



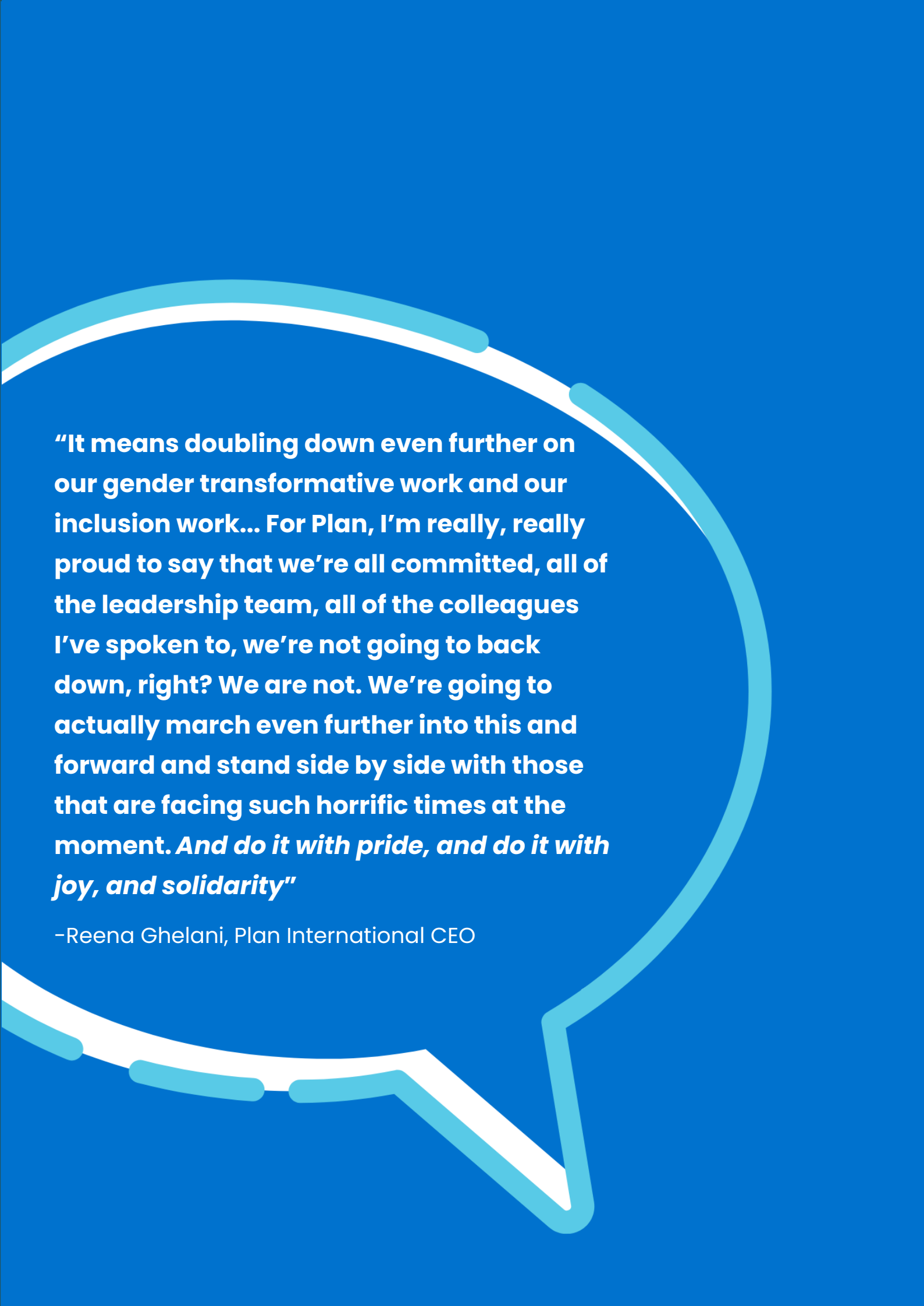
Until we are all equal

Getting it Right

Technical Guidance Note for Gender

Transformative Programming and Influencing

June ,2026



"It means doubling down even further on our gender transformative work and our inclusion work... For Plan, I'm really, really proud to say that we're all committed, all of the leadership team, all of the colleagues I've spoken to, we're not going to back down, right? We are not. We're going to actually march even further into this and forward and stand side by side with those that are facing such horrific times at the moment. *And do it with pride, and do it with joy, and solidarity*"

-Reena Ghelani, Plan International CEO

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1. Introduction

The **Getting It Right guidance** note provides guidance and support for Plan International's staff and partners working together on implementing our **Gender Transformative Approach** to Programming and Influencing. It is intended for staff across the organisation and establishes a common language on what we mean by gender transformative and the steps that must be taken to concretely put our commitments to gender equality, girls' and young women's rights and inclusion into practice.

This latest iteration¹ of the **Getting It Right** guidance aims to re-affirm Plan International's commitment to gender justice, strengthen our narrative on global inequality and deepen our gender transformative and inclusive approach to challenge systemic

oppression and accelerate change towards a gender equal and inclusive society. The guidance clearly articulates what our gender transformative approach looks like for humanitarian, development and peace contexts, integrating considerations for humanitarian work throughout the document.

The Guidance Note is a **living document** which can be used as a reference when developing **Country Strategies, project proposals, job descriptions, policy and/or position papers, training materials and more**. It was developed and is maintained by the **global Gender Equality and Inclusion Team** together with the **Gender and Inclusion Group (GIG)**, in consultation with staff across the organisation.



¹ This version of the document builds upon the **Getting it Right technical guidance developed in 2017** by the Gender Group to fully articulate Plan International's commitment to gender justice and how we will concretely contribute to this through our

programming and influencing in different contexts. This guidance is to be used by technical staff, alongside our other available resources to improve programme work across the regions.

2. Our Gender Transformative Approach to Programming and Influencing

Plan International strives for a just world that advances children's rights and equality for all by addressing the root causes of inequality and exclusion to enable the full realisation of rights for all children, adolescents and young people in all their diversity². We envision a world in which children and young people are not disadvantaged based on their gender, age, ethnicity, religion, ability, or sexual orientation. This is reflected in our global strategy "All Girls Standing Strong Creating Global Change", our global Theory of Change and our Global Gender Equality and Inclusion Policy where we commit to deepen our focus on girls/young women and continue to advance gender equality and inclusion.

In all countries where we work, we encounter gender inequality and exclusion. We find different forms of gender-based discrimination, gender stereotyping and an unequal distribution of power between women, men, girls and boys, and other genders, as well as exclusion based on sex, age, disability and multiple factors. Gender inequality intensifies the negative effects of all other forms of exclusion and as a result, exclusion is different and often worse for girls and women.

We believe that imbedding a **Gender Transformative Approach** in our programming and influencing can help us improve the quality of our programming as outlined in the Programme Quality Policy (PQIP) and gradually contribute towards gender transformative change. Our **Gender Transformative Approach** aims to contribute towards gender justice, a world in which children and young people are not disadvantaged based on their gender, age, race, ethnicity, religion, ability, or sexual orientation. This requires the elimination of inequalities brought about by patriarchal, colonial, racist and capitalist structures so that people, regardless of gender, have equal access to and control over resources and decision-making spaces – whether formal or informal, public or private – and the ability to make dignified choices in their lives, and to realise their rights. Our approach focuses on the responsibility of duty bearers and other power holders to respect, protect and fulfil human rights particularly those of girls, young women, and other genders or sexual minorities.

² Plan International uses the term '**children and young people in all their diversity**' to include all children and youth. Our experience has demonstrated that just using terms like 'children' or 'youth' or 'young people', without acknowledging

the diversity within these groups, tends to gloss over gender inequality and discriminatory issues that often makes girls, other gender identities and groups invisible



The key elements of this approach include; **transforming harmful social and gender norms**, strengthening **girls' and young women's agency**, advancing both the **condition and position** of girls and young women, **transforming masculinities** towards gender justice, promoting **inclusion and intersectionality** as well as fostering an **enabling environment** for gender justice.

Our approach encourages critical reflection, questioning and challenging the intersecting and interconnected systems of power and oppression, such as patriarchy and colonialism, to shift power and end human rights violations based on gender and social exclusion. We apply our gender transformative approach to contribute

feminist leadership principles such as shared decision-making within its partnerships.

to social change and empowerment of most marginalized groups especially diverse girls and young women. Such a process is complex, highly context-specific and takes time. Getting It Right establishes a common understanding of gender transformative programming and influencing and the concrete steps that must be taken by our staff and partners to effectively put our commitment into practice.

There will inevitably be differences in resources, capacity, influence and experience meaning that power is not necessarily equal within Plan International and with some of its partners. It is vital that power dynamics are discussed and addressed when the partnership is developed, and that Plan seeks to practise

2.1. Gender Transformative Approach in Humanitarian and Conflict Context

We know that emergencies exacerbate pre-existing inequalities, norms and power imbalances which manifest as rights violations and harmful practice in the communities where we work.

Young people who are also girls and women, people living with disabilities (PLWD), people with different combinations of identity factors face varying degrees of marginalisation, vulnerability and inequality during emergencies. **Humanitarian responses** that are not aware of, and responsive to, these gendered inequalities can do further harm by exacerbating these issues or excluding some groups of people from services this creating more stress and threats to their wellbeing. We also acknowledge that emergencies can present opportunities to not only be aware of inequalities but also to transform contextual norms toward more equitable power relations, gender equality and social inclusion

As a dual mandate organisation, Plan International works for children's rights and equality for girls across the **humanitarian-development-peace (HDP) nexus**. We have a clear mandate both to work on long-term systemic change through our development interventions and to provide humanitarian assistance and protection in emergencies. We also recognise that violent conflict critically undermines children's rights and equality for girls, hindering sustainable development and the fulfilment of human rights. As such, we aim to be a global leader and the NGO partner

working at the nexus of development and humanitarian efforts delivering projects that are **gender aware and more at a minimum, with the ultimate goal to be gender transformative.**

To that end, our **Global Humanitarian Vision** when designing and delivering humanitarian work is that we consider both short- and long-term implications, i.e. both humanitarian and development dimensions.

We also analyse gender impacts and opportunities which CAY face and find balance between immediate lifesaving assistance and more strategic work to contribute to rights and equality for girls. Plan International's **nexus approach** can provide a helpful framework for ensuring that we design interventions in a more holistic manner, strengthening resilience and investing in locally led action as step changes towards long term development of affected communities. Recognising the gender differentiated impacts and disproportionately limited opportunities facing CAY who are also girls and women, PLWD, among others - Plan International works to prioritise these groups in everything we do.

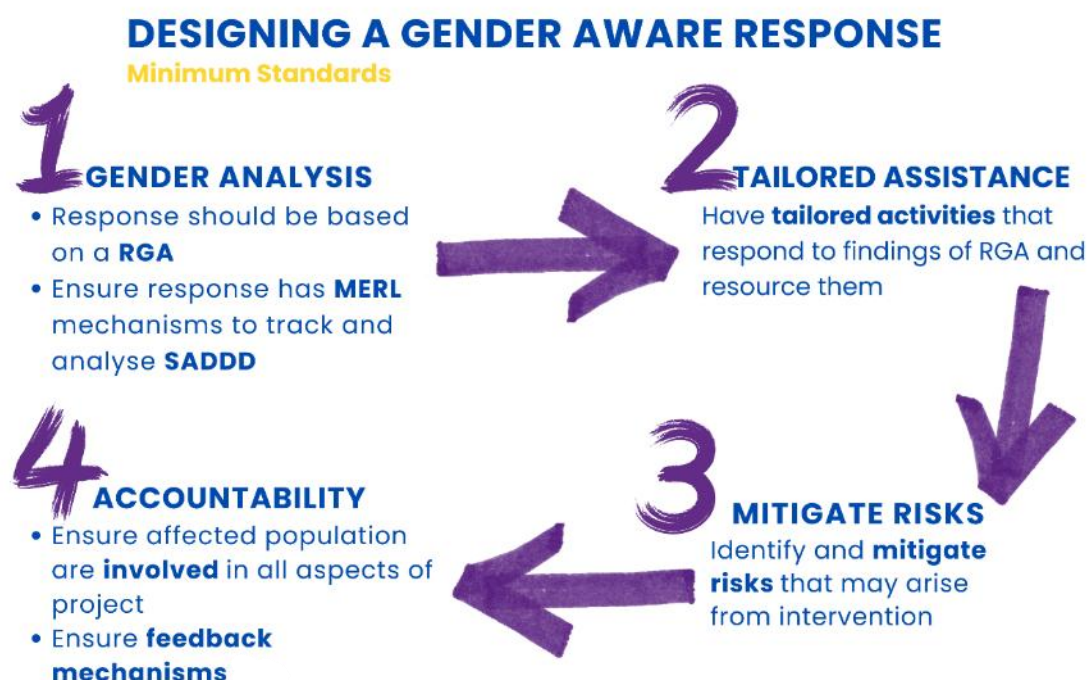
For an emergency response to be classified as gender aware, the minimum requirements will be to address the gender-, age- and (dis)ability-related barriers that prevent certain groups within the affected population from meeting their basic needs, as well as to respond to threats or risks to their

safety, and support their agency. This is a minimum, non-optional,

standard outlined in our Emergency Response Manual³

Gender-transformative programming is generally considered more relevant for long-term projects with a consistent population, since transformative changes in attitudes and behaviours occur over a long period of time and need sustained investment. However, at Plan International we believe that humanitarian projects have the potential to bring about significant social change by utilizing gender transformative interventions as

relevant for the context and culture to promote gender equality, girls' rights and inclusion. Even in the most acute emergencies, a crisis should not be an excuse to put on hold our commitment to tackling the root causes of gender inequality and social exclusion. For a response to meet Plan International's expected minimum standards for gender and inclusion during implementation, the following actions must be taken:



The **Gender Transformative Marker** and **AoGD Reference Guides to the GTM** may also be used by teams as a guide to ensure that the core elements of gender transformative programming

are embedded into projects from design, throughout the project cycle.

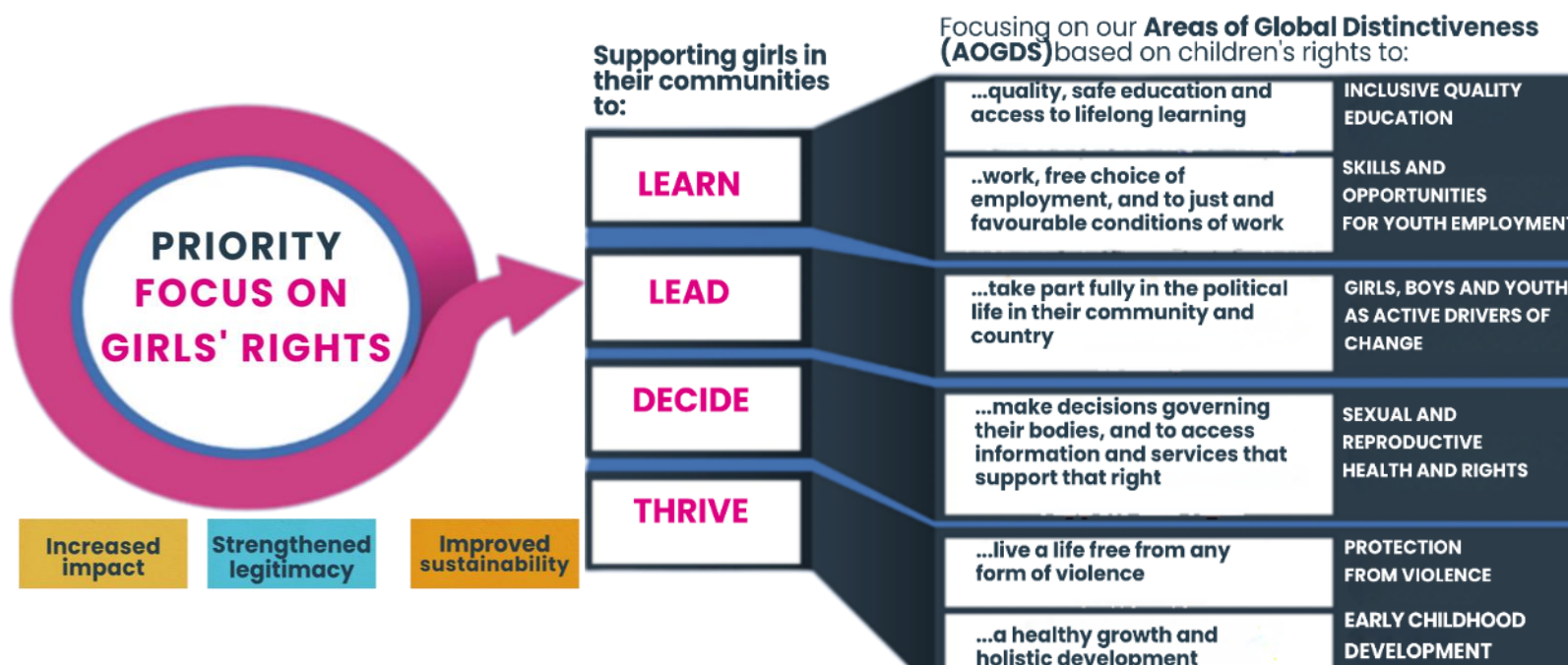
³ Emergency Response Manual, Gender Equality & Inclusion Chapter A3

3. Our Global Strategy and Theory of Change

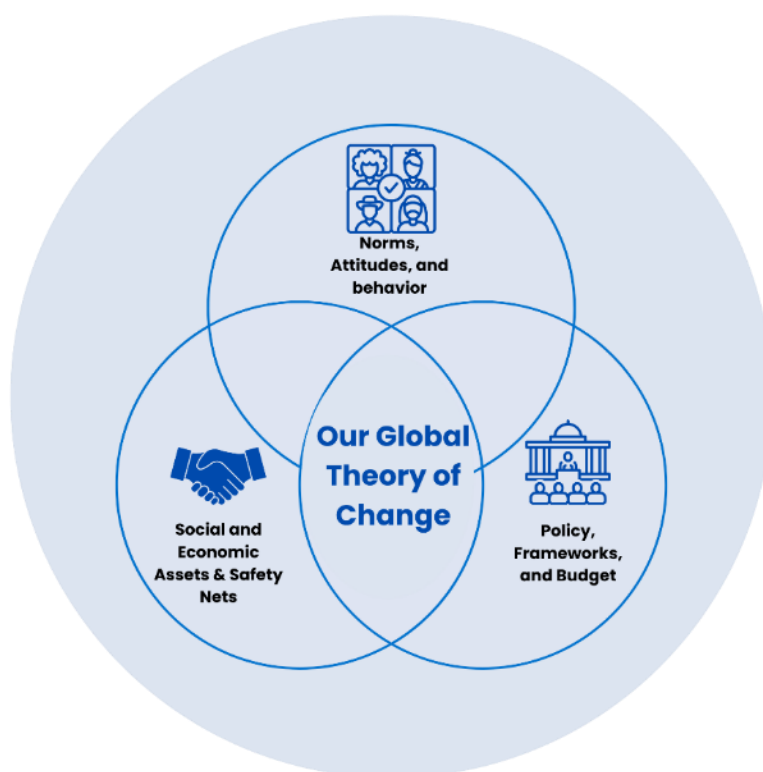
Plan International continues to work towards a just world that advances children's rights and equality for girls, as outlined in our Global **Strategy “All Girls Standing Strong Creating Global Change”**. Our ambition is to see all girls know and exercise their rights, with a strong network of supporters to help them break down barriers and discrimination so they can learn, lead, decide and thrive.

We are committed to deepening our focus on girls and young women in all their diversity. Our work focuses on the six key themes, known as the **Areas of Global Distinctiveness** (AoGDs), which support children's rights as outlined below;

Our vision is for all our work across the Areas of Global Distinctiveness to be fully gender transformative and inclusive. This technical guidance - Getting it Right – defines our gender transformative approach in development, humanitarian and peace setting



Dimensions of Change – Our Global Theory of Change



Our global **Theory of Change** explains how we work towards a world that advances children's rights and equality for girls by triggering change in three interdependent and interconnected dimensions of change, namely:

- Helping **transforms social norms**
 - particularly harmful gender norms
 - and related attitudes and behaviours to promote gender equality and inclusion and to enable children and youth in all their diversity to grow up healthy, safe and happy;
- Building **personal, social and economic resources** and

establishing **safety nets** that can equally support all girls, boys, young women and young men to develop to their full potential;

- Influencing the application of **better policies, legislation, budgets and government services** to tackle gender inequality and exclusion in tangible ways.

These dimensions are application in every context and offer different entry points for choosing the right set of strategies to effect social change.

4. Our Programme and Influence Approach

Plan International's focus on girls' rights is guided by our **Programme and Influence Approach** (PIA) which puts gender equality, girls' rights and inclusion right at the heart of our organisational purpose and seek to catalyse sustainable transformative change for the most vulnerable and excluded children at scale, from local to global levels.

Our Programme and Influence Approach informs all our work to deliver our **Global Strategy** by putting into action **the following commitments**;

- **Rights Based:** Ensuring that all our work is grounded in human rights principles, with a focus on addressing discrimination against girls and seeking redress for the inequalities they endure.
- **Gender Transformative:** Contributing to gender equality in all our programme and influence work by utilising gender transformative approach interventions to close gender gaps and create sustainable outcomes for girls and young women.
- **Open and Accountable:** Ensuring our work is relevant and uses resources responsibly, reporting openly and transparently about what we do and how we use the

resources entrusted to us to generate lasting change.

- **Working with other actors:** Building strategic relationships with other organisations and institutions that influence the changes we seek for children, adolescents and young people.
- **Working in All Contexts:** Helping to realise the rights of children and equality for girls through empowering development work that tackles the underlying causes of poverty and emergency interventions that deliver lifesaving assistance and protection in fragile settings.
- **Working at All Levels:** Using our presence and experience working at and across multiple levels to - across continents and cultures – to trigger change at scale rapidly and further programme and influencing goals.

Getting It Right articulates how Plan International will put into action the gender transformative approach under our Programme and Influence Approach and deploy context specific gender transformative interventions to promote children's rights and equality for girls effectively across the Humanitarian-Development-Peace (HDP) nexus.

Our Global Approach to Programme and Influence at a Glance

Commitments

- Gender transformative
- Rights-based (incl. participation)
- Open and accountable
- Working with other actors, organisations and institutions
- Working in all contexts
- Working at all levels

Programme and Influence Strategies

1. Promoting positive attitudes, behaviours and practices
2. Strengthening and mobilising civil society
3. Developing stakeholder capabilities
4. Influencing power holders
5. Providing direct support in emergencies and fragility

Organizational Strategies to Support Our Programme and Influence Approach

1. Strengthening context analysis to tackle root causes
2. Generating and learning from evidence to achieve impact
3. Mobilising and leveraging resources
4. Developing internal capability and
5. transforming ways of working
6. Utilising media and digital as critical enablers of change

Impact Group

Children and Girls

in particular
0-24 years

Dimensions of Change

1. Norms, attitudes, behaviours
2. Social and economic assets and safety nets
3. Policy frameworks and budgets

5. The Key Elements of Gender Transformative Programming and Influencing

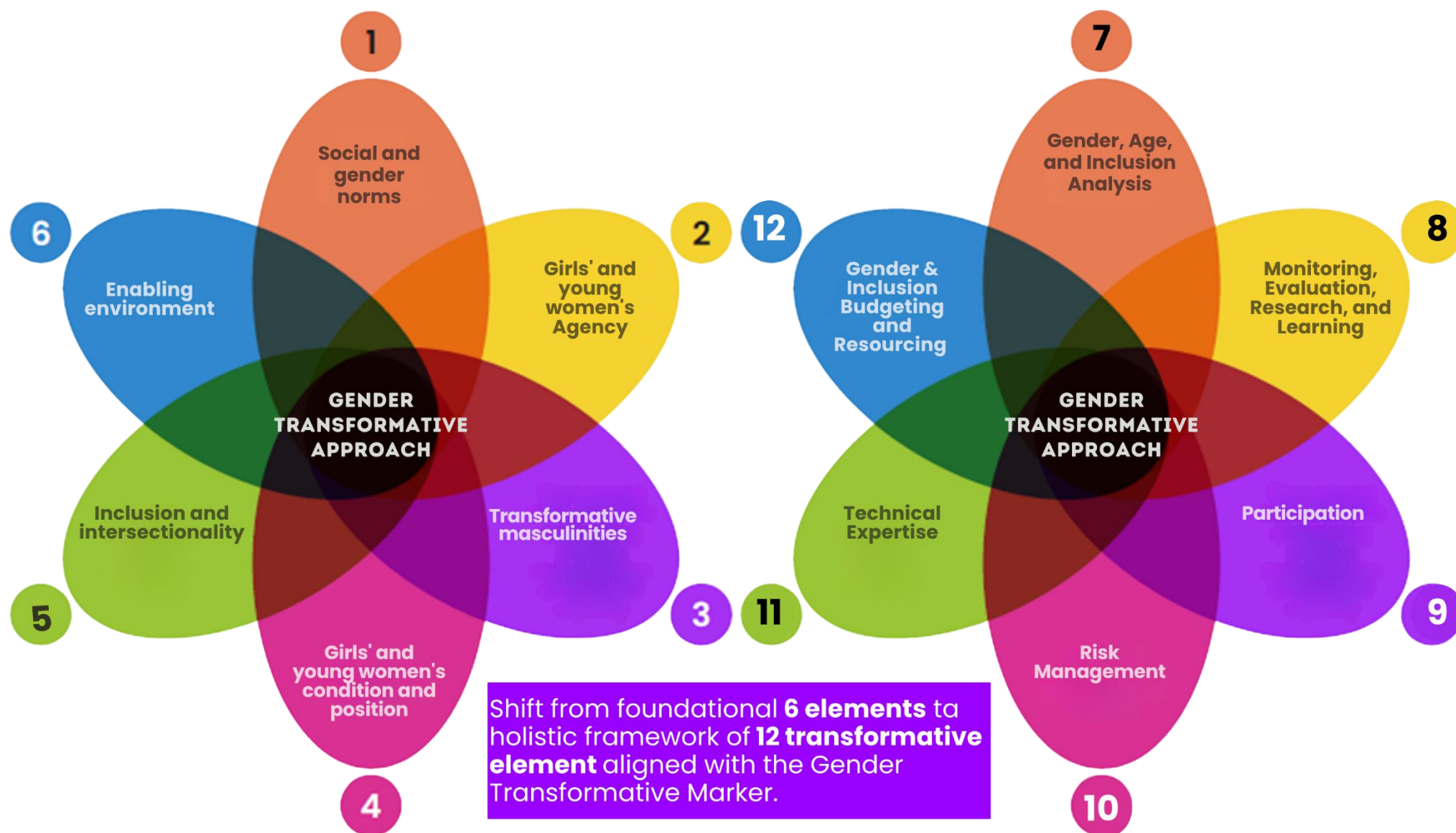
In Plan International, we believe that there are **key elements of gender transformative programming and influencing**. These elements help to improve the quality of our programming and influencing work to accelerate change and tackle the root causes of gender inequality and exclusion. They support us in reaching our organisational ambitions in creating sustainable social change for the people we work with. These elements are interconnected and applicable for all of our development and humanitarian work.

We have made a commitment to adopt a gender transformative approach in all our work understanding that gender equality and inclusion cannot be achieved by one intervention, project

or programme. Whilst individual projects can tackle the specific root causes that negatively affect gender equality, collectively the sum of these projects can contribute to gender equality over time as we gradually break down the deeply entrenched barriers to gender equality and girls' rights.

We therefore ensure that all our programme and influence work come together to contribute to gender equality. This means that all our country programmes and projects will aim to make the best possible contribution to gender equality and inclusion by addressing the core elements of gender transformative change, as relevant to the context.





The **key elements of gender transformative programming and influencing** are;

1	Gender, age and inclusion analysis
2	Addressing gender norms throughout the life-course.
3	Strengthening girls' and young women's agency
4	Advancing both the condition and position of girls, young women, and women.
5	Working with boys, young men, and men to transform masculinities .
6	Inclusion and intersectionality of boys, girls in all their diversity.
7	Fostering an enabling environment for gender equality and girls' rights
8	Gender in MERL
9	Gender and inclusion in Participation
10	Gender and inclusion in Risk Management
11	Gender and inclusion in Technical Expertise
12	Gender budgeting /Gender and inclusion in Resourcing

These elements can help to improve the quality and sustainability of our programming and influencing work by allowing us to tackle the root causes of gender inequality and exclusion, therefore accelerating social change. They are relevant and applicable for all our work, as well as in both our development and humanitarian work. With regards to humanitarian work, adaptation and flexibility is required to suit rapidly changing needs, navigate unpredictable circumstances and allow for modification of strategies depending on available resources and time.

The core elements of gender transformative programming and influencing are interconnected and mutually reinforcing. Also, the potentiality of each of the elements to contribute to transformative change differs, not all the elements may have high potential. All the elements manifest differently depending on the sector/thematic of a specific project/programme, for example, agency for SRHR would be

conceptualised very differently from what agency is for ECD.

Below are brief descriptions of each element and suggested strategies which can be used under each element to contribute to gender transformative change. These gender transformative strategies are understood to be overarching systemic approaches which when embedded across all stages of programming and influencing can ensure that all our organisation's work contributes to gender equality. They are not isolated project specific interventions or activities, but rather a consistent lens that shape how programmes are conceptualized, designed, implemented, and evaluated to ensure that the entire programme ecosystem actively shifts unequal gender power relations and advances gender justice in the communities where we work.

NB: For concrete activity level examples, you can refer to the **AoGD Reference Guides on the Gender Transformative Marker** on our Gender Inclusion page (OnePlanet).



5.1. Situational Analysis

Looking at gaps in services and legislation, and at rights violations and inequalities within the thematic focus of the project unpacking how and why these exist and affect people differently depending on their gender, age, and other exclusion factors e.g. disability, sexual orientation and gender identity, ethnicity, race, socioeconomic status, etc.

Gender, age and inclusion analysis is at the heart of our gender transformative work. All situation analysis must specifically incorporate such analysis to enable us uncover the root causes of gender inequality and exclusion that affect all communities, analyse power relations and reveal insights into what may be done. Our **Gender, Age and Inclusion Analysis Framework** turns each of the six elements of gender transformative programming into a domain of analysis and sets key questions and secondary data points to guide the collection of the information to better understand the situation. Gender analysis questions should be conducted for all projects across thematic areas and contexts, as relevant

Make sure to apply the framework as a whole in order to take full advantage of the interconnected nature of the different topics. Also engage women, men, girls and boys in all their diversity in communities, including groups that are hard to reach or mobilise. Used in this manner the gender, age and inclusion analysis framework are like a new lens that helps us to peel back the layers of a situation of gender inequality, injustice and exclusion to

uncover the root causes and reveal insights for how these causes might be addressed throughout our programming and influencing work. It also allows us to better understand the power relations that benefit some people over others, resulting in systemic oppression within the communities where we work.

Integrating gender, age and inclusion analysis into our situation analysis guides Plan staff and partners in collecting information on gender gaps and barriers in services and legislation, rights violations and inequalities within the thematic focus of projects, unpack why these exist and how they affect people differently depending on their gender, age, and other exclusion factors (e.g. age, disability, ethnicity among others).

Humanitarian responses must be based on a **Rapid Gender Analysis** (RGA), compiling existing contextual and programmatic information about gender norms, power inequalities, and collecting new gender and diversity data on gender differentiated impacts of the crisis, as well as access to response activities, (For details, see RGA section of the **ERM Manual (Programme, pp. 85)**). RGA findings should be translated into practical actions to continuously (re)design and implement gender aware and inclusive programmes, as well as highlighting how short-term, gender-aware actions can contribute to longer-term, gender-transformative processes.

Our Gender, Age and Inclusion analytical framework includes a section on Opportunities for Programming and Influencing that

should be used to guide the reflection on how identified issues can be addressed with different stakeholders. Make sure to consider the main gender norms that are limiting the

condition/position and agency of girls, young women and people of other genders, and how to address key ones which are critical to the success of the project.

Strategies for gender transformative change

How we do it!

- **Apply a Gender, Age, and Inclusion (GAI) Analysis:** When doing a situation analysis always include questions from our gender and inclusion analysis framework to help examine the structural and normative drivers of gender inequality, understand their differentiated impact on women, girls, and marginalized groups and the beliefs and power structures behind resistance to gender justice.
- **Rapid Gender Analysis:** As part of minimum preparedness actions, develop Gender in Briefs to provide concise, context-specific summaries of pre-existing gender inequalities and power dynamics that are likely to be exacerbated in crisis. During Orange 2 alert, conduct Rapid Gender Analysis (RGA) to improve understanding of gender differentiated impacts, needs, barriers and capacities during emergencies to inform design of inclusive and responsive humanitarian interventions that do not reinforce harmful norms or exclusion.
- **Collect disaggregated data:** Ensure the systematic collection, analysis, and use of sex, age, and disability disaggregated data (SADDD) - at a minimum - across all assessments and baselines. This enables teams to identify gender gaps as well as invisible or underserved groups, align with international standards (e.g. SPHERE), and informs targeted programming and influencing.
- **Identify opportunities for gender transformative programming:** - Using the findings of the gender, age and inclusion analysis identify opportunities for programming/influencing, including power holders or influencers who promote gender equality or hinder progress and norm change, as relevant in the context.

- **Safe and inclusive consultation spaces:** Create safe, identity-affirming spaces for community consultation, and apply culturally relevant participatory methods to facilitate meaningful engagement with different groups — including girls, adolescents, people with disabilities, and other marginalized identities
- **Internal Capacity for gender analysis:** Ensuring that all staff, partners and external consultants conducting situation analyses have the skills and resources needed to conduct gender, inclusion and age analysis during situational analysis and baseline assessments. This includes the ability to identify power dynamics, diagnose social norms, collect and interpret data through an intersectional gender lens.
- **Engage local partners in sense making:** Co-leading situation analysis processes with local partners, especially women- and girl-led groups, ensuring that their knowledge informs identification of barriers, risks, and opportunities for transformation especially for hard-to-reach or systematically excluded populations in the local context.



5.2. Social and Gender Norms

Diagnose, understand and address discriminatory social and gender norms and how these affect different groups of women and men in all their diversity throughout their life course, from birth through to adulthood.

Gender discrimination and socialization start early and continues throughout a person's lifetime. During early childhood, all children develop a sense of self-worth, identity and belonging. They learn gendered attitudes and expectations about how girls and women, boys and men should behave, and about their value and role within society. Gender norms and expectations shared by families and communities drive this socialisation process which continues throughout childhood and

adolescence. It shapes the way that girls and boys, children and adolescents are treated and their expectations for the future. This concerns gendered expectations about capabilities, roles, decision-making and representation in relation to the thematic area and wider society.

These gender norms are always contextual and can differ based on several factors including age and other intersectional factors limiting for all children, but particularly limiting for girls in their diversity. As such, gender transformative projects seek to influence discriminatory gender norms and how these affect young children and their parents/caregivers, educators, community members and leaders, government officials, and the media.

Strategies for gender transformative change

How we do it!

- **Facilitate participatory norms diagnosis:** Identify and critically examine, together with communities, the harmful gender and social norms, that reinforce gender inequalities and use participatory tools to understand how these norms manifest, the beliefs which inform these norms, who they affect, and how they violate rights and limit opportunities for young people.
- **Community-Led Solutions for Norm Change:** Engage community in creating practical solutions and support collective action to dismantle and transform discriminatory gender norms based on local knowledge, lived experience, and community aspirations that are consistent with rights frameworks.
- **Mobilise champions:** Support champions who challenge

discriminatory norms and influential role models who promote the adoption of progressive behaviours and practices at family, community and institutional levels. Build their capacity and commitment to gender equality.

- **Traditional and religious leaders as allies:** Partner with powerholders and gatekeepers of social norms — including religious and traditional leaders — to endorsing new positive norms, behaviours and practices that offer gender-equitable alternatives which uphold the dignity and rights of all young people.

- **Leverage Social and Behaviour Change Communication (SBCC):** Invest in SBCC materials and messages that disrupt stereotypes and promote positive, rights-based narratives in families and communities.
- **Norm focused humanitarian response:** During emergencies, short and long term, response teams can intentionally detect and document changes in gender power dynamics which occur and leverage entry points to reinforce positive shifts while supporting new leadership pathways and challenging regressive pushbacks.



5.3. Girls and Young Women's Agency

Strengthening girls' and young women's agency by building their knowledge, skills, confidence, critical consciousness and ability to make decision that affect their lives; to identify risks and self-protect; and to engage in mobilising and influencing others for gender equality and inclusion.

Empowerment refers to the ability of girls and young women to make informed choices about their own lives and act on them without fear of reprisal. Our work recognises power is inherent in everyone, but girls and young women may be disadvantaged, silenced and discriminated against due to gender norms imposed upon them from an early age that impact negatively their sense of power within, ability to make decision that affect them and self-protect.

Plan International's vision is for girls and young women everywhere to fulfil

their true potential and enjoy their rights. We work to contribute to a world where they have the power, freedom, voice, and choice to overcome the roadblocks they face. Strengthening girls and young women's agency is a core strategy of Plan International's gender transformative approach which can be achieved by putting them at the centre of our work as agents of change rather than passive beneficiaries of programming. Actions which foster girls' and young women's empowerment create safe spaces for individual and collective reflection, build critical consciousness, build competence for changemaking and leadership. It is also important to promote self-mobilised youth-led groups and organisations to build political pressure, take collective action in communities, influence policy makers for concrete changes in key issues and institutionalize youth participation in decision making processes/structures.

Strategies for gender transformative change

How we do it!

- Creating safe spaces:** Support creation of safe spaces, for groups of girls and young women, where they can reflect on their lived experiences, build peer support, and learn about their rights, including sexual and reproductive health and rights (SRHR). These spaces should be co-designed with girls to ensure relevance, trust, and accessibility — particularly in fragile, displaced, or high-risk settings.
- Empowering methodologies/pedagogies:** Using learning methodologies that build girls' and women's self-confidence, critical thinking,

leadership skills and boost their ability to exercise their rights and influence decisions that affect their lives.

- **Pathways to Leadership:** Connect girls and young women with positive female role models through structured mentorship and internship opportunities to nurture girls' aspirations, career development, and leadership in public spaces.
- **Address gendered barriers to participation:** Ensure that programme design includes provision for female facilitators, childcare, targeted outreach to parents and guardians to address systemic and context-specific barriers — including gender norms, cultural restrictions, and protection risks — that limit girls' and young women's safe and equitable participation in programme activities.
- **Build collective agency and voice:** Strengthen the leadership and collective action of girls and young women by supporting girl-led groups, networks, and movements where they can self-organize and engage in advocacy to demand accountability from service providers and decision-makers.
- **Solidarity with local girl/women activists and movements:** Connect with, enable and resource local youth-led, feminist, and gender justice activists, organisations and movements that are already working to promote inclusion, equity, and protection in their communities. Collaborate and align efforts, learn from their experience, enable resource-sharing and create a powerful ecosystem of support for girls' and young women's agency and leadership.



5.4. Transforming Masculinities

Working with and support boys, young men and men to increase their understanding and involvement in promoting gender equality, changing power dynamics, to explore and develop non-violent, gender equal masculinities and to promote gender equality, while also achieving meaningful results for them.

Masculinities refer to the socially constructed set of qualities or attributes that are associated with being a man and a boy, in a given society. Most cultures have predominant ideas of what it means to 'be a man' that legitimises men's dominance over women and people of diverse gender identities, also known as "hegemonic masculinities". Hegemonic masculinity is created by and sustains patriarchy, which is the root cause of gender inequality and an obstacle to the realisation of human rights and justice for all people.

Work to transform masculinities and meaningfully engaging and men in reframing healthy and nonviolent definitions of masculinity, challenging patriarchal systems, reconstructing new equitable systems is critical to our gender transformative approach. To contribute to gender equality in communities, our work must include all genders and empower everyone, including women and girls, and people with gender diverse identities and non-heteronormative sexuality. Our intersectional feminist thinking requires masculinities work which opens up safe spaces for boys, young men, and older men to discuss the expectations and limitations of the patriarchy – to engage in discussions on power, privilege, gender, and masculinities – and open minds to the gains of a more respectful, authentic, and equal engagement with others leading to more egalitarian and gender-just world.

Strategies for gender transformative change

How we do it!

- **Critical reflection on masculinities:** Establish group-based safe, supportive spaces for individual self-reflection and group dialogue with boys, young men as well as men about the social expectations shaping their identities, the challenges they face, explore the benefits of alternative, non-violent forms of masculinity emphasizing respect, equality and non-violent conflict resolution, solidarity and peer accountability.
- **Boys and young men championing gender equality:** Equip boys and young men to become champions by providing information on healthy

relationships, gender equality and non-violence, and encouraging them to champion gender justice within their families, schools, and communities.

- **Integrate men and boys meaningfully into projects:** Design programmes that position men and boys as active stakeholders not as bystanders or engaging them only through isolated, men-only project activities. This requires intentionally involving men and boys directly in joint initiatives - that centre girls and women's voices and leadership - to promote reflection, empathy, and accountability in transforming masculinity and dismantling patriarchal systems that sustain gender inequality.
- **Integrate gender-synchronised approaches:** Promote discussion, negotiation and shared decision making by working with participants in same-gender groups where individuals feel safe exploring their beliefs and experiences about similar topics and then coming together in carefully facilitated mixed-gender dialogue to build

empathy, shared understanding, and collective action for gender justice.

- **Positive male role modelling and intergenerational mentorship:** Connect boys and men with male early adopters, mentors, or community leaders who exemplify respectful, non-violent, and equitable masculinities to guide personal transformation and help redefine community expectations around what it means to be a man.
- **Engage male allies in leadership:** Build partnerships with influential male figures who are willing to publicly challenging harmful norms and endorse actions for gender-equality and children's rights.
- **Boys' and men's vulnerabilities in crisis:** Acknowledge and respond to the specific ways in which conflict and crisis exacerbate social expectations of men as providers, protectors, and aggressors by deconstructing harmful war-associated masculinities, supporting non-violent identities, and preventing gender-based violence.

5.5. Condition and Position

Improving equality in the conditions (wellbeing, equal care, support, resources, opportunities) and social position (equal value or social status, respect and access to power) of girls and young women in families and communities and the position of young women in all their diversity.

Improving girls' and women's 'condition' means focusing on their well-being and daily needs, ensuring access to information and services for example while "position" refers to focusing on their strategic gender needs, such as social and legal status, leadership skills and representation in governance structures/processes. Improving the condition of girls and young women is important but it does not address the underlying root causes of gender inequality and exclusion. For example, a project which provides

access to menstrual hygiene products and health services but fails to address the stigma and cultural taboos associated with menstruation would not be able to meaningfully transform girls' lives. Addressing condition and position together helps to ensure that our gender transformative work is more effective and sustainable

Gender transformative programming and influencing seeks to improve the wellbeing, equal care, support, resources, opportunities of CAY in families and communities while also advancing equal value, social status, respect and power of girls and/or young women in all their diversity. A critical step in making the work transformative is the need for collective action by diverse girls and young women to challenge broader economic and social structures.

Strategies for gender transformative change

How we do it!

- **Expand access to services:**
Address the systemic barriers that limit girls' access to essential services by distributing information materials on relevant topics and supporting service providers with technical skills and resources needed to provide better quality, gender-responsive and inclusive care and services for girls and young women.
- **Challenge discriminatory social norms:** Facilitate sustained dialogue and public discourse within communities, and institutions to shift harmful gender norms, stereotypes, and narratives that limit girls' roles, choices, and

freedoms in both public and private spheres.

- **Transform community power structures:** Engage community-based structures and local governance spaces to enable equitable participation, uphold girls' rights and be accountability for gender justice
- **Unstereotype male dominated occupations:** Support girls to explore and excel in STEM, technical, and leadership roles to

increase visibility, and normalize girls' presence in non-conventional job roles across all sectors.

- **Participation in decision-making and civic spaces:** Enable girls and young women to participate as active agents of change in programme design and implementation, governance, policymaking, and civil society platforms, to influence decisions that affect their lives, rights, and futures.



5.6. Inclusion and Intersectionality

Identifying and addressing the different needs of children, adolescents and young in all their diversity (gender, age, disability, ethnicity and other exclusion factors), as relevant to the project scope and context.

Plan International recognises that a myriad of key factors and characteristics can combine to compound the level of inequality and exclusion; including differences based on age, sexual orientation, ethnicity, socio-economic circumstances, rural versus urban locations and other issues¹. The unequal distribution of power and resources within societies, communities and families leads to exclusion and injustice which takes many forms including ableism, sexism, ageism, racism, homophobia, and others. Visible and invisible forms of power play out through (and are reinforced by) social and gender norms, institutions and legal frameworks leading to structural barriers for certain groups.

As children and young people in all their diversity grow up, they learn the social and formal rules that drive exclusion from their families, schools, communities and the media, among other institutions. Plan International's commitment to achieve equal rights for all children and young people is solidly

founded on the understanding that gender equality and inclusion mutually reinforce each other². As such, we view gender equality and inclusion as complementary agendas which must be addressed in tandem in order to achieve social, gender, economic and climate justice.

Plan International understands exclusion through the lens of intersectionality, recognising that people may simultaneously experience the combined and compounded effects of numerous forms of discrimination and privilege. In this way, the intersections between people's identities do not just multiply discrimination but the different forms of discrimination interact to produce specific forms of exclusion and marginalisation for certain groups across time, location and context. Therefore, tackling exclusion is the process of removing barriers and transforming power hierarchies so that individuals and groups can fully take part in society and enjoy their rights

Plan International's gender transformative approach means we will design programmes and influencing activities to tackle exclusion and address the root causes of gender inequality, power imbalances and key barriers operating in different contexts. Projects are required to ensure

¹ Refer to [Tackling Exclusion Framework](#) for more details on how Plan works to address social exclusion in the communities we work.

² [Tackling Exclusion Framework](#), Plan International (2024)

inclusive programming using the twin-track approach. At a practical level, this means striking a balance between support for meaningful inclusion and participation of individuals and working to address wider barriers which lead to exclusion through social norms and formal legal and policy frameworks.

Taking a gender transformative approach means Plan International will design programmes and influencing activities integrating key strategies such as these which are adaptable across humanitarian, development and peace contexts;

Strategies for gender transformative change

How we do it!

- **Inclusion analysis:** Applying inclusion analysis to identify excluded groups and working with children and young people whose rights are most challenged to understand how the young people we work with experience and are affected by the intersection of gender inequality, age and other forms of exclusion
- **Inclusive participation mechanisms:** Promote creation of mechanisms the meaningful participation and leadership of marginalised individuals and groups, such as adolescent girls/young women and persons with disabilities, in community-based structures and state institutions to transform power dynamics and increase influence in planning, decision-making, and accountability mechanisms.
- **Twin-track approach in programming:** Design projects that specifically address the unique needs of marginalised groups - such as persons with disability and diverse SOGIESC - through standalone initiatives that provide assistive devices, inclusive language, accessible communication formats, tackle legal discrimination, and access to services while also centring their agency, visibility, leadership and holding systems accountable for inclusion.
- **Challenging institutionalised discriminatory in public systems:** Proactively engage with and influence duty bearers to challenge and transform discriminatory gender norms, biases, and harmful attitudes embedded in laws, policies, and

service delivery. This includes addressing knowledge gaps, strengthening the capacity of duty bearers to apply gender-transformative practices such as including inclusive consultation, intersectional analysis, and be accountable to marginalised populations.

- **Partnering for inclusion:**

Collaborate with organisations and movements that demonstrate strong commitment to inclusion, including those led by excluded and marginalised including Organisations of People with Disabilities (OPDs), LGBTIQ+ groups and organisations representing indigenous groups to integrate gender equality

commitments consistently into programme design and delivery, internal policies and practices. This includes shifting power, sharing resources and valuing their lived experiences to transform not just programming, but also the structures and cultures of the organisations driving it.

- **Create intergenerational co-leadership spaces:** Intentionally create spaces and mechanisms that actively transform power hierarchies by enabling diverse young people, especially the hard of reach and systematically excluded, to co-lead the design and delivery of programming, advocacy and campaigns.



5.7. Enabling Environment

Strengthening societal structures, systems as well as civil society to enable gender equality and inclusion in legislation/policy, access to and delivery of services, representative decision-making processes, investment, capacity and commitment; and to promote joint, aligned efforts for gender equality with individuals, community, civil society, service providers and policy makers.

We believe that having an enabling legislative, budgetary and policy environment that fully supports gender equality is critical and can help to achieve gender transformative change at scale. Our **Gender Transformative Programming and Influencing** work contributes to social change at a macro-level by advocating for elimination of all forms of discrimination against women and girls and meaningful youth participation in public policy and governance spaces. Combining forces with others promoting broad systemic change, we will challenge and transform the intersecting systems of power and oppression, such as patriarchy and colonialism, challenge discrimination and end human rights violations based on gender and other intersecting identities.

Plan International will amplify the collective voices of girl/youth activists, feminist movements and representative organisations to influence decision makers for increased accountability to human

rights frameworks that promotes gender justice. To meet our global goals, we will combine forces and work with others based on shared values and commitment to gender transformative change. Our partnerships may look very different depending on who we are partnering with and what for but should always reflect our **Building Better Partnerships** principles and our feminist leadership values to ensure credibility and integrity. To achieve this, we will partner with many diverse organisations and entities with a focus on organisations, coalitions and alliances that demonstrate strong commitments to gender equality, girls' rights and inclusion.

We will harness existing partnerships with technical experts and representative organisations while expanding to new partners dedicated to gender equality, girls' rights and inclusion. Our interaction with partner organisations will reflect our feminist leadership principles, share power and act in solidarity to ensure mutually agreed collaboration with shared goals and responsibilities we can achieve together.

In addition, we will also address shrinking civic space and counter anti-rights movements that are working contributing to the hardening of restrictive contexts around the world, opposing gender equality and rolling back the rights of girls, women and people who are LGBTQIA+ more broadly around the world.

Strategies for gender transformative change

How we do it!

- **Gender responsive public financing and service models:** Promote the institutionalization of gender responsive budgeting and service provision across thematic areas by building the technical capabilities of local and national government stakeholders to adopt and scale gender transformative service models supported by public funds.
- **Gender legal and policy analysis:** Conduct gender and inclusion analysis of legislative and policy provisions to identify structural barriers to equality at community, local and national level. Support duty bearers to revise or draft laws and policies that guarantee non-discrimination, equality of opportunity and outcome in access to services, and full alignment with international and regional human rights frameworks and to prioritise the rights of girls in all their diversity, including those at the intersections of multiple forms of marginalization.
- **Political will and commitment for gender justice:** Get power holders' buy-in and commitment to action through a combination of techniques ranging from discrete advocacy and public campaigning to strategic communications and legal reform negotiation of changes to legislation with the goal of driving institutional accountability for gender equality and inclusive outcomes.
- **Gender data and monitoring systems:** Support local, national, regional, and global human rights institutions as well as civil society actors to rectify the gender data deficit, and strengthen mechanisms for monitoring, evaluation, and accountability within government systems to inform transformative action and institutional learning.
- **Mutual learning and collective action within civil society:** Identify opportunities for mutual capacity building and joint influencing with women's rights organisations, girl-led movements, and civil society networks to collectively shape policy making, amplify community-driven solutions and movement-led accountability.
- **Accountability to human rights frameworks:** Position Plan International as a values-driven actor with a clear, consistent

commitment to children's rights and
equality for girls in our advocacy for

accountability to human rights
mechanisms.

5.8. Monitoring, Evaluation, Research, and Learning

M&E data identifies, tracks and measures result of gender transformative change, disaggregated data by sex, gender, age and disability and other exclusion factors such as ethnicity, social status, as relevant to the scope and context of projects.

For Plan, it is important that indicators capture key aspects of the three dimensions of change of the global Theory of Change and actors, and that changes for both girls and boys are tracked across the Areas of Global Distinctiveness and data is disaggregated in a way that helps us better understand the diversity of people we work with. It is also important to analyse across the indicators to understand how different interventions and approaches foster an enabling environment and contribute to changing the agency, condition and position girls and women

The complex journey towards gender equality and inclusion needs to be supported by an equally sensitive monitoring and evaluation (M&E) approach for Country Strategies and projects, that is based on a clear M&E framework and plan that integrates specific thematic and gender equality indicators which are part of the **AoGD indicator menus**. It is important that indicators capture key aspects of the 3 dimensions of change and actors, and

that changes for both girls and boys are measured and disaggregated in a way that helps us better understand the diversity of people we work with. It is also important to analyse across the indicators to understand how different interventions and approaches foster an enabling environment and contribute to Gender transformative change.

Measuring transformative change requires a robust approach that utilises both qualitative and qualitative approach. It means trying to capture change in individual and collective practices, some of which happen in the privacy of homes – how people relate, how they speak to, value and treat each other. It means strengthening monitoring systems to be able to capture the small “signs of change”. By listening, asking questions and by simply observing what people do or say during engagements with communities, and then relating this to our indicators and outcomes helps to combine different types of information to give a more realistic picture of what is happening.

M&E tools such as surveys, feedback mechanisms and focus groups can challenge or reinforce norms. For example, asking if “a woman’s role is to be a good wife and a mother” may cause people to answer what they think is the “right” answer in their communities, rather than what they

actually think. Discussing a question like “Can women be really good doctors?” gives a very different message that can inspire people to think about girls’ women’s potential and capacity in different ways. In M&E processes it is critical to challenge our own assumptions about what girls and boys are, what they can do and what the power balance between girls and boys might be in a particular situation or context.

Measuring progress towards gender equality requires context specific indicators that come from clear objectives based on sound gender, age and inclusion analysis. The choice of what to measure is different for distinct actors. Ideally, women and members of excluded groups should be consulted on how best to measure progress based on their starting point. For example, for girls in some contexts, attending a meeting or

looking a visitor in the eye may be a significant achievement. In other contexts, girls may be ready and have the support of others to tackle the root causes of gender inequality or to take on leadership roles.

Ensure all humanitarian responses have specific Monitoring, Evaluation, Research and Learning (MEAL) mechanisms to track and analyse sex-, age- and disability-disaggregated data (SADDD), to better understand impact of Plan International’s responses on CAY in all their diversity. Note that SADDD is a minimum standard; even in emergencies, we should strive to gather and use more detailed, gender- and identity-disaggregated data (GIDD)

*Please refer to the **AoGD guidance on how to adapt results, indicators and tools** on gender transformative indicators.

Strategies for gender transformative change

How we do it!

- **Monitoring, Evaluation, Accountability and Learning systems:** Embed mechanisms across all programmes and projects to track progress in closing gender gaps, measure gender outcomes, and generate evidence of impact on achieving gender transformative change.
- **Gender Markers:** Apply our Gender Transformative Marker, IASC Gender with Age Marker (or any other, as relevant) as a learning and adaptive management tool to improve programme quality throughout the project cycle.
- **Participatory approaches:** Ensure consultative processes are gender responsive — including gender-balanced and diverse teams, gender-sensitive timing and locations, and inclusive and context-appropriate data collection tools.

- **Quantitative and qualitative gender indicators:** Track and measure, not only outputs, but also systemic changes including quantitative changes in gender gaps, qualitative shifts in perceptions, social and gender norms, acceptability of violence in the household and community as well as policy-level changes such as reforms in laws, public expenditure, and institutional practices advancing gender justice.
- **Capture Normative and Behavioural Shifts:** Use Plan International's AoGD Indicator Reference Sheets — to identify indicators which can support measurement of perceptions and behaviours, progressive changes in gender norms, social status, power dynamics and community-level acceptance of gender equitable practices related to specific thematic areas.
- **Learning and accountability:** Use data and evidence to improve existing gender transformative programming and influencing work, amplify local knowledge, uphold transparency, prevent extractive practices and ensure downward accountability to young people and their communities, civil society actors and community-based coalitions.



5.9. Risks

Identifying and putting in place tailored mitigation measures for potential risks of different activities to diverse children, adolescents and young people involved in work to promote gender equality, girls' rights and inclusion for the different groups of participants.

Efforts to change gender norms and power relations can have unexpected consequences. New ideas and practices are often contested and can lead to resistance or backlash for those who do not conform to gender norms e.g. young women and youth of diverse SOGIESC in the market or workplace. It is important to identify and mitigate potential risks and also reduce resistance to change by, for example, engaging in culturally sensitive ways with all community groups and drawing on support from agents of change within can.

As part of Plan's gender transformative approach to safeguarding girls, boys and young people in all their diversity, make sure to discuss what risks, if any, may arise from doing gender transformative work with different actors, and what some mitigation strategies would be. We must specifically recognise, anticipate and respond to risks that stem from, or are exacerbated by, gender inequalities, discrimination, and exclusion¹. This

includes risks which may affect specific groups e.g. persons of diverse SOGIESC, as well as backlash from anti-rights groups in response to challenging gender injustice and exclusion.

These risks should have already been identified at the design stage, so that the project or programme can be tailored to both address and minimise them. However, it is important to continuously identify, assess, monitor and mitigate these risks, both from the perspective of what could threaten the project's objectives, but also from the perspective of Do No Harm. We need to ensure that we mitigate any potential resistance or even backlash to greater gender equality, inclusion and girls' rights.

For gender-aware humanitarian response identify any potential negative effects on different gender and age groups that may arise from our interventions. This can be done by including a vulnerability-analysis lens in ongoing assessments to analyse whether the use of humanitarian services puts any specific gender or age groups at risk, and use findings to inform appropriate programming. Identify influential allies in the community and work closely with them to mitigate and monitor risks through local systems.

¹ The *Safeguarding in Programming and Influencing Work Guidelines* provide information on how to conduct a Safeguarding Risk Assessment.

Strategies for gender transformative change

How we do it!

- **Risk and vulnerability analysis:**
Conduct detailed analysis, together with young people and partners, of the compounded risks and vulnerabilities that different population groups may face from pursuing gender equality, challenging discriminatory norms and shifting unequal power relations to inform project design
- **Tailored mitigation strategies:**
Develop and integrate tailored mitigation strategies that address the specific risks faced by individuals and to prevent any potential harm — especially to girls, women, LGBTQ+ youth, and persons with disabilities — when participating in activities that confront entrenched gender norms and power hierarchies. These strategies must account for the collective nature of social norm change, and actively support individuals and communities to navigate resistance, backlash, and harm safely and confidently.
- **Safety and protection of participants:** Identifying vetting services and referral to GBV services for survivors, establish rapid support, security and protection measures for human rights defenders - particularly for those working on sexual rights and in fragile, displaced, and migration contexts - as part of a feminist care and ethics.
- **Safeguarding standards:** Adhere to Plan's Safe Programming and Influencing Guidance and Safeguarding Policy by building capacity of staff and partners to continuously identify, monitor, and respond to emerging risks and power dynamics, while prioritising the rights, dignity, and agency of participants at all times.

5.10. Participation

Adolescent girls and boys, young women and men are actively involved in the design (designing strategies and interventions), implementation (specific relevant activities such as peer-to-peer or intergenerational dialogue or influencing) and M&E process (design of M&E, data collection and analysis) of the project.

Plan International's gender transformative approach includes ensuring child and youth safeguarding in all our gender transformative programming and influencing work. Key stakeholders, including children and young people in all their diversity, partners and community members, are actively engaged and consulted throughout the project duration, at a minimum in assessing performance, identifying risks and informing major decisions. All interactions must conform to Plan International's

Safeguarding Standards and Code of Conduct.

Participatory approaches ensure benefits beyond ensuring relevant, ownership and commitment of project stakeholders. The involvement and leadership of diverse girls, boys, women and men in all stages from project design, to implementation, MEL and influencing activities is both empowering for those involved and serves to challenge discriminatory gender norms and role model behaviours which promote gender equality.

Plan International is aware of the high risks of violations being perpetuated by our staff and has zero tolerance towards any kind of violence against the young people we serve. We have put in place strong safeguarding and prevention of sexual harassment and exploitation and abuse (PSHEA) measures within the organisation.

Strategies for gender transformative change

How we do it!

- **Youth participation across the programme cycle:** Support meaningful, age-appropriate participation of young people in programming and influencing through co-creation processes, participatory needs assessments, inclusive consultations, and social audits that position young people as rights holders and agents of change.
- **Feedback Mechanisms:** Integrate youth-friendly feedback and complaint response mechanisms, such as community scorecards and youth-led reflection sessions, into

ongoing programme monitoring and supportive supervision processes to ensure responsive and adaptive programming that reflects the lived realities of diverse youth.

- **Shared decision-Making power:** Ensure that young people — particularly girls and those from marginalized groups — are meaningfully included in project governance and decision-making structures such as project start-up workshops, validation meetings, safety audits to genuinely influence key decisions.
- **Inclusion of minority groups in leadership:** Challenge power hierarchies by strengthening the representation of girls, young women, and marginalized youth within community-based protection

mechanisms, decision making processes and governance structures.

- **Amplify youth-generated content in the media:** Promote authentic self-representation of CAY, especially girls and young women in media, to reclaim their stories and shape public discourse. Our influencing work should advocate for media professionals to adopt equitable, empowering portrayals that challenges gender norms.
- **Build internal capacities for inclusive communication:** Equip our communication teams, partners and vendors to apply a gender transformative lens in content creation, leveraging Information Technology for Development (IT4D) to portray empowered, diverse and authentic images of young people.



5.11. Technical Expertise

Dedicated technical expertise needed for gender responsive design and the implementation process.

Making our work gender transformative is a shared responsibility for all of our staff and each of us can play a role to champion and contribute to gender equality. It is important to create space for reflection and learning opportunities for staff and partners to explore the 'what' and the 'why' of gender transformative work, to practice the 'how'. This will build continued alignment to Plan International's commitment to gender equality, inclusion, and the promotion of girls' rights.

When Plan staff are confident in gender transformative programming and influencing, they will be able to better identify and understand where partners and others are doing strong gender transformative work and also be in a position to leverage mutual learning in this area. This means that

work is done with all stakeholders in the project – implementing partners, duty bearers, service providers etc – to ensure that they buy into a gender transformative approach (recognising that this is a process and may be done as part of the project's activities).

Ensuring that project staff and partners have the skills and tools required to effectively implement the gender transformative programming and influencing strategies necessary for project success. Project Managers should arrange for trained facilitators to guide teams through Plan International's Planting Equality learning programme, as needed, in order to strengthen gender and inclusion competencies.

For humanitarian responses ensure diverse, gender-balanced teams at all levels of each response, and measures to enable and support the equal and safe participation of all staff in decision-making spaces (formal and informal) and power structures.

Strategies for gender transformative change

How we do it!

- **Gender Inclusion upskilling for staff and partners:** Providing opportunities for staff and partners to deepen their understanding on gender equality and inclusion through training, accompaniment and reflective dialogue on how these reflect in their professional and personal lives
- **Invest in specialised gender and inclusion expertise:** Recruit dedicated Gender Advisors to bring

advanced technical expertise and experience needed for integration of gender transformative strategies in projects and organisational systems.

- Shared ownership of gender transformative change: Intentionally work with and learn from implementing partners, duty bearers, and service providers to bring them on a shared journey of transformation, recognising that sustained shifts in gender norms and power dynamics require their

understanding, commitment, and leadership.

- **Reflective practice for accountability and learning:**
Supporting staff and partners, to periodically reflect on their gender transformative work, making space for identifying challenging and co-creating practical solutions to ensure that everyday practice brings to life the Global Policy on Gender Equality and Inclusion and Tackling Exclusion Framework.



5.12. Resources

Mobilizing and allocating human and financial resources needed for gender responsive design and the implementation process. The achievement of our organisational ambition of contributing to gender transformative outcomes requires the adoption of intentional measures for gender integration in our programming and influencing process. One of such measures is the allocation of adequate and targeted financial resources. In many cases, project budgets fail to include resources required to implement gender equality and inclusion activities. Yet, budgets are considered to be one for the most

important tools for the realization of gender transformative outcomes.

In order to effectively budget for gender equality and inclusion activities, project teams can identify project priorities guided by the gender analysis. These priorities may be translated to action plans with objectives, activities, results, inputs. Based on the identified project activities, corresponding financial costs may be developed for the project. However, it is important to note that there is need for project budgets for gender and inclusion work to be tracked to ensure the allocated financial resources are utilised.

Strategies for gender transformative change

How we do it!

- **Integrate gender budgeting:** Ensuring that the project has a budget for in-depth and sustained actions to promote gender and inclusion, ongoing capacity-building and deployment of gender responsive M&E methodologies, among others.
- **Long term investment in gender transformative change:** Imbed financial commitment to ensure a sustained presence in target communities and long-term flexible core funding for Women's Rights Organisations (WROs) recognising their critical role in shifting power and advancing gender justice. This is particularly important in post-conflict contexts where civil society is often lacks institutional support.
- **Transparency with donors:** Being upfront with donors about our organisation's commitment to gender equality and inclusion and focus on girls' rights as non-negotiables in of our work, backed

by evidence showing that addressing inequality and power imbalances improves sectorial outcomes for young people.

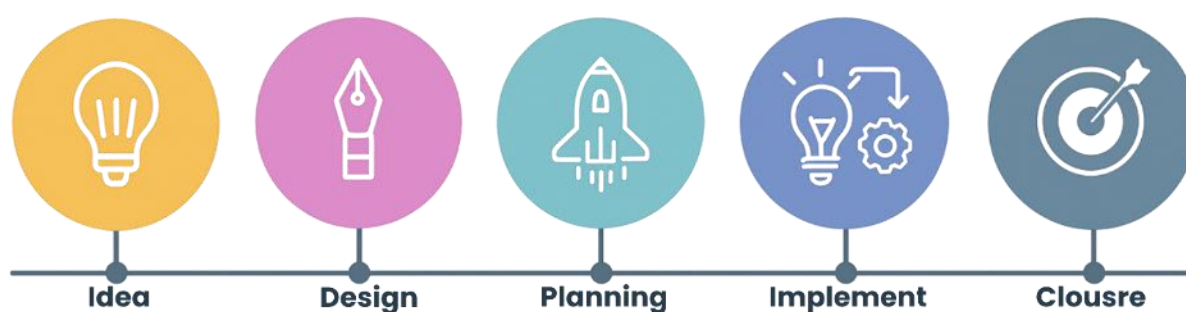
- **Cultivate diverse, values aligned funding sources:** Proactively engage with potential donors who are increasingly investing in gender

equality and feminist development.

This should be balanced with a principled stance on funding to avoid aligning with donor support whose requirements contradict or dilute our commitments to gender transformation



6. Integration in the Project Management Cycle



Project Management Cycle Stages

In order to effectively deliver quality programme and influence work we must design and deliver quality projects that address the root causes of injustice for children and inequality for girls¹. Plan International's guides staff to successfully take projects through our new five-stage project cycle, applying minimum standards and best practice to improve quality throughout.

The project management procedure applies to everything that Plan

identifies as a project, regardless of how it is funded. However, in an emergency response it may be that some steps are implemented more quickly, and that a stage planning approach is used to ensure flexibility and ability to adapt as the context evolves.

The following are key steps for integration of our gender transformative approach in the **Project Management Cycle**.

¹ Global Policy on Programme and Influence Quality (2024)

6.1. Idea Stage – FAD Stage 1 is Signed

Here a Country Office identified potential project ideas that contribute to their country strategy and that may draft projects we are due to submit and for project that are integral to our

receive funding in the future. This stage is used as a holding space for

strategy but do not yet match any funding opportunities available.

Opportunities for advancing gender equality and inclusion;

- **Align** with Plan's Gender Transformative Approach to programming and influencing.
- **Understand** how gender, age, disability and other identity factors intersect and pose barriers for fulfilling rights, which the project will contribute to meeting and solving, including through use of gender analysis and Gender in Briefs for humanitarian projects.
- **Analyse** what opportunities for gender transformative programming and influencing exist in the context and what approach(es) are suitable for the context
- **Define** thematic/sectoral outcomes that clearly articulate what gender results you aim to achieve
- **Decide** what combinations of gender transformative initiatives and methodologies can contribute most to gender equality and inclusion.
- **Identify** partners who share our commitments and have the right competencies to have a greater impact
- **Disaggregate** all data and indicators by sex, age and disability, at a minimum
- **Determining** the internal resources available, for example, dedicated gender advisor/officer, staff capacity, opportunities to leverage sponsorship funds etc.

6.2. Design Stage – FAD Stage 2 (If required) & 3 Signed

Here the project is designed and a funding proposal is submitted. This includes analysis of needs, rights, gaps and barriers to gender equality, of project context and of safeguarding. We engage with future project

participants and stakeholders to develop partnerships and define the project's high-level framework, including intervention logic, MEAL, budget etc.

Opportunities for advancing gender equality and inclusion;

- **Define** sectoral outcomes that clearly articulate what gender and inclusion results you aim to achieve
- **Refine** strategies and approaches to address gender gaps, meet practical needs and strategic interests that contribute most to gender equality and inclusion.
- **Set** gender/inclusion outcomes and indicators in projects to track and measure gender changes resulting from our work.
- **Apply** Gender Transformative Marker to score project's potential for contributing to transformative change.



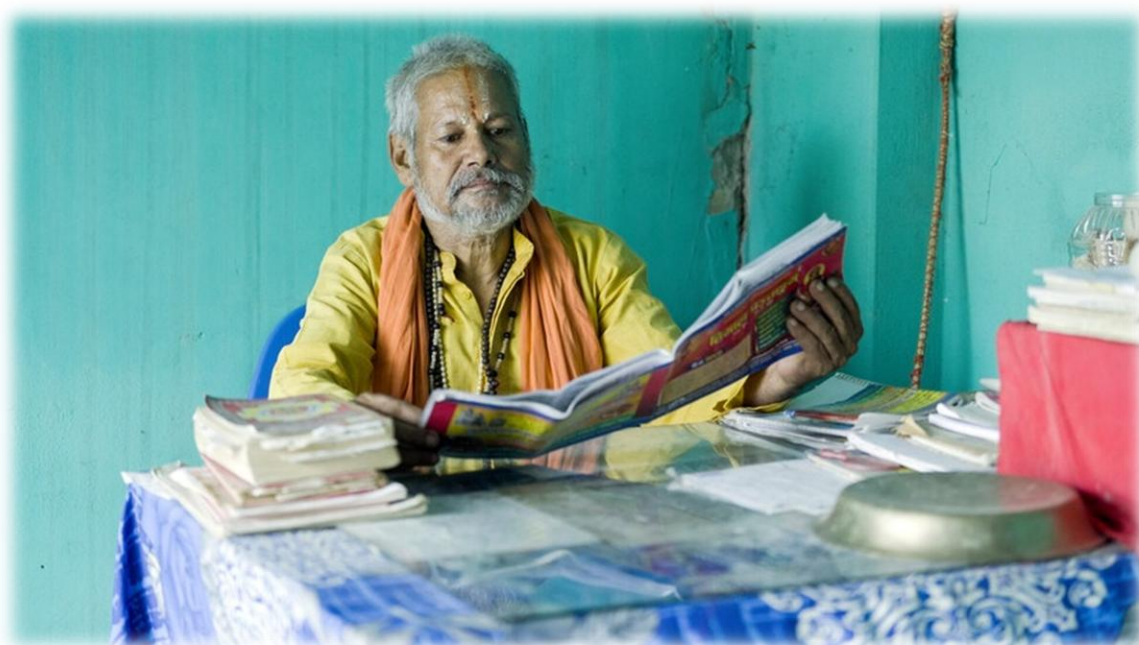
6.3. Planning Stage

Here all the details of the project are finalised, following negotiation with the funder. This ensures that any adjustments, modifications or alterations are correctly captured and reflected in the project planning

documents. This is a critical stage. The key output is a Detailed Implementation Plan (DIP) so that the project is ready to start directly without any delays.

Opportunities for advancing gender equality and inclusion;

- **Refine** strategies that address gendered needs, interests, gaps and barriers.
- For humanitarian projects, **develop/utilise** Gender in Brief to provide context on pre-existing gender inequalities that may be exacerbated during emergencies
- **Begin** ongoing dialogue on gender and inclusion issues with project participants and communities
- **Ensure** upskilling in gender transformative programming and influencing for staff and partners.
- **Ensure** diversity and gender balance among participants and staff involved in the project.



6.4. Implementation Stage

Here all stakeholders, project participants and partners come together to deliver the main project activities and outputs. Data is collected throughout on activities, procurement and expenses. Outputs and outcomes are monitored and corrective actions

taken. Learning is regularly incorporated, including through using results of the Gender Transformative Marker. This stage is all about iterative management of the project, controlling scope and budget and producing reporting.

Opportunities for advancing gender equality and inclusion;

- **Use** gender transformative interventions and continuously identify opportunities to achieve lasting change at scale
- **Ensure** diversity and gender balance among the staff, partners and community members/ volunteers involved in the project
- **Use** Plan International advocacy strategies, to address gender discrimination in policies, laws, budget and service provision by government institutions.
- **Maintain** ongoing dialogue on gender and inclusion issues with participants.
- **Measure** gender and inclusion aspects through both thematic and gender specific indicators.



6.5. Closure Stage

Here we ensure all activities are fully delivered and results achieved, the relevant gender marker is applied, and all costs are correctly captured. All procurements are finished and delivered, as much archiving as possible is done, all final reports are

done, all assets transferred and deliverables are handed over as planned. We validate how what we have delivered is impactful and sustainable for children's rights and equality for girls.

Opportunities for advancing gender equality and inclusion;

- **Apply** the Gender Transformative Marker to identify actions for sustainability
- **Set** up mechanisms to share project learning with all offices across Plan International



7. Gender Transformative Work as a Journey

Gender transformative work is a gradual and complex journey, yet an incredibly rewarding one. We must invest time and energy in a concerted way to reach our shared destination, and work with many partners along the way. We all have a role to play in making sure that Plan International projects can make the best contribution possible to gender equality and must continuously reflect, exchange and strive to learn from our successes and failures, adapt projects and at times our ways of working. Moreover, we must keep focused on our organisational purpose: a world

that advances children's rights and equality for girls.

Plan International's Gender Transformative Approach to Programming and Influence is directly connected to our Global Gender Equality and Inclusion Policy which outlines global commitments to effectively promote gender equality, girls' rights and inclusion in all our work. These commitments apply to all Plan International staff, regardless of job, speciality or location, giving us the shared responsibility to make our work gender transformative and inclusive.



8. Do You Want to Engage or Learn More?

To continue building on your understanding of our gender transformative approach and the ways that our programming and influencing work contributes to gender equality and girls' rights, consider these resources and opportunities:

- Join the **Gender Equality and Inclusion Network mailing list** to connect with colleagues across Plan who are championing gender equality, girls' rights and inclusion.
- Become a member of the **Gender Equality and Inclusion**

Workplace group to share experiences, exchange learning and keep the conversation going with others.

- Visit the **Gender Equality & Inclusion OnePlanet Page** on our intranet, OnePlanet, for examples of resources, good and promising practice
- Participate in **Planting Equality 2.0** – our capacity building programme gender equality and inclusion.

For technical support email us on **GEIGlobalTeam@plan-international.org**



About the Gender and Inclusion Group (GIG)

Gender Equality and Inclusion is a cross cutting theme in our global programs and influencing and is part of the work of the Gender Equality and Inclusion is anchored on Plan International's:

- **Goal** where we strive for just world that advances children's rights and equality for girls in all their diversity
- **Organizational values** of being rights based and gender transformative
- And **purpose** where we engage people and partners to 'empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability.'
- **Gender Transformative Approach** where we addressing the root causes of inequality and exclusion which are rooted in sexism, ageism, racism, ableism and heteronormativity, and all other forms of discrimination.

Soaring to New Heights: Feminist Dreams and Perspectives

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Until we are all equal

About Plan International

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls. We believe in the power and potential of every child but know this is often suppressed by poverty, violence, exclusion, and discrimination. And it is girls who are most affected. Working together with children, young people, supporters, and partners, we strive for a just world, tackling the root causes of the challenges girls and vulnerable children face. We support children's rights from birth until they reach adulthood and we enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national, and global levels using our reach, experience and knowledge. For over 85 years, we have rallied other determined optimists to transform the lives of all children in more than 80 countries.

**We won't stop until
we are all equal.**

Plan International

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