

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

1. Background

This action plan operationalises Integrity Action's Gender Equality and Social Inclusion (GESI) strategy for the year 2017-18. A list of activities have been planned to be implemented from October 2017 to September 2018 (12 months) with the aim of contributing to the achievement of the objectives set out in the GESI strategy.

The ultimate goal of Integrity Action's GESI strategy is to empower women, girls, and marginalised groups within the communities in which Integrity Action and partners operate to promote Integrity, and build institutions that promote a state that is open, accountable and responsive to their needs, concerns and expectations.

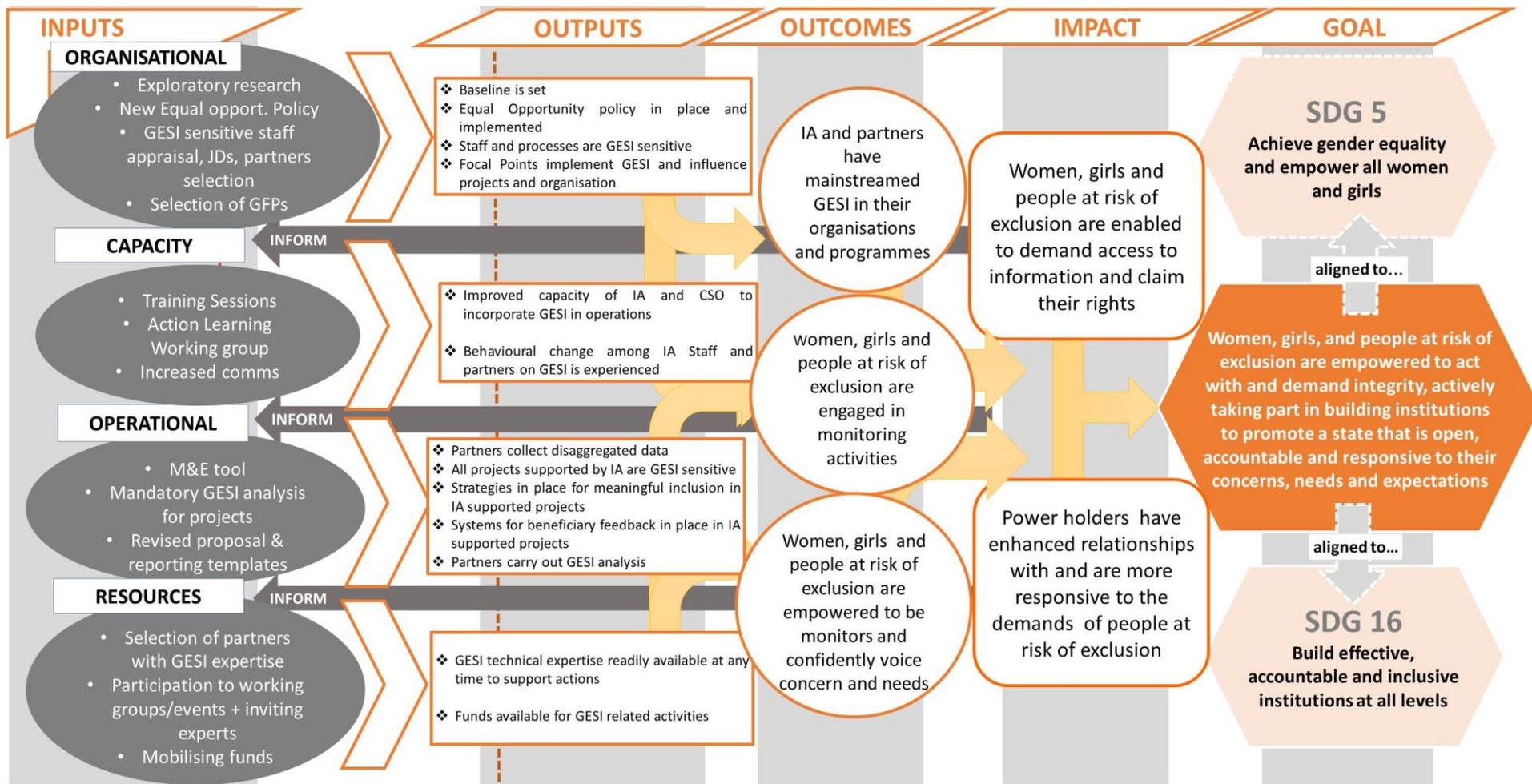
The GESI Strategy's Theory of Change sets a clear results chain and a number of indicators against which to measure success. Activities under this action plan are divided into four main categories: Organisational, Capacity, Programmatic and Resources. These activities will be delivered directly by Integrity Action during the course of 2018 and results will be measured against indicators as set in the GESI strategy.

A budget and timeline complement this Plan of Action to ensure resources are mobilised and activities are regularly monitored. Finally, responsibilities are clarified so that Integrity Action's staff are clear on who is responsible for the delivery of the activities and what is expected from them.

This action plan should be read in conjunction with the GESI strategy.

2. Theory of Change & indicators

The Theory of Change for this Plan of Action can be found below. This is very similar to the Theory of Change set out in the GESI Strategy, with the only difference being that inputs are much more detailed and reflect activities carried out in 2017-18.



Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

Impact level	Indicators	Means of verification
Women, girls and people at risk of exclusion are enabled to demand access to information and claim their rights	# and % of engaged people at risk of exclusion who report greater understanding of integrity	Pre and post intervention questionnaire
	# and % of engaged people at risk of exclusion who demonstrate greater understanding of integrity	
	# and % of engaged people at risk of exclusion who know who the duty bearer of a specific right is and the role the duty bearer should play	
	# and % of engaged people at risk of exclusion who know how to raise an issue of concern with the authorities	
Power holders at community level have enhanced relationships with and are more responsive to the demands of people at risk of exclusion	# and % of engaged people at risk of exclusion reporting improved access to services and infrastructure as a result of community monitoring	
	# and % of engaged people at risk of exclusion who say they have improved relationships with power holders	
	# and % of engaged people at risk of exclusion who say that power holders are more responsive to their needs	
Outcomes	Indicators	Means of verification
IA and partners have mainstreamed GESI in their organisations and programmes	# and % of CSO partners with a GESI strategy in place	Project docs + GESI strategies
	# and % of IA supported projects which are GESI sensitive	
Women, girls and people at risk of exclusion are engaged in monitoring activities within their communities	# and % of people at risk of exclusion actively targeted to be trained as monitors	partners reports, interviews with monitors
	# and % of monitors from categories at risk of exclusions which are selected and trained as compared to the whole monitoring group	
	# and % of people at risk of exclusion volunteering to become a monitor	
	# and % of trained people at risk of exclusion who are still monitors 6 months in the project	
Women, girls and people at risk of exclusion are empowered to be monitors and confidently voice their communities' concerns and needs, and influence decisions	# and % of monitors from categories at risk of exclusion who say they have influenced decisions that affect their community	Pre and post intervention questionnaire
	# of people at risk of exclusion reporting improved attitude at community level towards them	
	# and % of monitors from categories at risk of exclusion reporting improved levels of confidence	
	# and % of monitors from categories at risk of exclusion who exhibit positive behaviour change which demonstrates integrity	

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

Outputs	Indicators	Means of verification
	# and % of monitors from categories at risk of exclusion who exhibit positive attitudinal change which demonstrates integrity	
Organisational	# and % of CSOs partners who have GFP in place and evidence that they have a meaningful role in the organisation as GESI advisors	organisational documents, interviews with partners
	# and % of CSO partners who have included GESI aspects in their KPIs, ToC, values, staff performance appraisal, trustee manual, induction manual, job descriptions, partners selection and/or due diligence	
	# of CSO partners where people at risk of exclusion are in Board	
	# and % of CSO partners who have Equal Opportunity and Diversity policies in place and where there is evidence that they are implementing them	
	# of CSO partners where people at risk of exclusion are in active leadership roles	
Capacity	Improved IA and CSO staff knowledge and attitudes towards GESI	pre and post training questionnaire, interview with partners
	# IA and CSO partner staff that can describe specific changes they have made to their practice to make it GESI sensitive	
	# and description of cases where IA and CSO partners staff have applied learning back in the workplace	
	# and % of supported CSOs reporting improvements in their confidence and capacity to deliver projects which are GESI sensitive	
Resources	# of successful bids which include budget for GESI activities	proposals and budgets, email correspondence
	# and description of external human resources employed to advance GESI	
	# of partnerships with other NGO/CSOs to advance GESI	
Operational	# and description of community activities addressing stigma and discrimination	interviews with partners, partners reports, proposals and budgets
	Increase in the capacity of CSO partners to engage with and influence power holders on issues affecting people at risk of exclusion	
	# and description of community activities targeting people at risk of exclusion	
	# and % of proposals and projects demonstrating GESI analysis and strategies to increase inclusion and equality	
	# and % of CSOs who incorporate a GESI focus into each stage of the project cycle	

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

people at risk of exclusion included as respondents in the beneficiary questionnaire used by monitors
and description of techniques used by CSO partners to increase the leadership potential of people at risk of exclusion
and description of projects monitored that reflect the priorities of people at risk of exclusion
and description of techniques used by CSO partners to target people at risk of exclusion to become and remain monitors ¹

¹ In 2017, Integrity Action hired an external Consultant who suggested some changes to improve indicators related to monitors, to make them more specific and measurable. Therefore, some indicators from the initial version of the GESI Strategy have been modified.

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

3. Activities

3.1 ORGANISATIONAL:

a) Training for Integrity Action trainers

Two trainings will be organised for Integrity Action staff members to improve their capacity on:

- how to approach teaching gender equality and social inclusion during trainings. Integrity Action is working with a network of NGOs from different countries with different cultures. Throughout the first year of including GESI sessions in trainings, we encountered some difficulties in managing challenging behaviours and some hostility regarding GESI related topics. Therefore, such training will help trainers in dealing with difficult situations during trainings.
- how to improve Equality, Diversity and Inclusion in the workplace. A one day training will be delivered to Integrity Action staff members to support them in providing equal opportunities in employment. As most of Integrity Action staff members conduct interviews, the training will provide information related to their responsibilities to ensure equal opportunities in employment and avoid unlawful discrimination, as well as information about discrimination, bullying, harassment and dignity at work.

b) GESI sensitive data collection on Integrity Action staff members and trustees

With the support of a MEAL consultant, a new data collection system will be created to collect GESI sensitive data on Integrity Action staff members and trustees. This data will be shared at the end of each year, showing increasing inclusion, diversity and equality in Integrity Action's workplace.

c) GESI Focal Points

A new GESI Focal Point will be nominated in each partner organisation (including Integrity Action) to serve as the contact and resource persons within each organisation. They will help to raise awareness and understanding of inclusivity, equality and gender related issues, and promote the application of the GESI strategy. New focal points will be selected/nominated by the end of November 2017.

3.2 CAPACITY:

a) Training sessions for IA and partners

At least three training sessions will be organised by Integrity Action on GESI topics. Sessions will be delivered throughout the year using webinars and/or other tools. Partners will be asked to suggest topics according to their needs. After each session partners and Integrity Action staff will fill in a questionnaire, in order to assess the trainings impact and the participant's satisfaction. A baseline survey and an endline survey will be conducted with GESI Focal Point to evaluate the

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

impact of the trainings on their level of understanding and confidence about GESI over the course of the year.

b) Action Learning Working group

The GESI Action Learning Working group will continue its work this year, with meetings after each training via Skype, to discuss and share activities, introduce challenges faced, ask for support and suggestions, share news and learn new approaches. Feedback will be asked from partners and IA staff, which will serve to evaluate impact.

c) Communication

Integrity Action and partners will actively share successes and lessons learned (including less successful ones) in inclusion strategies and activities by writing stories, case studies, news items and sharing pictures throughout all available outlets. The aim is to showcase learnings that can contribute to the charity, private and public sector's efforts to improve the lives of women, girls and people at risk of exclusion. We will support women, girls and people at risk of exclusion to play leadership roles through a campaign within social networks, acting as role models. From October 2017 to September 2018 we will publish at least two case studies, five news items, and two blogs on GESI.

3.3 OPERATIONAL:

a) Data collection and M&E Tool

In 2016, Integrity Action developed indicators and questionnaires to collect GESI sensitive data about communities, monitors, CSO partners and other stakeholders to report on the GESI indicators stated below. Questionnaires will be reviewed by a MEAL Consultant and will be shared with CSO partners by the end of March 2018.

b) Adopting GESI Sensitive Budgeting

Integrity Action will continue to have GESI Sensitive Budgeting to mainstream GESI into the organisation and programmes. GESI Sensitive Budgeting will be a tool for any staff member likely to prepare budgets, analyse any form of expenditure, or methods of raising money, from a GESI perspective, identifying the implications and impacts for women and girls as compared to men and boys, and bearing in mind the following questions: What impact does this budget have on gender and social equality? Does it reduce gender and social inequality, increase it or leave it unchanged? A training session on GESI Sensitive Budgeting will be available to IA staff and partners. After the training, staff who prepare budgets will be expected to consider GESI and proposed budgets will need to be endorsed by the GESI manager.

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

c) Adapting learning materials

Integrity Action will ensure all learning materials are adapted to be GESI sensitive. External support will be sought out to review current materials and to ensure they are accessible, inclusive and suitable for people with different abilities. New materials specifically related to GESI, such as a GESI guideline for trainers to deliver inclusive, engaging and accessible trainings will also be created. Learning materials will be translated into targeted beneficiary's languages. They will also be available in large print and in audio files.

d) Adapting Trainings of Trainers

Integrity Action's Training of Trainers programme will be adapted to be more accessible, inclusive and engaging for women, girls and people at risk of exclusion. Participants will be consulted before each training to understand any individual needs to be addressed prior to the training. The trainings will include sessions on GESI and on how to deliver accessible, inclusive and engaging trainings.

e) Developing material to better engage power holders

Community Integrity Building is based on collaboration with relevant authorities to support the implementation of monitoring activities. Integrity Action will develop strategies to better convince government officials of the value of GESI. This will be done by:

- Gathering and circulating information on country specific laws, policies and legislation that support women, girls and people at risk of exclusion. These materials will help form a short guide for Integrity Action's CSO partners, specific for their country. These laws and standards are often not implemented. These materials and trainings will help CSO partners to know what standards they should be holding public officials to.
- Developing a Code of Conduct that can be signed by power holders once engaged by CSO partners. This Code of Conduct will serve as a guidance for power holders for being more responsive to women, girls and people at risk of exclusion, but also as a way of keeping track of power holders who are supporting Integrity Action's initiatives.

f) Online platform to access resources

In the previous year, Moodle was selected as Integrity Action's learning platform. Any material produced or collected related to GESI will be uploaded to Moodle so that they are easily accessible for CSO partners. New partners will be asked to watch recorded trainings and to consult with materials produced to ensure they have the same base level of knowledge. A test will be created to assess their level of understanding and knowledge about trainings previously delivered and to identify gaps, to ensure they are at the same level as other partners.

g) Adapting DevelopmentCheck

DevelopmentCheck will be made more accessible to women, girls and people at risk of exclusion. DevelopmentCheck will be more intuitive, requiring less narrative and more selecting options. CSO partners will be trained on making beneficiary surveys more representative of the

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

GESI Focal Point Selection												
Training sessions and Action learning Group sessions												
Comms												
M&E Tool												
GESI sensitive budgeting												
Adapting our learning material												
Adapting training of trainers												
Developing material to engage power holders												
Online platform to access resources												
Adapting DevelopmentCheck												
Participation to external working groups and events												
Mobilising funds												

6. Budget

Item	Amount
Training for IA trainers	£2,000
GADN Membership April 2018 – March 19	£275
Online platform to access resources	£1,250
Adapting DevelopmentCheck	£3000
Adapting/Developing learning material	£2500
Other (comms, participation to events, etc)	£1000
TOTAL	£10,025

6. Responsibilities

Integrity Action will nominate a GESI Focal Point to serve as the contact and resource person within each organisation, help to raise awareness and understanding of inclusivity, equality and gender related issues, and promote the application of the GESI strategy.

A GESI Manager will be appointed to lead on the strategy and action plan implementation. An average of 4 days per month will be allocated to the implementation of this plan.

Integrity Action's GESI Manager will be responsible for:

- Leading on all GESI activities
- Allocating tasks and responsibilities to the GESI Focal Point and other staff members as and when needed
- Leading on MEAL activities

Integrity Action Gender Equality and Social Inclusion (GESI)

ACTION PLAN 2017-18

- Ensuring that all Integrity Action's programmes and processes are GESI inclusive
- Building staff capacity and conduct orientation on GESI
- Mobilising resources for GESI
- Working with partners in nominating a GESI Focal Points in their organisation who will be responsible for monitoring, collecting, and analysing information and data
- Outsourcing activities that cannot be delivered in-house

Integrity Action's GESI Focal Point will be responsible for:

- Providing support to the GESI Manager with the implementation of the PoA
- Providing support with the organisation of the GESI Action Learning Working Group
- Liaising with our partners' GFPs
- Providing support with the development and maintenance of the GESI Learning Platform
- Providing support with the production and delivery of training sessions
- Serving as the contact point for IA staff for GESI related matters
- Providing support with external and internal communication of GESI activities
- Collecting and reflecting views and concerns on various GESI initiatives
- Providing support with data collection and analysis, monitoring and learning
- Raising awareness and understanding of the importance of GESI within Integrity Action and bringing to colleagues' attention issues or events (e.g. seminars and talks) that are of relevance to them, generate discussion and interest in the subject.
- Providing other support on GESI matters when needed