



— Toolkit For Mainstreaming

# Gender Equality And Social Inclusion Into Interventions

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Cover Photo: CIG Uganda

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# ACRONYMS

<b>CIG U</b>	CITIES AND INFRASTRUCTURE FOR GROWTH - UGANDA
<b>COVID-19</b>	CORONA VIRUS DISEASE 2019
<b>CSOs</b>	CIVIL SOCIETY ORGANISATIONS
<b>DFID</b>	UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
<b>GAP</b>	GESI ACTION PLAN
<b>GESI</b>	GENDER EQUALITY AND SOCIAL INCLUSION
<b>ICT</b>	INFORMATION, COMMUNICATION AND TECHNOLOGY
<b>KCCA</b>	KAMPALA CAPITAL CITY AUTHORITY
<b>KJE</b>	KAMPALA JINJA EXPRESS WAY
<b>MDAs</b>	MINISTRIES, DEPARTMENTS AND AGENCIES
<b>NGOs</b>	NON-GOVERNMENTAL ORGANISATIONS
<b>PLHIV</b>	PEOPLE LIVING WITH HIV
<b>PLWDs</b>	PERSONS LIVING WITH DISABILITIES
<b>PPA</b>	PARTICIPATORY POVERTY ASSESSEMENTS
<b>ROW</b>	RIGHT OF WAY
<b>PAPs</b>	PERSONS AFFECTED BY PROJECT



**Helena McLeod**  
Team Leader



As a woman and a mother of a severely disabled child, considering gender issues and how to reach those socially excluded and vulnerable, in our assistance, is a personal priority. In CIG, we are aware that an inclusive approach in all interventions is key in achieving socially equitable results.

Gender Equality and Social Inclusion (GESI) is therefore at the centre of CIG Uganda's programme delivery approach. We developed the GESI Screening and Marker Tools to train and guide in-house staff and implementing partners on how to embed, measure and apply GESI principles during the implementation of interventions - from design to completion.

The tools have been useful in ensuring that project-affected persons benefit inclusively, including the most at risk and vulnerable. For example, CIG Uganda built the capacity of implementing partners including government agencies to identify the vulnerable poor on the proposed Kampala Jinja Express Way, where 3,400 households in the road's right of way will be affected.

The tools were also used to capture voices of women, girls, people living with disability (PLWDs) and the elderly among other most vulnerable people, during the consultation process for Kampala Capital City Authority's 2021/2025 five-year strategy.

I would like to thank our GESI Advisor, Sayson Meya, for developing these tools and for her passion to reach and assist the most vulnerable through our programme.

I hope that you will find these tools useful for incorporating GESI into your interventions.



**Sayson R. Meya**  
GESI Advisor



For the past 15 years, I have dedicated my career to helping the most vulnerable groups of people in society. My work in this area continues to be highly rewarding. My experience working with refugees, the orphans, people living with HIV AIDS and disabilities, women and girls, has shown that without the use of robust GESI tools, programme interventions run the risk of being ill targeted, ineffective and at worst counterproductive.

Our interventions in CIG Uganda is addressing critical gaps through the provision of technical assistance in infrastructure services, urban planning and project financing. At first glance, consideration of GESI may not seem relevant. Too often, infrastructure projects have downplayed GESI issues with sometimes costly implications. The tools that we provide in this publication will directly enable the most vulnerable to directly benefit from development programmes.

The tool kit is tailored to the African and developing country context with the view that it can guide implementers to incorporate GESI issues into their respective on-going and future work.

We also hope that the programme teams will find the toolkit a practical resource that will help to integrate GESI principles and practices in intervention design, implementation and ultimate outcomes.

# ABOUT THE TOOLKIT

## Why gender equality and social inclusion?

Economic development work brings with it significant resources and decision-making power. The actions, decisions and position in the power structure carry with it significant responsibility that can be used either for progress or marginalisation, especially for those that are the most vulnerable in the society. It is the case that the vulnerable people, who are the most marginalised in society, are often excluded from processes that directly affect their lives. It is also a fact that programs, organisations and institutions have the potential to become a diverse and pluralistic platform that enable the amplification of voices of the most marginalised excluded from decision making. However, the same organisations can also close this perceived legitimacy gap between values and internal practices by creating legitimate channels and platforms to empower and inclusively capture diverse voices of the vulnerable in society.

## The objectives of the toolkit

- To introduce the concept of GESI and its importance for including the most vulnerable groups into decision making.
- To provide practical tools and checklists that will guide implementers in undertaking GESI analysis and its integration into the programme or project cycle.
- To consider the long-term institutional requirements for explicitly embedding gender equality and social inclusion through a self- assessment tool.

## Who should use the toolkit?

This toolkit is for all program/project implementers, to help build a shared understanding and knowledge of gender and social inclusion across programme implementation.

## How should you apply the toolkit to your work?

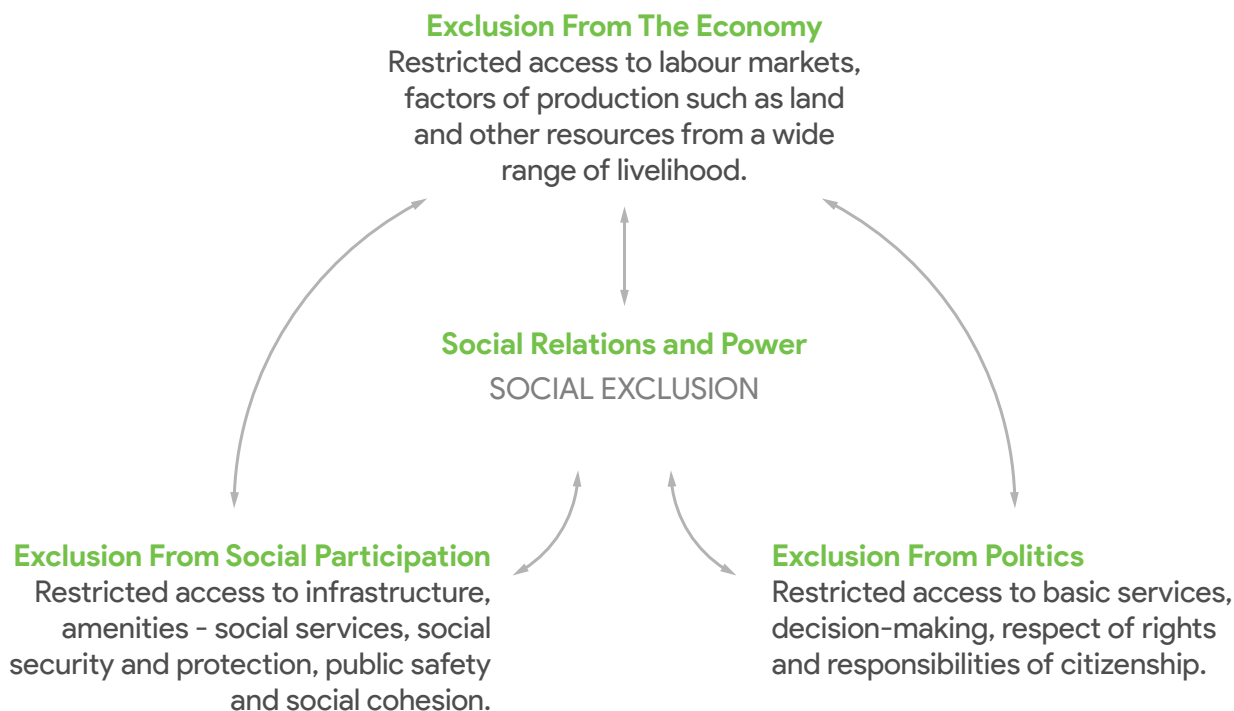
The toolkit has been designed as a practical resource that can be used during the design of intervention activities. It can also be a useful input to complex planning processes, such as the strategic plan, policies and guidelines. A comprehensive guide for undertaking a gender and social inclusion analysis is also included in Section 3 of this toolkit. Users can follow each step to undertake the analysis. The information and knowledge that they will gather during the process can constitute a baseline for implementers during planning for interventions or programs. The Toolkit is also a good quick reference guide with key definitions and concepts.

Please see the ***glossary page*** for quick reference  
to some key terms used in this document. →

## 1

# UNDERSTANDING SOCIAL INCLUSION

Social exclusion is often systemic and occurs when individuals or groups are unable to participate in the economic, social, political and cultural life of their society. The figure below explains how marginalised groups can become 'stuck' in a cycle of "exile", excluded from each domain of society.



*Source: Global Exchange: Strengthening Umbrella Networks.*

Through this dynamic process, marginalised and vulnerable groups of people are denied access to basic social services. They can be deprived of their personal agency and control over important decisions, often leading to feelings of alienation and inferiority.



## 1.1 Social Inclusion

- How we improve the concept for individuals and groups to take part in society.
- How we improve the ability, opportunity, and dignity of people disadvantaged on the basis of their identity, location, status, to take part in society.
- Promoting social inclusion involves concerted effort to dismantle entrenched laws, policies, institutions and discriminatory attitudes that sustain excluded groups' isolation.

## 1.2 Effective Participation = Inclusion

Effective participation is both a process and a goal. To participate and influence decisions that affect lives is an empowering process. It builds confidence and cultivates a sense of agency and voice. Simultaneously, through the process of participating and influencing, marginalised groups can affect the attitudes, norms, institutions and policies that drive social exclusion, leading to long-term structural changes, equality transformation and reversal of their excluded status.

## 1.3 Pre-conditions for an inclusive society

### REFLECTION ACTIVITY

#### Consider how these preconditions relate to your interventions or programs

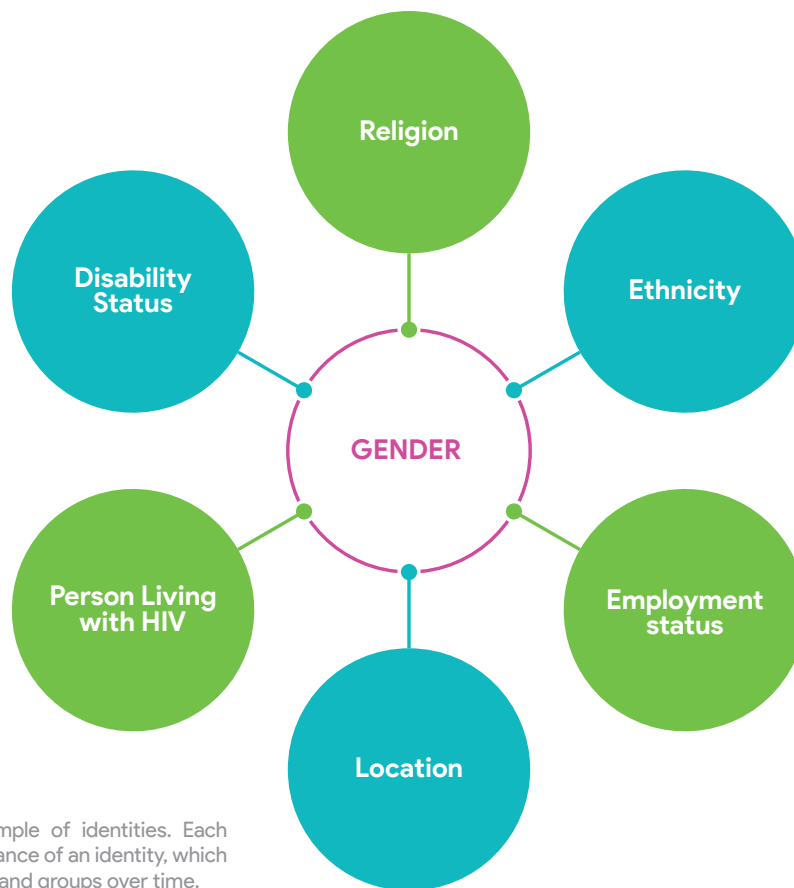
Consider how your program/organisation/institution embody these principles of inclusion and diversity.

- Does your program/organisation/institution communicate and promote positive narratives of a diverse inclusive society?
- How can your program/organisation/institution ensure equal access to information i.e. by translating information into accessible formats and in other languages?
- How can your program/organisation/institution promote a culture that celebrates cultural diversity?
- What are some of the gender equality and social inclusion promoting strategies your organisation/institution can devise?

*Source: CIG Uganda Analysis*

## 1.4 Intersectionality

Intersectionality is an analytical tool for understanding and responding to the ways in which gender intersects with other social characteristics and contributes to different experiences of oppression and privilege.



This is an illustrative example of identities. Each bubble denotes the importance of an identity, which can vary across individuals and groups over time.

*Excerpt: from World Bank, Inclusion Matters - Foundations for Shared Prosperity.*

Every one of us has multiple identities. People are members of more than one group at the same time and so can experience oppression and privilege simultaneously. For example, a female doctor who is respected in her profession can suffer domestic violence at home. Taking an intersectional approach is important for social inclusion responsive programming. Just as gender-blind programming is most likely to fail, so are blunt instruments that slot people into simple categories like poor, young, rural, people living with disability, people living with HIV/AIDS, the elderly or women versus men.

## 1.5 Example of intersectional analysis tool



In most societies, strong cultural norms exist around how male and female behave, the activities they undertake, and the qualities they exhibit. Gender norms and beliefs are often reflected in laws, policies, and institutional practices. Gender will often intersect with other areas of exclusion. For example: a disabled woman may encounter multiple levels of discrimination, first for her disability, but also because of her gender, age, status in society and geographical location.

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Not all groups receive equal treatment and protection under the law. Discriminatory laws, strategies and policies often have the effect of formalising their exclusion and marginalisation. For example: consider issues of gender inequality and equity, how some segments of population in society do not enjoy their rights.

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Your social status, if you belong to a marginalised group, impacts on your capacity to decide, influence, and exercise control. It also impacts on you if you can be in an influential position in society. For example: think of which groups of people currently dominate decision-making positions and who exercises voice in decisions made by the public and private spheres.



Technology today provides us with unparalleled amounts of information. With the “New Normal” during and post COVID-19 pandemic, access to technology will be a key way that citizens will participate. The ‘digital divide’ means there is growing inequality between those who have access to Information and Communications Technology (ICT) and those who do not. For example: consider how some are excluded from ICT, especially the rural poor or People Living with Disability among others.

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Access to information is a fundamental prerequisite for citizen participation. Information allows one to participate in priority setting and decision-making, to hold those in authority accountable, and to ensure equal treatment and equal justice. As an example: think of those who cannot access information, including the visually impaired, the illiterate or those who do not speak national or local language(s).

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Rural and regional populations generally have less access to services, poor infrastructure and higher levels of poverty. Majority of intervention operations take place in major cities and hubs, often excluding citizens from informal settlements, and those in rural localities.

*Source: CIG Uganda Analysis*

## 2

# OPERATIONALISING GENDER EQUALITY & SOCIAL INCLUSION

Social exclusion has multiple dimensions and the experience of exclusion is unique to the individual, based on their own unique identity(ies). However, exclusion can also be said to have some universal characteristics. Regardless of which country or region you work in, age, sex, disability, race, ethnicity, religion, migration status, socio-economic status, place of residence, and sexual orientation and gender identity, have all been grounds for social exclusion over time.

## 2.1 Individuals, identities or groups

It is helpful to differentiate between:

- Individuals who are members of a particular group, they may share values, beliefs, and act as a community. religion or ethnic group are relevant examples.
- Individuals who share characteristics with a group, but do not necessarily identify as a member of that group. They may not have much in common besides the discrimination they face. An example of this would be persons who have a disability or individuals who belong to a particular age category. For the purposes of this toolkit and for ease of reference, we refer to both types of identities as “groups”.

## 2.2 Gender equality and social inclusion analysis

Gender equality and social inclusion analysis can be undertaken when designing a specific intervention, or alternatively, as part of a comprehensive planning process such as a strategic plan. The size and scope of the analysis will depend upon the scale of the planned activity i.e. whether it is activity level or strategic level. It also depends on the resources one has to commit to the process and what data is already available. For example, significant time can be saved if you can draw upon analysis and research already undertaken by other actors in a similar field of interest. Once the analysis has been undertaken, it is envisaged that the baseline of data and analysis is revisited, to inform strategic decisions and future planning. The process should be done in a highly participatory manner, involving, with deliberate efforts, to have the marginalised groups inform into the process meaningfully.

The steps would be: ( 1) *Undertaking a situational analysis, data review and mapping initiatives to prioritize key marginalized groups;* ( 2) *Interrogating the dimensions of their exclusion by utilizing an intersectional analysis tool and;* ( 3) *Integrate findings into the entire program/project cycle.*

**To note:** Both quantitative and qualitative information should be gathered through this process, in order to gain a comprehensive understanding of exclusion within your context. To acknowledge the diverse contexts, it would be necessary to contextualize and tailor activities and actions to the appropriate situation where they would be implemented.

We can never assume that we know who is marginalised. There are specific dynamics of marginalisation that are hidden and must be unpacked, in order to design effective inclusion strategies. The socio-political drivers of exclusion are always in flux, and therefore also requires interrogation. In order to identify who are key marginalised groups, undertaking a situational analysis is key.

The GESI situational analysis will help you to establish a baseline of data (both qualitative and quantitative) to build an overall picture of who is excluded, as well as groups' barriers and capacities to participate.

### **Key resources for undertaking GESI situational analysis**

Participatory Poverty Assessments (PPA) is a widely used tool for analysing and addressing poverty by including voices of the poor. An intro can be found here: [www.participatorymethods.org/resource/rough-guide-ppas-participatory-poverty-assessmen-tintroduction-theory-and-practice](http://www.participatorymethods.org/resource/rough-guide-ppas-participatory-poverty-assessmen-tintroduction-theory-and-practice)

ActionAid's Power: Elite Capture & Hidden Influence, deals with power as the source of marginalization and provides a number of tools for analysing power and formulating strategies for collective action: <https://actionaid.org/publications/2012/power-elite-capture-and-hidden-influence-hrba-governance-resources>

DFID's Gender and Social Exclusion Analysis Practice Paper (2009), provides a useful step by step guide for undertaking DFID's analysis: [www.gsdr.org/docs/open/se9.pdf](http://www.gsdr.org/docs/open/se9.pdf)

## 2.3 Key GESI considerations/ questions across each stage of the program cycle



### SCOPE OF PROGRAM

How does this program intersect with the concerns or issues with the key group(s) identified? How would not involving this key group negatively impact their lives? What are some of the inadvertent consequences of exclusion? The scoping should be undertaken with the diverse identities of the target group or community concerned, ensuring there is space for not just the go-to groups, but those who are not typically represented as well as intersecting identities.



### DESIGN OF PROGRAM

Widen the scope of your program to address related specific issues that your key group faces. Define objectives and outcomes that go beyond representation - the theory of change should directly address how the program will help to end exclusionary practices at either the social, cultural or political levels. Conduct a robust risk analysis to ensure that planned activities do not inadvertently harm vulnerable groups of people or communities. Ensure that activities are modified to reduce this risk of doing harm and not leaving anyone behind or worse off.



### IMPLEMENTATION

It is important to work with grassroots as they understand their problems better. Acknowledge that years of marginalisation may require additional support to build capacity. Build in opportunities to support grassroots' advocacy that addresses root causes of marginalization.



### MONITOR AND EVALUATE

Consultation with key partners and stakeholders should take place throughout the lifecycle of the project or program, to monitor on-going impact. Adopt a range of methods and approaches to measure change at the individual level (increased voice and capacity of vulnerable people to influence change) as well as systems level change, i.e.. changes to policies or regulations that impact the vulnerable group, utilizing both qualitative and quantitative data. Data should be disaggregated by age, gender, ethnicity and other areas relevant to the project/program.

Source: CIG Uganda Analysis

# 1

## GESI Assessment

### Aim:

- To identify key GESI issues, risks, constraints and opportunities associated with proposed interventions and activities; and to provide data for the development of GESI Action Plan.

### Example key assessments

- Responsibilities and mechanisms for decision making - to identify opportunities to enhance the voices of women and those that are socially marginalised groups of people.
- Stakeholders specifically in the proposed interventions and activities.
- Distil lessons learnt from other intervention projects.

### Approach to GESI Assessment

- Develop a screening framework.
- Screen available data and information (via e.g. desk reviews, analysis of available data) to determine if more detailed work is needed.

# 2

## GESI Action Plan

### Aim:

- To inform intervention and activity design, building on the results of the gender assessment. The GESI Action Plan will set out a framework to implement the recommendations of the GESI assessment.

### Approach to GAP

- The GESI Action Plan is to be consistent with other enabling frameworks e.g. national and regional GESI policies.

# 3

## Implementation and Monitoring

### Aim:

- Strengthen context specific implementation via a range of mechanisms, including but not limited to: collaborations and partnerships e.g. women PWDs, vulnerable poor groups as appropriate.

### Approach to implementation and monitoring

- Build capacity for GESI focal points/champions and project staff
- Allocate adequate funding for supervision, implementation support, and monitoring.
- Progress made and lessons learned and intermediate results documented through standard project reporting documents and knowledge exchange.

# 4

## Completion and Evaluation

### Aim:

- Conduct impact evaluation based on the initial GESI assessment conducted. GESI Action Plan provides a baseline for the impact evaluation.

### Approach to completion and evaluation

- Conduct analysis of the GESI-related outcomes and impacts.
- Integrate lessons on GESI mainstreaming into other interventions, and feed into ongoing and future operations.



## 3

## MAINSTREAMING GENDER AND SOCIAL INCLUSION

This section introduces a range of strategies and priorities for embedding gender equality and social inclusion into programs and organisational culture. Embedding GESI into the institutional culture of a program or organisation is a long-term endeavour. It requires leadership, significant human and financial resources as well as a long-term commitment. Adopting a strategic approach to GESI means shifting from an ad-hoc approach to one that is truly transformative, with the potential to shift power structures and systems that perpetuate exclusion. Below are some of the key commitments required for embedding Gender and Social Inclusion into programs, intervention, organisations and institutions.

Areas of commitment	What to Consider
<b>Leadership</b>	The leadership team are visible champions of GESI to drive it at different levels especially the operational level in the programme or organisation. The composition of leadership team and governing bodies are representative of key excluded groups (women, PWDs, youth etc).
<b>Strategic Thinking</b>	A long-term vision of where the programme or organisation is going including having short, medium and long term GESI responsive strategic plans. A GESI working group appointed to drive implementation and hold leadership accountable to achieving GESI responsive goals.
<b>Resources</b>	Resources have been committed to both human and operational resources. GESI is built into all programmatic budgets. Resources are committed towards capacity building of GESI (including partners).
<b>Accountability</b>	GESI goals are clearly communicated in strategic documents. There are transparent mechanisms in place to measure progress against strategic GESI set goals. Individuals who abuse power are held accountable, with mechanisms in place to deal with cases of discrimination.

*Source: CIG Uganda Analysis*

### 3.1 Gender and social inclusion check list

The GESI assessment check list below can be used to assess the programs/organisation GESI progress status to highlight possible areas for GESI priority. The check list can be carried out in a participatory manner with staff who have a good knowledge and understanding of organisational policies and processes i.e. Human Resource team. Alternatively, relevant sections of this assessment can be adapted and used as a survey and circulated amongst program implementers and staff members. This can be completed in a confidential manner, if desirable.

MEASURE	YES	NO
1. There are positive GESI responsive and non-discriminative policies that promote the recruitment of underrepresented or marginalized groups of people into leadership positions in the organisation.		
2. GESI is included in job descriptions, with the majority of senior management having clear deliverables around GESI.		
3. There is GESI action measurement plan that articulates GESI priorities for the program and organisation, supported by a clear M&E framework and guidelines for evidence result based reporting.		
4. GESI is a priority featuring in program engagement with GESI progress results based reporting made against the planned actions.		
5. Inclusive invitations for women, PLWDs, Elders, youth, children where appropriate to participate in the planning meetings.		
6. The program/organisation regularly updates key data regarding access, equity and discrimination in the target communities and tracks incidents and mounting threats to marginalized or vulnerable groups of people.		
7. There are adequate resources in place to ensure that GESI strategies are fully implemented.		
8. Program or organisation leadership “walk the talk” and seek out opportunities to integrate GESI considerations into daily operations and lead their teams to do the same.		
9. Capacity building and training on GESI is mandatory for all staff and implementing partners.		

MEASURE	YES	NO
10. Grievance and redress mechanisms are in place with special mechanisms for handling sexual harassment and language/cultural/caste discrimination issues are developed and publicised across the program or organisation		
11. The program or organisation strives to ensure that its communication assets reach diverse audiences (for example, languages of marginalised groups, text messages to reach rural audiences or radio for illiterate, or those with a visual impairment).		
12. Marginalised voices are systematically included in strategic consultation and civic processes.		
13. The program or organisation invests in establishing strong relationships with diverse marginalized groups.		
14. The program or organisation advocates for GESI considerations in its partnerships with corporates and other non-civil society, Government MDA, Innovation actors.		
15. Meetings and dialogues are accessible for people using wheelchair, walkers, canes, people with a visual impairment or who are hard of hearing.		
16. Effort is made to reach rural/informal resettlement communities, by holding inclusive engagement to enable representation that leaves no one behind.		
17. Data is disaggregated by key groups including age/gender/location/disability and other key groups.		

Source: CIG Uganda Analysis

Once you have undertaken the above questionnaire, those that you answered ‘no’ can form the basis of some key actions going forward. Recognising that this is a long-term process, identify realistic and achievable measures that are an obvious “next step” for your program, intervention or organisation. Possible next-steps might include:

- Holding a dialogue with key marginalised groups to identify priority measures.
- Identify from within and external champions to help steer GESI work forward.
- Establish official position and vision on GESI
- Begin to integrate GESI key messaging as well as inclusive language in the program, organisation work, website and other key marketing and branding assets.



**CIG UGANDA GENDER  
EQUALITY AND SOCIAL  
INCLUSION (GESI) TOOLS**

# 4

## CIG UGANDA GESI SCREENING AND GUIDING TOOL

The Gender Equality and Social Inclusion Screening and Guiding tool assists users to identify opportunities and potential threats that hinder active participation of every member of the society in social, economic, political and decision making processes. The tool has different guiding questions for GESI screening at formation, design, implementation and completion stages of interventions.

### **GESI is vital for CIG Uganda to achieve economic growth**

Gender Equality and Social Inclusion is understood as a process by which efforts are made to ensure equal opportunities for all, regardless of men, women, boys and girl's background, so that they can achieve their full potential in life. It is a multi-dimensional process aimed at creating conditions which enables full and active participation of every member of the society in all aspects of life, including civic, social, economic, and political spheres, as well as participation in decision making processes.

Gender and inclusion in intervention design and implementation seeks to promote the values and enhance relations that enable all people to effectively participate in social, economic, cultural and political life on the basis of equality of rights, equity and dignity.

As inequality and exclusion are systematic, it is important to distinguish inequality from being different. Accommodating people with different backgrounds and commitment to working together to build a shared future is key to delivering intervention objectives. In this regard, CIG Uganda aims to engage and foster societies that are stable, safe and just; societies that are based on the promotion and protection of all human rights, respect for and value of dignity of each individual, diversity, pluralism, tolerance, non-discrimination, non-violence, equality of opportunity, solidarity, security, and participation of all people including disadvantaged and vulnerable groups and persons.

### **4.1 CIG –Uganda GESI approach**

GESI mainstreaming is integrated across CIG-Uganda funded interventions. GESI sensitive considerations are captured and incorporated via consultations, thereby ensuring that the social and economic development benefits flow to women, girls and other disadvantaged and vulnerable groups of people. It is expected that the key levers to this transformation will be through the changing of the rules of the game by shaping institutions, policies and representation/voice. As it relates to the CIG-Uganda core interventions, the anticipated change pathways are as below.

- **Power** – GESI was mainstreamed throughout the intervention operational cycle, to improve equity in participation, decision making, benefits and access to opportunities. Examples include GESI mainstreaming the Road Map for Catalytic Power Sector Transformation (2020-2025) and in the Regulatory Strategy among others.
- **Urban transport** – CIG Uganda mainstreamed GESI in the designing and implementation of different infrastructure interventions, transport, industrial parks with actions geared towards ensuring inclusion of gender/excluded groups in processes that would change policy makers and planners’ mind sets to think about sustainable and affordable urban transport as a comprehensive challenge involving all aspects of the urban mobility experience, and considering access and safety issues for men, women and vulnerable groups of persons. Key was the need to build voices that would enable better power relationship for the purposes of negotiations in these processes.
- **Urban economic development and job creation** - CIG is in the process of mainstreaming GESI in urban inclusive economic development strategies that allow men, women, and consideration of vulnerable groups of people to be a part of strategic planning. For example in the KCCA Strategic Plan (2020 – 2025) development process there was inclusive consultative engagement giving the vulnerable poor opportunities to be a part of the process. This in a way will strengthen their terms and conditions in employment and enhance their participation in the supply chains and wider economic activity in the city.

## 4.2 Manifestation of GESI

- The interdependent or complementary roles of men, women, boys, girls and their vulnerabilities are recognized; one cannot be changed without affecting the other.
- GESI issues are not confined to any one intervention or sector and must be addressed holistically at every stage in CIG-Uganda programme cycles including planning, designing, implementation, monitoring and evaluation phases.
- GESI must be addressed at Macro (policy) and Meso (institutional leadership) and Micro levels.

## 4.3 Nuggets for engaging MDAs and CIG partners in GESI mainstreaming

- Develop resilient and accessible dispute resolution mechanisms such as facilitation, consultation, participatory dialogue, public hearing in interventions to enable reasonable accommodations of different views, values and cultures, of vulnerable populations in CIG interventions.
- Use a multi-method approach that uses qualitative and quantitative approaches to capture GESI issues in all projects’ undertakings.
- Advocate to strengthen vulnerable populations’ voice and their empowerment - ensuring equal participation and representation of men and women with capturing the vulnerable voices in the programme performance.
- Promote men, women and other vulnerable groups’ active participation in influencing service delivery for their benefit; generate a discussion and feedback/exchange of ideas between service providers and users/beneficiaries.

#### 4.4 GESI reflection

- What does it take to create change when mainstreaming GESI in CIG Uganda interventions?
- What are the capacity and resource requirements to enable effective engagement and be energised about GESI as a sector lead?
- What needs immediate attention in order to set up a foundation for an effective GESI outcome?
- What unique contribution can CIG-Uganda GESI expertise make towards mainstreaming GESI in its programmes? What GESI seed can CIG Uganda plan together that can make a difference to the future of CIG Programme?

#### 4.5 Guiding questions for GESI screening

The results of the screening exercise may identify potential threats and opportunities that can be fed back into the intervention design and subsequent implementation. It may also highlight the need for stakeholder or community consultation. Illustrative questions are as below.

- To what degree will members of the specific target groups (men, women, boys, girls, PWDS, widows, elderly etc.) within the community have access to intervention outputs/deliverables? Is there a sub-group whose access will be lowered or relatively more difficult to reach and empower versus other members of the group? How do you plan to address this?
- What are the expected measurable benefits from and costs of the socially inclusive intervention, for each category of people?
- Will the homes or places of work (e.g. roadside markets etc.) of the target group be disturbed, disrupted or relocated as a result of the intervention? What is the mitigation plan to address this with special consideration of the different categories of persons to be affected by the intervention?
- What economic activities are most likely to be disrupted/displaced/eliminated (e.g. collecting and recycling plastic bottles) or enhanced? To what degree? What alternative or new economic activities will be introduced? How valuable will they be (monetary projection) and to whom?
- Who will have access to benefit, be provided and consume the new services and at what cost? Who will be excluded? What can be done to ensure their inclusion and capturing their voices?
- Does the intervention support (e.g. relocation and provision of new homes for communities of families; inclusion of community members/representatives to inform project design) or disrupt social cohesion (e.g. cash compensation to male heads of household in lieu of relocation, increase in prostitution, neglecting the elderly etc.)?
- What measures will be taken to limit or eliminate potential causes of social disruption, if any?
- How does the proposed intervention affect wellbeing, health, safety and security in the?
- Community among each of the specified groups?



- Will any group be put at particular risk due to the intervention? What are you proposing to safe guard targeted population so that the intervention does No Harm?

#### 4.6 Design stage:

- Are outcomes, outputs and activities designed to meet the different needs and priorities of the relevant, specific target groups? *(Example: designing actions that would enhance access to electricity among the socially marginalized could increase economic opportunities by lengthening opening times for activities and businesses in which vulnerable persons are involved; street lights etc.)*
- Have adequate financial resources been allocated for the proposed gender and inclusion activities (as part of total project budget)? *(Example: specific allocation in the budget to women (PWDs, elderly, youth, micro-enterprises located in informal settlements) stand-alone activity for empowerment)*
- Does the implementing partner/MDA have the capacity to carry out the proposed inclusion activities? If capacity is low, has adequate gender and inclusion capacity building training been sought for? Has this been planned and budgeted for? *(Example: – GESI capacity gaps identified, including actions that strengthen GESI in their MDAs)*
- Does the results framework include gender and social inclusive responsive indicators, targets and baseline to monitor results? Is at least one of the overall project/programme outcomes tracking GESI results?
- Will the intervention collect and use relevant and specific disaggregated data and qualitative information to analyse and track GESI issues? Have data sources been identified and/or sufficient resources been allocated for data collection?

#### 4.7 Implementation stage

- Is progress on GESI-related targets on track? If not what are the plans to address the situation? *(Example: number of vulnerable persons to be affected by the Right of Way, what effects? Who are they? Is this as was designed? Any multiplier effects)?*
- Is the intervention collecting data on GESI responsive indicators? Is this reflected in the results? *(Example: How many men/women benefitted from the intervention? What was the benefit in terms of interest, aspiration, decision making, participation, voice in relation to the numbers of vulnerable Persons Affected by Project(PAPs)? Which categories of vulnerable persons)?*
- Has the GESI capacity building needs identified by partners been done? Are there any results embedded in the implemented activities? What is the sustainability plan for continuity by the partners? *(Example: – if capacity for MDAs was built, what are the effects? Plans for sustainability of said capacity in that respective MDA, effects in the interventions MDAs are undertaking?).*

## 4.8 Completion stage

- Have GESI related targets outlined in the results framework been achieved? How? Who? *(Example: women and elderly men in the informal settlement of Kasokoso were relocated, and provided with options of livelihood of their choice).*
- Have there been any unintended negative/positive effects on any of the specific target groups as a result of programme implementation? *(Example: Negative: vulnerable persons relocated to another area but got into conflict with “host community” are not able to share benefit resources in the new allocated area i.e. water taps – Positive: Power was brought in the area where vulnerable persons were relocated and for the first time the vulnerable persons have enjoyed street lights which was not in their original area).*
- Continuity of Implementing Partner’s capacity to mainstream GESI in their work; has this been assessed? *(Example: Structures put in place in different MDAs for continuity of mainstreaming GESI in MDAs).*

## 5

# CIG UGANDA GENDER EQUALITY AND SOCIAL INCLUSION MARKER

The tool helps to show the extent to which an intervention results are likely to be limited, significant or transformative for GESI. In addition, the tool identifies gaps between commitments and results and provides evidence for closing the accountability gap in intervention design and delivery. Importantly, data from the tool can be used to document evidence arising from GESI focused projects and interventions that are complementary

A GESI Marker is a measurement tool that codes using a scale (1 to 2), for an intervention to ensure social equality responsiveness where women/men/boys/girls and those considered to be vulnerable and marginalized benefit equally for advancement of Gender Equality and Social Inclusion. The GESI-Marker approach is applied throughout the project cycle to promote and mainstream GESI in targeted actions. It can help to inform the extent to which intervention results are likely to be limited, significant or transformative. In addition, the GESI Marker helps to identify gaps between program commitments and results, and provides evidence for closing the transparency and accountability gap in intervention design and delivery. Data identified through the GESI marker provides information about: individual GESI focused projects/programmes and for multiple project interventions that complement each other.

GESI Marker		Description
<b>GESI Code: Score Minus 1:</b>		<p>The project maintains GESI inequalities or does not include any specific measure to reduce inequalities even though it may provide an opportunity to do so.</p> <p>This code can be used temporarily while the project is being designed while planning to include GESI into the programming.</p>
<b>GESI Code 0</b> “GESI blind”	No visible potential to contribute to Gender Equality and Social Inclusion	The project does not sufficiently consider gender equality and social inclusion related needs and contexts, or is exploitative i.e. activities / inputs and project design; exploits or is harmful with discriminatory social norms. There is a risk that the project interventions will unintentionally fail to meet the needs of some target population/beneficiaries groups and possibly even do some harm.
<b>Gender Code 1</b> <b>Significant GESI sensitive</b> <b>GESI Mainstreaming</b>	Potential to contribute significantly to GESI	Project interventions / activities have been designed to be sensitive and responsive to the needs of different groups of male/female and their vulnerabilities. GESI is a significant objective but not the principle reason for undertaking the project. The GESI analysis is included in the project’s needs assessment. It is reflected in one or more of the project activities or outcomes.

GESI Marker		Description
<b>GESI Code: 2</b> <b>GESI Transformative Targeted Action</b>	The project's principal purpose is to advance GESI.	Project interventions / activities have been designed to transform unequal power relations between male and female and those considered to be vulnerable. GESI is explicitly the principle objective for undertaking the project. There is GESI analysis in the needs assessment of the interventions, all activities and outcomes advance GESI.

*Source: OECD -DAC Gender Equality Policy Marker*

## 5.2 Examples of actions under the different coding:

Scores are driven by project objectives therefore, a score of 2 is not necessarily better than 1. GESI mainstreamed intervention will typically earn a score of 1.

### a) Example of code minus 1 (fiction)

Developed TORs for a study on use of power and its effect on the people in rural area did not put into consideration issues of GESI. The out sourced Consultant finds himself working with a community whose LCI Chairperson is an old illiterate woman, who only speaks her local language; at the meeting, the majority are women because of the time he set (midday), most of the men are at work and the children are at school. The Consultant realises that he cannot reach all the targeted respondents. The option the Consultant has is to redesign the methodology/approach to capture the data with consideration of GESI to be able to involve everyone. These would include: getting local interpreter; scheduling meeting at schools to talk to the children, possibility of having a sign language expert in case there is PWD with such inability; all this is done to avoid exclusion and capturing a voice for the different categories of people in that community.

### b) Example of code zero (fiction)

Construction of an 8 floor building in Kampala city. The Foreman hired men and women some of whom come to the construction site with their babies. The women are tasked to carry basins of sand from 2nd floor to the 5th floor; the stairs have no barricade for protection. On the site, there are men with disability and there is no consideration for a ramp for their movement. The project has to be completed within the shortest time possible, the Foreman hired. (Exploitation/child labour). In most cases employees work until past 7 p.m.(Exploitation). There is only one washroom to be used by all workers, often times there have been incidences of gender based violence issues as men/women/boys/girls find themselves in the same washrooms. Such a project is GESI blind, unintentionally fails to meet the needs of some target groups and does harm than good in that community.

### c) Example of code 1

CIG Uganda is supporting and building capacity of KCCA to develop its 5-year Strategy. The strategy ensures that through its objectives, goals and planned actions GESI is mainstreamed with clear elaborated methodology of how the Strategy intends to strengthen participation and capture voices of women, men, different vulnerable groups in

decision making at different levels, including at the municipal level. The Strategy is strong on ensuring social equality and gender-responsive services, for example through gender-budgeting initiatives among others.

*In this example CIG conducted a GESI analysis and mainstreamed GESI in the entire project cycle.*

#### **d) Example of code 2**

CIG BRT project is seeking to improve the utilisation of the transport system in metro Kampala city for the general public. In all its strategic and project planning cycle GESI was mainstreamed including specific consideration of vulnerable persons and their safety needs. Planned actions to address specific needs included provision of street lighting, benches on bus stops, user friendly ramps in buses for PWDs, children and the elderly, designated places for pregnant, nursing mothers among others. This project is designed to transform unequal power relations among different categories of beneficiaries to the project.

*GESI analysis was conducted and GESI was mainstreamed through the entire project cycle.*

# CIG UGANDA GESI/SAFEGUARDS FOR COMMUNITY ENGAGEMENT CHECK LIST

The GESI and Safeguard Community Engagement check list provides guidance on inclusiveness and overcoming barriers when planning and designing community engagement. The principles in the tool focuses on quality and effectiveness, process planning and designing engagement tailored to the particular issue, level of participation to be achieved, timeframe and range of stakeholders affected.

## 6.1 Principles:

- Be clear about the purpose of the engagement effort and the populations and/or communities you want to engage with;
- Have knowledge on community's culture, economic conditions, social networks, political and power structures, norms and values, demographic trends (men/women, young people, elderly etc.), history;
- Identify the Norms in the target area and apply the relevant methodology of engagement;
- Learn about the community's perceptions and of those initiating the engagement and their motives;
- Recognise and respect the diversity of the community and be aware of the political environment and;
- Be aware of the various cultures of a community and other factors affecting diversity. This must be paramount in planning, designing, and implementing approaches to engage communities.

## 6.2 DO's

- Develop an agenda, agree with the community on the duration of the meeting;
- Be respectful give people time to air out their views, opinion on subject matter;
- Share collected views of the community at the end of the discussion;
- Seek permission before taking photos, video/audio recordings and where possible, sign a consent form;
- Ask for ideas on how best to improve the engagement;
- Allow people to select their own seats;
- In case there is a person with special needs or the elderly give them extra attention, if possible, give them front seats;
- Choose words carefully; do no harm leave the community in harmony; and
- Respect protocol in the community

### 6.3 DON'Ts

- Do not give your own opinion rather listen and have the community give ideas;
- Avoid dressing indecently;
- Do not be rude, choose your language and words carefully; and
- Do not encourage discussion outside the focus of the consultative meeting/agenda.

### 6.4 GESI results based reporting tool

Results based GESI tool's fundamental purpose is to report on the extent to which the intervention results have GESI mainstreamed with disaggregated data. It provides an elaborate GESI methodology and corresponding hypotheses of the planned actions, measures formulated, and the depicted GESI responsive results.

LEADING TO GESI EVIDENCE RESULT BASED REPORTING	
Action to be undertaken	Methodology
<b>GESI in your respective CIG Sector intervention activities</b>	<p>Ensure that the identified activities address people (provide opportunities to strengthen voice of women, the vulnerable poor, PWDs, other vulnerable and marginalized groups that are usually excluded).</p> <p>Working towards changing inequitable social norms and discriminatory practices in CIG sector activities. Recognize that there is likely to be cultural/language and diversity among the intervention beneficiaries; aim to have your sector activities respond to these differences.</p>
<b>The excluded/ vulnerable and the causes of exclusion and vulnerability</b>	<p>Get more information on the underlying causes of poverty; who are the poor, the excluded and the vulnerable; causes of exclusion and vulnerability. Find out the issues in the different spheres of society (household, community, market, state, place of work etc) so that CIG intervention activities (in your sector) can be appropriately informed.</p>
<b>Basic GESI analysis in the context of your respective sector - (in communities; institutions; meetings/ engagement)</b>	<p>In the context of GESI, capture information/data regarding who is doing what, who has access to what resources, who has the authority to make decisions and who makes the decisions regarding the use of the resources; whose voice is heard, or influences, who are included and excluded in institutional arrangements and processes etc.</p>

## LEADING TO GESI EVIDENCE RESULT BASED REPORTING

Action to be undertaken	Methodology
<b>Understanding of partners; MDA's institutions policies and programs/actions/ activities</b>	Identify whether existing strategies, policies, guidelines, conducts, procedures, programs or actions address the barriers of women, PWDs, the vulnerable poor, the marginalized and the excluded; if yes, to what extent; if no, why not and what measures are taken/required of your respective sector.
<b>GESI in institutional structures and processes</b>	<p>What existing institutional structures and systems support implementation of GESI policies and programs?</p> <p>How well does the diversity of the staff reflect the population they serve?</p> <p>What are the levels of GESI competency and commitment amongst the different levels of staff?</p>
<b>Reporting</b>	<p>When reporting on your sector actions/activities reflect evidenced GESI results.</p> <ul style="list-style-type: none"> <li>• Disaggregated beneficiary data; consistence on comparisons of information gathered over time for the different social groups.</li> <li>• Reports should include good GESI practices, challenges, lessons learned from a GESI perspective in respect to your Sector; reflection of any GESI changes. Evidenced case studies/ anecdotal including voices of women, children, elderly, youth, PWDs, the vulnerable poor, and the excluded about their level of benefit.</li> </ul>

*Source: CIG Uganda Analysis*



# CIG UGANDA COMPILED GENDER EQUALITY AND SOCIAL INCLUSION GLOSSARY

**Access:** to resources, benefits, information, decision-making for example) is influenced by acceptable gender and the established gender division of labour.

**Economic Exclusion:** represents exclusion from the labour market, whether in the form of unemployment, inactivity, or exclusion from the division of economic resources, or in the form of poverty.

**Economic Inequalities:** represent inequalities of income or other economic resources between individuals, households or groups within a population.

**Empowerment:** a process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyse their situation and take appropriate action to change the status quo of the underprivileged and other marginalized groups in society.

**Engender:** the process of ensuring that planning and programming is appropriate for and takes into account the female and male differences and concerns.

**Extreme Poverty:** poverty representing danger to basic biological survival. According to World Bank methodologies, it is defined in practice as income amounts below 1.25 UDS per day.

**Gender analysis:** this identifies, analyses and informs action. It addresses inequalities that arise from the different roles of men and women; the unequal power relations between them; and other contextual factors like: ethnicity, sexual orientation, employment, citizenship, etc.

**Gender awareness:** is the understanding that there are socially determined differences between men and women based on learned behaviour, which affect ability to access and control resources. Gender-Based Refers to any act of violence that results in, or is likely to Violence result in physical, sexual or psychological harm or suffering to women, girls, boys and men on the basis of gender.

**Gender blindness:** this is failure to recognize that gender is an essential determinant of social outcomes. It therefore impacts on project planning and implementation.

**Gender Discrimination:** refers to unequal or preferential treatment of individuals or groups on the basis of their gender that results in reduced access to/ or control of resources and opportunities

**Gender Equality:** refers to the equal treatment of women and men, girls and boys so that they can enjoy the benefits of development including equal access to and control of opportunities and resources.

**Gender Equity:** refers to the practice of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power, opportunities and services.

**Gender indicator:** an indicator is a measurement of change over time. It is also a signal of a change. The change may be measured in terms of quantity, quality and timeliness. A gender indicator is that which is sex-disaggregated, specific, logical, realistic, relevant, valid and sensitive.

**Gender mainstreaming:** the consistent integration of gender concerns into the design, implementation, monitoring, and evaluation of policies, plans, programmes, activities and projects at all levels.

**Gender needs:** arise from the four components cited above. Since men and women have different gender roles, do different types of work, have different degrees of access to services and resources, and experience unequal relations, the needs of men and women are different. The practical and strategic gender needs concepts are used to identify and address gender needs.

**Gender parity:** this is a numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.

**Gender sensitivity:** this is the ability to perceive existing gender differences, issues and equalities, and incorporate these into strategies and actions.

**Gender stereotyping:** the assigning of roles, tasks and responsibilities to a particular sex policy on the basis of pre-conceived prejudices.

**Patriarchy:** means 'Rule of father' and refers to the current male dominated social relations, ownership and control of power at many levels in society. It is thought to be the root cause of the existing system of gender discrimination.

**Power relations:** Refers to capacity of individual or group to initiate action and determine outcomes which change existing social, political and economic systems and norms, to equalize gender relations.

**Sex disaggregated:** classification of information on the basis of sex; that is male data and female.

**Sexual harassment:** Unwanted acts of sexual nature that cause discomfort to the harassed. They include words, persistent request for sexual favours or dates, gestures, touching, uninvited sexual overtures, coerced sexual intercourse and rape.

**Social Cohesion:** implies the ability of a society to ensure welfare of its members, to minimize inequalities and avoid disparities. No society is fully cohesive – this is rather an ideal that every society should strive to by maintaining, enhancing and adapting to the changes occurring in economic, social and political segments.

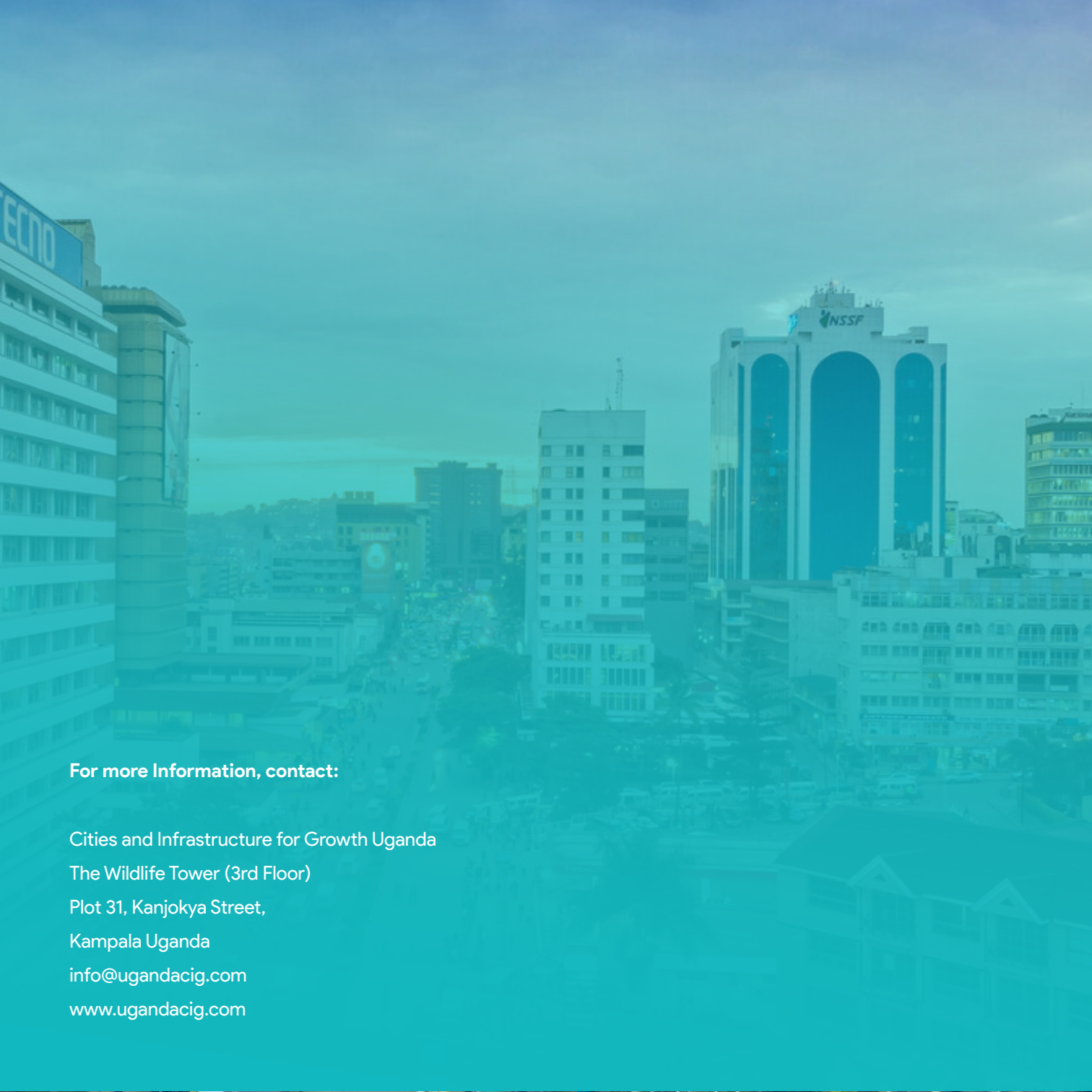
**Social Exclusion:** the state of individuals or groups excluded from the economic, political, cultural or social system, thereby being unable to take part to their full abilities in the social relations and flows due to their poverty or lack of basic knowledge and opportunities for lifelong learning, or as a result of discrimination. Such occurrences distance individuals or groups from employment opportunities, income and educational opportunities, as well as from inclusion and participation in social networks and community activities. Excluded individuals and groups have insufficient or inadequate access to institutions, authorities and decision-making processes.

**Social Inclusion:** the process enabling those at risk of poverty and social exclusion to have the opportunities and funds required for full participation in the economic, social and cultural life and achieving a living standard and wellbeing considered normal in the society they live in. Social inclusion ensures greater citizen participation in decision making, impacting their lives and ensuring basic rights.

**Social Inequalities:** represent inequalities in the social standing of individuals, households and groups stemming from unequal levels of income and other economic resources, social power and social reputation.

**Social Risks:** factors increasing the chances of individuals and families to arrive at a state of poverty or be socially excluded (such as outdated qualifications, sickness, disability, unemployment, etc.)

**Vulnerable Groups:** groups excluded from individual or multiple aspects of social life, living in poverty conditions or exposed to risks of being excluded and ending up in a state of poverty.



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