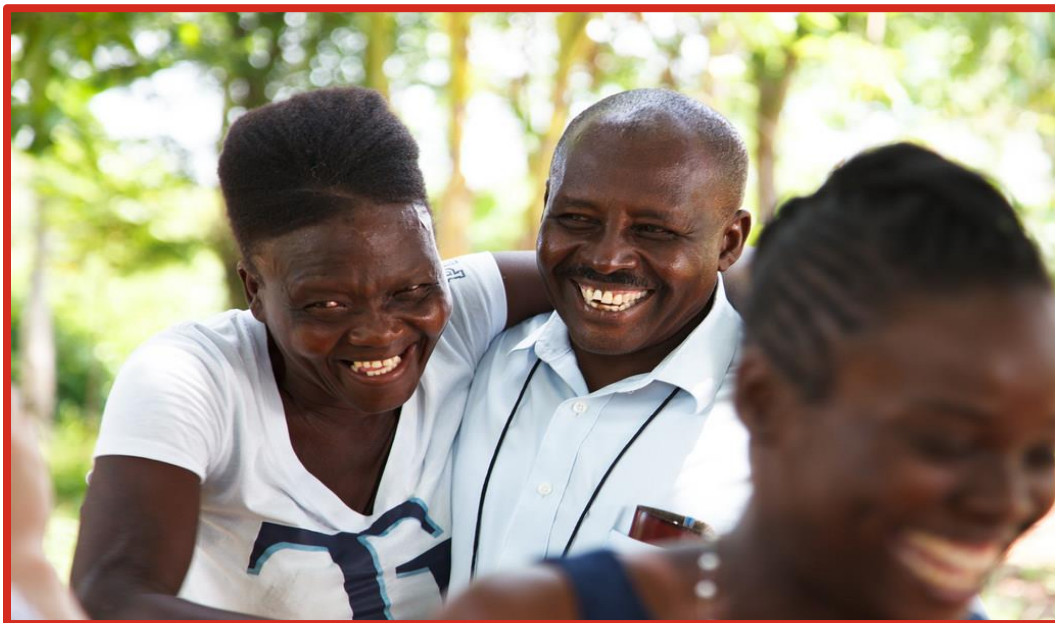




## Grand Challenges Gender Equality Strategy Tool

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*Gender Equality is achieved when women and men, girls and boys and LGBTQ people have equal rights, life prospects and opportunities and the power to shape their own lives and contribute to society. Equality is a question of a fair and equitable distribution of power, influence and resources in everyday life and in society as a whole. A gender-equal society safeguards and makes use of every individual's experiences, skills and competence<sup>1</sup>.*

## INTRODUCTION

Harmful and discriminatory gender norms, unconscious bias, unpaid labour, sexual violence and unequal access to health services are among the barriers and injustices that adversely affect girls and young women, reinforce inequalities, impede economic growth and perpetuate poverty. As such, it is never too early or too late in the lifecycle of an innovation to perform a gender analysis so as to ensure that - at worst - no harm is done, and -at best- opportunities to deepen impact are identified and implemented.

Grand Challenges Canada is committed to advancing gender equality by using a gender lens throughout the funding process. This means that Grand Challenges Canada looks for innovations, like yours, that intentionally challenge harmful gender norms and inequalities in all forms, or are committed to doing so. We assess all applicants before and at the end of the funding period, and score them on how thoughtfully and deliberately gender considerations has been integrated into the intervention's design, implementation, procedures, staffing and governance structure, data management and workplace policies.

In order to support movement towards gender equality, all initiatives funded under Grand Challenges Canada are requested to develop and implement a gender equality strategy based on a gender analysis. Key gender equality strategy milestones and deliverables are integrated into Grand Challenges Canada reporting and accountability mechanisms so as to track progress towards gender equality outcomes.

Regardless of the score, we support all innovators throughout the Transition-to-Scale funding period to reach gender equality goals in proportion to the size of the initiative, considering factors such as level of funding, public engagement and the stage of the innovation.

*This Gender Analysis tool was developed for Grand Challenges Canada grantees to identify opportunities for innovation and develop a gender equality strategy. Strategies should be based on **information grounded in the innovations' specific context, needs, funding stage and business model**. Therefore, grantees are expected to **develop their own unique approach to gender equality while using this tool as a guide**.*

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<sup>1</sup> Adapted from SIDA definition

## HOW DOES GENDER ANALYSIS FURTHER SOCIAL INNOVATION?

*“...Evidence demonstrates that when women and men are relatively equal, economies tend to grow faster, the poor move more quickly out of poverty, and the well-being of men, women and children is enhanced<sup>2</sup>.”*

Understanding how gender issues and inequities intersect across problem domains (for example social, health, economic, political and environmental) will ensure relevance and impact, which will affect the overall sustainability of the project and the innovative quality of the intervention itself. A gender analysis creates opportunities to deepen the overall impact of innovations and strengthen strategies for scale.

Opportunities for business and organizational improvements present themselves when a gender analysis leads to:

- Unpacking assumptions about how gender norms and diversity issues interact with your innovation from design to impact evaluation;
- Ensuring that people of all genders have informed the innovation design and testing;
- Mitigating gender-related risks of negative or unintended outcomes;
- Maximizing scale strategies and distribution channels to improve reach and access to all marginalized communities, including girls and women;
- Strengthening organizational performance through gender equity in organizational structure and operations;
- Engaging investors who bring a gender lens to their decision-making

### The Gender Analysis Opportunity

The field of innovation is not gender-blind. Our own internal gender analysis at Grand Challenges Canada shows that male innovators are more likely to be successful with transition to scale funding applications than female innovators. We also know that the contributions of marginalized people, women and LGBTQ+ persons are not adequately recognized in the field. If we accepted this as “normal”, our contribution to social impact would be limited. By being deliberate about confronting this reality, we can do our part to create a new one. That said, our gender analysis does not end with the goal of diverse and equal participation. We are also committed to enhancing our performance and impact by promoting female leadership, a gender learning agenda, gender tools and support for innovators, and internal policies and procedures.

Similarly, Grand Challenges Canada invites and supports grantees to apply a gender lens to their own environments and interventions to amplify their impact and work with us to effect meaningful social change.

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<sup>2</sup> The World Bank, “The Business Case for Gender Mainstreaming”, from [Integrating Gender into the World Bank’s Work: A Strategy for Action 2002](#)

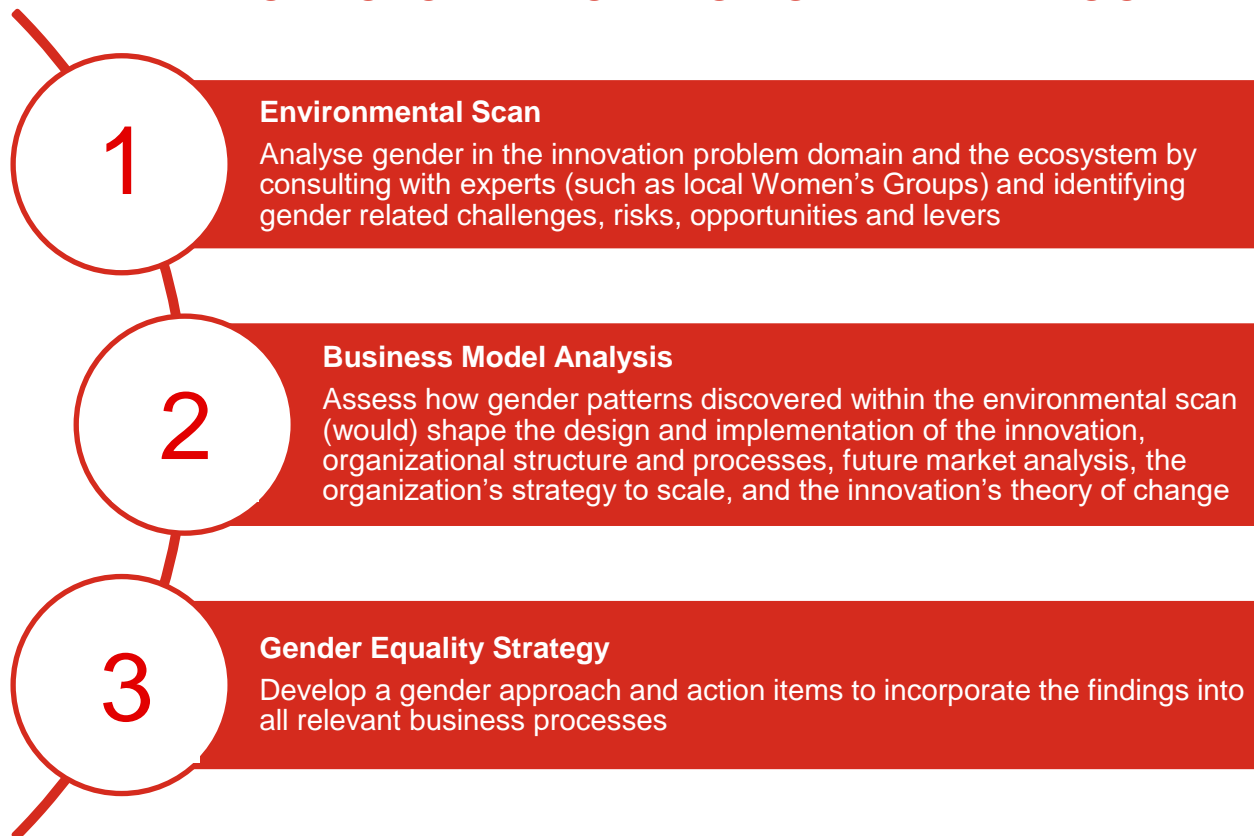
## HOW TO PERFORM A GENDER ANALYSIS

Depending on the stage of the intervention and the resources and time available, the gender analysis can start with either a motivated internal lead with gender experience, fluent in the local language and social context, or be developed, refined and measured with the assistance of an external gender consultant, or human-centered design specialist who has some familiarity with the methodology. Generally, gender analysis requires local skilled professionals with adequate resources. The findings must be used to actually shape the design of policies, programs and structures.



**If there are challenges in finding this expertise or implementing the findings given capacity constraints, please contact your Grand Challenges Canada Deal Lead as support may be available.**

### STEPS FOR PERFORMING A GENDER ANALYSIS





## STEP 1: THE ENVIRONMENTAL SCAN

Gender patterns are found in the actions and decisions we make that are shaped by our gender and social context. These gender patterns affect the involvement, behaviour and activities that people have in economic, social and legal structures and may therefore also affect the operation of the business or the potential impact of the innovation. When individuals do not conform to established gender norms, relations or roles, they often face stigma, discriminatory practices or social exclusion – all of which negatively impact health. Careful analysis of these patterns will highlight risks or missed opportunities for the innovation and its potential to reach impact at scale.

The purpose of the Environmental Scan is to identify gendered patterns within the market, the community, the context in which the innovation operates AND within an intervention. The context specific gender impact, barriers and opportunities will inevitably interact with the business model and **will need to be addressed in the gender equality strategy**. The tool below is a guide to collect data and organize findings around the effects of the gendered environment. While all questions will be tailored based on the problem domain, it is important not to make assumptions about relevance so as to truly challenge bias.

### Gender Pattern Example

In Zimbabwe, household decisions and nutrition are correlated by gender. When husbands have complete control over all decisions, women have significantly lower nutritional status than men. Similarly, female heads of household heads have better nutritional status. This information is critical to a maternal nutrition project and would affect beneficiary targeting and product distribution and sales.

## ENVIRONMENTAL SCAN TOOL

	Sample Research Topics
<b>Individual/ Community Level</b>  <i>Individual and household/ community gender patterns around this issue</i>	<ul style="list-style-type: none"> <li>Sex-disaggregated information about the market for the innovation including who will use and benefit from the innovation.</li> <li>What are the characteristics of these groups?</li> <li>Are there any limits to women’s ability to access, participate, or benefit from the innovation?</li> <li>Any particular advantages women might have (e.g. traditional knowledge; market access; the freedom to meet with other women)</li> <li>Availability of resources (e.g. family, community, schools, health facilities) and gendered differences in use/access</li> <li>Level of safety for women and girls, men and boys</li> </ul>
<b>Organizational/ Business Level</b>  <i>Business and institutional practices that might impact the innovation</i>	<ul style="list-style-type: none"> <li>Sex-disaggregated information about the intermediaries/distributors/agents</li> <li>Are there any gender-related obstacles to business startup and operation such as poor gender representation in technical fields?</li> <li>What are the traditional gendered division of roles, responsibilities and power in the relevant sectors?</li> </ul>
<b>Systems and Structures Level</b>  <i>Systems and structures, policies, regulations, laws, resource flows that might impact the innovation</i>	<ul style="list-style-type: none"> <li>Are there discriminatory laws, regulations or practices that might affect the innovation or create obstacles for women to participate/lead</li> <li>Any restrictions (legal) that affect women and men differently in terms of engaging in business</li> <li>Do men and women have equal status under all national, regional, and local laws? Is there anti-discrimination legislation? How well is it enforced?</li> </ul>

For additional research topics, refer to “Sample Questions: Environmental Scan” in the **Additional Resources** section.

## STEP 2: BUSINESS MODEL ANALYSIS

The purpose of the business model<sup>3</sup> analysis is to determine how the information gathered in the environmental scan applies to the specific innovation, and identify what within the business model itself can be leveraged for maximum social impact.

The business model analysis tool is designed to help assess how gender patterns shape the product or service design, marketing and distribution channels, organizational structure and processes, the organization’s strategy to scale and the innovation’s capacity to effect systems level change. It can be used to develop strategies to address barriers, mitigate risk and leverage opportunities.

### BUSINESS MODEL ANALYSIS TOOL

Business Model	Sample Research Topics	Potential Actions
<p><b>Product or Service Design</b></p> <p><i>Does the product or service serve the interests of girls and women?</i></p>	<ul style="list-style-type: none"> <li>• Evaluate the extent to which all genders’ views have been taken into equal account in the design, production or implementation of products or services; conduct research by consulting relevant LGTBQ or women’s groups or organizations</li> <li>• Profile users of the product or service, broken down by sex and age AND characteristics of these groups (consider factors such as location, socio-economic status, identities, marginalization)</li> <li>• Map barriers related to gender and other identities to using and benefiting from the innovation</li> <li>• Determine, through testing and evaluation, if the content of training curricula and media, is gender-neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Change the product to ensure design, placement, marketing are targeted accurately</li> <li>• Address specific gender-based barriers to access, use, benefits of the innovations</li> <li>• Identify disproportionate benefit by certain groups.</li> <li>• Build in monitoring systems that would surface unintended bias in uptake by gender</li> <li>• Removal of gender-based stereotypes from all content</li> </ul>
<p><b>Marketing and Distribution</b></p> <p><i>Does the distribution channel and/or marketing strategy of the product or service reach girls and women and diverse communities?</i></p>	<ul style="list-style-type: none"> <li>• Ensure market research was or will be gender-sensitive, including evaluating the gender analysis skill set of vendors providing research</li> <li>• Determine the gendered implications of the business model for distributors or intermediaries (particularly for base of the pyramid distribution models)</li> <li>• Assess whether the distribution model offers fair wages</li> <li>• Determine the potential impact of the distribution of the service or product on unpaid labor, such as volunteer community health workers</li> <li>• Identify how the intervention might affect gender patterns in the business model for distributors or intermediaries</li> </ul>	<ul style="list-style-type: none"> <li>• Design and test a model for distributors/intermediaries based on sound gender analysis (e.g. paying attention to relevant gender norms and stereotypes, women’s care roles, time and mobility constraints, safety issues, ability to retain income)</li> <li>• Redesign communication plans so they are relevant to context and inclusive and accessible to target market and diverse audience</li> </ul>

<sup>3</sup> Business model here refers to all commercial, public and charitable venture models.

## BUSINESS MODEL ANALYSIS TOOL (Continued)

Business Model	Sample Research Topics	Potential Actions
<p><b>Organizational design and structure</b></p> <p><i>Does the company or organization delivering the innovation institute policies that provide for equality of opportunity for girls and women?</i></p>	<ul style="list-style-type: none"> <li>Review organizational structures, make-up, policies and procedures</li> <li>Map the gendered division of roles, and balance of decision-making power within the organization</li> <li>Inventory features of the company or organization that support and/or impede gender equality, in particular looking at the potential to attract diverse talent</li> <li>Assess compliance with relevant laws and regulations regarding employment discrimination, pay equity, anti-harassment, and parental leave</li> <li>Research best practices in your industry or organizational type policies that support women's participation, that recognize women's and men's care responsibilities, and support work/life balance for all</li> </ul>	<ul style="list-style-type: none"> <li>Assign responsibility for gender mainstreaming to an internal gender champion</li> <li>Put in place and enforce HR policies are gender-responsive and in line with or exceed laws and regulations</li> <li>Put in place HR policies and measures to attract and retain diverse talent</li> <li>Develop programs and practices that ensure that women have equitable leadership, decision-making roles and board representation</li> <li>Institute workplace-related sexual harassment policies and procedures</li> </ul>
<p><b>Strategy to scale</b></p> <p><i>How will growth impact women?</i></p>	<ul style="list-style-type: none"> <li>Consider alternative paths to scale that might present better opportunities for women and/or men</li> <li>Consider the differential impact of efficiencies at scale on women and men</li> </ul>	<ul style="list-style-type: none"> <li>Develop and put in place gender-responsive recruitment practices, equitable remuneration, training and advancement opportunities</li> </ul>
<p><b>Systems change</b></p> <p><i>How can the innovation help to diminish gender gaps and empower women?</i></p>	<ul style="list-style-type: none"> <li>Identify opportunities through the innovation to strengthen women's participation, empowerment and/or the rights of women and girls</li> <li>Inventory opportunities within the organization and in the market or the community to involve men and boys in ways that help to reduce gender disparities and increase overall benefits for women and men</li> <li>Identify opportunities to influence belief systems (including gender norms) to support successful implementation</li> </ul>	<ul style="list-style-type: none"> <li>Refine innovation's theory of change to reflect gender specific impact and systems change</li> <li>Develop a strategy for policy change in an area critical to gender equality in the sector in which you operate</li> <li>Continuously explore how the enterprise can use and create narratives and mind set change strategies that support gender equality through the innovation</li> </ul>

For additional research topics, refer to "Sample Questions: Business Model Analysis" in the **Additional Resources** section.

## STEP 3: THE GENDER EQUALITY STRATEGY

There is no single recipe for developing a gender strategy. A gender strategy outlines an organization's commitment and pathway to achieving gender equality. To start, it may be easier to create your gender strategy as a standalone document. However, it may also be incorporated directly into a business plan or a monitoring and evaluation plan. Wherever the gender strategy resides, it must connect to the overall goals of the organization in order to be effective.

The following template is not meant to be directive but may be used to provide guidance in developing your initial gender strategy. Each organization should adjust the structure of their gender strategy as needed. Gender strategies should be based on **information grounded in the innovations' specific context, needs, funding stage and business model**. Therefore, grantees are expected to *develop their own unique approach* to gender equality while using this template as a guide. At a minimum, every gender strategy should include the following: gender policy, gender analysis findings, gender equality priorities, implementation plan, and monitoring and reporting. The initial gender strategy should be a succinct document of 3-7 pages.

### SUGGESTED GENDER STRATEGY TEMPLATE

<b>1</b>	<p><b>Introduction and Methodology</b></p> <p>Briefly introduce the gender strategy including any important/specific background for context. This section highlights the key objectives and the methodology.</p>
<b>2</b>	<p><b>Gender Policy/Vision Statement</b></p> <p>State why your organization is concerned with gender equality and what overarching results you will achieve based on the findings of the gender analysis.</p>
<b>3</b>	<p><b>Gender Analysis Findings</b></p> <p>Summarize the most significant findings of the gender analysis from the environmental scan and business model analysis. Highlight critical gender-related issues, challenges and opportunities that are most relevant to the innovation.</p>
<b>4</b>	<p><b>Gender Equality Priorities</b></p> <p>Based on the gender analysis findings, state the organization's target gender equality priorities. Prioritization should be based on the highest need, where there is a risk presented by doing nothing, and/or what is most realistic, at this time, for the organization to achieve. It is also important to consider organizational capacity to determine what resources exist or are needed for effective implementation. This section should highlight 1 to 3 gender equality priorities that are achievable during the funding period.</p>
<b>5</b>	<p><b>Implementation Plan</b></p> <p>Develop a realistic implementation plan that includes a workplan/action plan, along with key gender milestones and a timeline to achieve the expected gender priorities. It should also identify who is responsible for leading the work.</p>
<b>6</b>	<p><b>Monitoring and Evaluation</b></p> <p>Identify indicators for gender priorities and articulate how these will be measured and monitored in order to ensure the gender priorities are achieved.</p>



## ADDITIONAL RESOURCES

### DATA SOURCES AND RESEARCH TOOLS

#### Secondary Data:

At minimum, you should consult secondary data sources on the socio-economic and gender equality situation of the country/community and sector in which your innovation will be deployed. These sources will provide much of the information for the environmental scan. They are plentiful and can be found relatively easily through online searches.

#### Primary Data:

Primary data can be collected through consultations and key informant interviews (e.g. with local service providers, women's groups, industry experts), focus group discussions (e.g. with potential users, clients, or distributors), surveys and questionnaires. Wherever possible, data should be disaggregated by sex, and also by other context-relevant social variables (such as age, ethnicity, ability/disability, etc.). It will be most valuable if collected in the operating area.

#### Recommended Research Tools:

[Gender analysis for product development](#)

[Gender analysis for marketing](#) (for Agriculture but easily adaptable)

[Gender analysis for Human Resource planning](#)

[SIDA's Gender Toolbox](#)

#### Grand Challenges Canada – Gender Equality Case Studies:



[LegWorks](#)



[Ayzh](#)

## **SAMPLE QUESTIONS: ENVIRONMENTAL SCAN**

These are practical examples of questions designed to help probe, generate ideas and guide your research and inquiry. Your questions will need to be developed and adapted to the context of the innovation.

### **Individual and community**

- Are there hospitals/health facilities/schools in the community? How plentiful/accessible are they? Are there differences between women and men, girls and boys, in their ability to access these facilities?
- Can women and girls use these facilities on their own? Must they get permission from a male relative? Be accompanied by a male relative?
- How does violence or the threat of violence affect women's and girls'/men's and boys' lives, mobility, ability to work, ability to move about in public?
- Do men or women have restrictions on their mobility? What restrictions? How do they influence women's access to services? To supportive social networks?

### **Business and institutional practices**

- Are there laws/regulations/practices that limit the ability of women to engage in business (e.g. restrictions on property rights; requirement re: husband's signature to open a bank account; mobility restrictions)?
- What business opportunities or employment opportunities are open to men and to women? Do women and/or men generally predominate in the sectors in which the company works?
- How do men's wages/earnings compare to women's in the sector, in the region?
- Who does what kind of work in the relevant sector (e.g. in health care: who are the doctors, nurses, pharmacists, birth assistants, traditional health providers)?
- Are women and men represented in the leadership of these business or institutions? Do male and female staff have equal opportunities for training, advancement, etc.?

### **Systems and structures**

- Are there gender biases in how governments allocate resources that might impact the scaling of the innovation?
- How does the legal system treat men and women; are there gender-based differences (i.e. due process, recognition of rights)?
- Do men and women have equal status under all national, regional, and local laws? Is there anti-discrimination legislation? How well is it enforced? Is gender equality enshrined in the Constitution?
- Are there discriminatory laws or practices that might affect the innovation? (e.g. unequal retirement age for women and men, inability of women to have independent bank accounts)
- What does labour legislation say about codes of conduct, employment equity, pay equity, harassment? How well are these laws adhered to/enforced? How will this affect your innovation or business model (e.g. risk exposure, human resource policies)?

## SAMPLE QUESTIONS: BUSINESS MODEL ANALYSIS

### Product or Service design

- Who are the targeted users? What is the gender/age breakdown of the targeted users? (along with other relevant features, if known, such as ethnicity, urban/rural location, religion, marginalizing factors)
- Are there differences in the way men, women, boys and girls will use the product or service?
- Are there differences in the ways or extent that women/girls and men/boys will benefit from the product or service? (for example: timesaving, health, status, or convenience)
- What gender-specific barriers could women or men encounter in using and benefitting from this innovation? (For example: will the innovation be affected by unequal decision-making ability within households, by mobility restrictions on women and girls, by violence against women, by gender stereotypes, by the unequal division of care responsibilities inside the family)
- Have women and girls been consulted in the process of designing, producing and implementing the products or services available to them?

### Marketing and Distribution

- Are there additional opportunities that emerge for men or women, or girls or boys, which cannot be pursued given the current constraints?
- Is the company or organization positioned to see these opportunities and take advantage of them?
- As the company or organization seeks efficiencies at scale, how might these efficiencies have a different impact on men and women, or boys and girls?

### Strategy to scale

- Does the company or organization have the internal diversity required to attract the talent needed to scale?
- If the company or organization is seeking to scale through a base of the pyramid distribution model, such as a social franchise, have the constraints on women's ownership, control over income or participation in organizational governance structures been addressed? Are there assurances that women will be equitably compensated? Have considerations for women's safety and mobility been addressed?

### Organization design and structure

- How does diversity of the team or lack thereof, affect the social impact of the innovation?
- What is the gender balance of board member, senior staff and employees in the company or organization?
- What kinds of roles do women have in the company or organization? Do these roles differ substantially from the roles that men play within the organization, and if so, why?
- Who is responsible for making decisions?
- Does the company or organization have human resources policies that support women's participation, that recognize women's and men's care responsibilities, and support work/life balance for all?
- Does the company or organization have effective policies and procedures around pay equity, harassment and accessibility?

### Capacity for Systems Change

- Are there opportunities through the innovation to strengthen women's participation, empowerment and/or the rights of women and girls, and thus diminish gender-based inequalities?
- Are there opportunities to involve men and boys with the innovation in ways that help to reduce gender disparities and increase overall benefits for women and men?
- Are there opportunities to influence policy, practice to advance gender equity that align with the innovation and scaling strategy?