely, Never

Legend:
- ARO
- MEESA
- ROA
- WACA
- National Orgs
- Global Average

Specific programmes/influencing implemented by National Orgs include:

- Assisted with drafting of the Charlevoix Declaration, and facilitated participation of youth at G7 Summit
- Developed framework programme for better access to inclusive education in West Africa
- Girls Education Challenge projects in Sierra Leone and Zimbabwe give girls with disabailities access to learning opportunities

On average, National Orgs are implementing or supporting catalytic investments in the following areas: Champions of Change for Gender Equality and Girls Rights and 18+ Ending Child Marriage. This is less than the global average, which includes Gender Transformative ECD.

NATIONAL ORGANISATIONS

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CHALLENGES IN PROGRESSING GENDER TRANSFORMATIVE PROGRAMMING AND INFLUENCING

Capacity Building Needed for Teams
Cultural Barriers
Lack of Donor Commitment

Specific issues identified by National Orgs include:
- Knowledge and commitment levels of donors vary
- Difficult to balance complexities of gender transformative programming/influencing with messaging that is quick to absorb
- Current gender transformative criteria may not meet the needs of other marginalized communities
- Lack of capacity of program team
- Tendency to consider projects gender transformative when they're not

SPECIFIC ACTIONS FOR NEXT FISCAL YEAR

OFFICES & STAFF

- Develop a checklist
- Create more mother-friendly facilities;
- Review and update policies and processes;
- Collaboratively develop a Gender Equality & Inclusion Action Plan
- Develop and deliver training on feminist leadership and unconscious bias
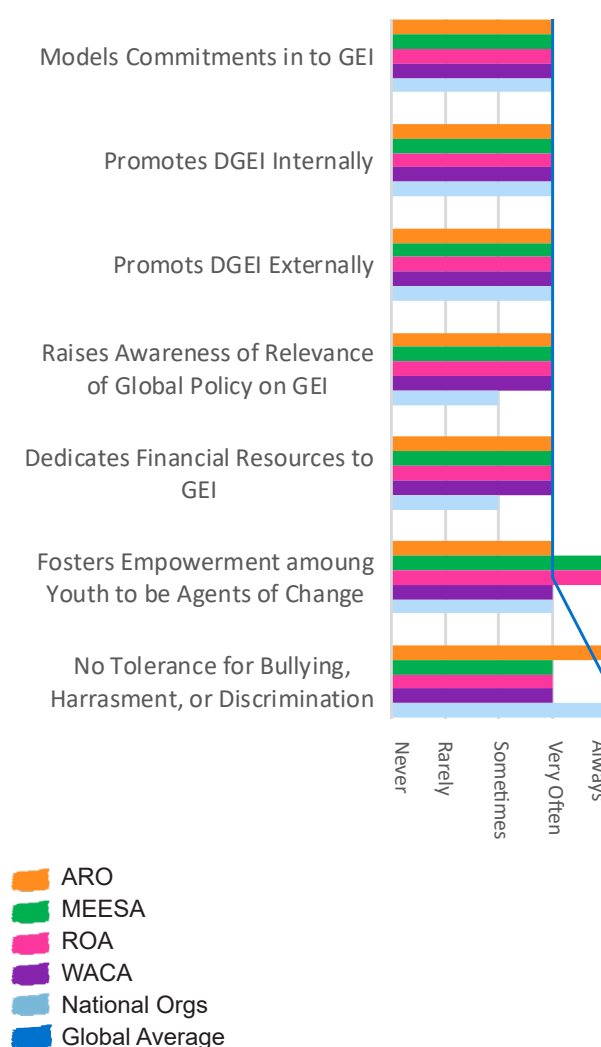- Inclusive office redesign

PROGRAMMING & INFLUENCING

- Measuring gender transformative programs
- Host a gender transformative informative session
- Develop key guidance
- Stronger focus of GE&I in new programmes;
- Establishment of a Gender and Social Inclusion Reflection and Learning Group

MARKETING & COMMUNICATIONS

- Update website
- Incorporate GGE in media
- Provide training and guidance for inclusive, sensitive, respectful, and positive communications
- Support for professional development and education on gender and social inclusion
- Awareness raising session of external suppliers
- Support and influence stakeholders for increased agency

EXTENT OF SENIOR LEADERSHIP'S CONCRETE ACTIONS TO ENSURE COMMITMENT TO GEI

Categories (top to bottom):
- Models Commitments in to GEI
- Promotes DGEI Internally
- Promots DGEI Externally
- Raises Awareness of Relevance of Global Policy on GEI
- Dedicates Financial Resources to GEI
- Fosters Empowerment among Youth to be Agents of Change
- No Tolerance for Bullying, Harrasment, or Discrimination

X-axis: Never, Rarely, Sometimes, Very Often, Always

Legend:
- ARO
- MEESA
- ROA
- WACA
- National Orgs
- Global Average

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Throughout   **Senior Leadership Icon**
"Follow the leader" by Andrew Doane from the Noun Project

The Center for Gender in Global Context (GenCen) serves as Michigan State University's hub for gender and sexuality research, teaching, and engagement with a global perspective. We connect scholars, students, and community stakeholders to feminist theory and knowledge through innovative projects with an emphasis on social justice.

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FY19 GENDER & INCLUSION REVIEW