Gender diagnostics tool

How gender transformative is your organisation?

This gender diagnostics tool will help you understand where you are in the journey towards being gender transformative and highlight areas of internal and external operations where you can increase efforts to be gender transformative.

Directions to use the diagnostic tool:

1. This tool should be completed by members of an organization who have a broad understanding of various departments and activities. We recommend you consult your colleagues if you are unsure of activities in a specific department, as this will enable you to get a more accurate diagnostic.

2. There are 30 questions across 5 high level categories to assess various levels of gender focus. For each question answer "YES" or "NO" based on your understanding.
    If you are unsure of the answer for any question or do not know the answer, select "NO".

3. Once you are done count the total number of 'YES' answers, both for the entire set and for individual sections.

4. Refer to the scoring rubric at the end of this tool to develop a deeper understanding of your current overall gender lens status and also for specific sections.

5. At the end of the tool we have provided a glossary of some commonly used terms in the tool which will aid in better understanding of some of the questions.

While the tool guides a gender diagnostic assessment, it is key to note that the path to gender transformation is likely to be unique and long for most organizations. Thus, a pertinent first step is to always understand current status and then take steps to move to the next level.

Funder can use this tool and its results to feed into their use of the Partner Selection Tool as they decide on engagements. Click **here** to access the Partner Selection Tool.

Primary audience
All

Tool type
Worksheet

Personnel
Key department heads, Human resource teams

Duration
1-3 hours

GOALS
(1) Understand at what level of gender transformation your organization is.

(2) Understand which areas of internal and external operations need more focus to be gender transformative.

REQUIREMENTS
(1) No additional investment in terms of financial, human or technical resources.

(2) We recommend you finish the questionnaire in one sitting and attempt to answer them as accurately as possible.

(3) If there are terms which are unclear we suggest referring to Gender concepts glossary tool or consult your Gender Advisor if you have one.

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INTERNAL ORGANIZATION ASSESSMENT
Assessing gender transformation within an organization's internal operations

I. Staff gender diversity

1. Are >50% of your full time employees female? ☐ YES ☐ NO

2. Are >50% of your executive leaders female? ☐ YES ☐ NO

3. Are > 50% of your senior leaders female? ☐ YES ☐ NO

4. Do you have a recruiting strategy to target women? ☐ YES ☐ NO

5. Do you require a gender diverse pool of candidates for open positions? ☐ YES ☐ NO

II. Parental, family, and caregiving support

6. Do you offer maternity leave? ☐ YES ☐ NO

7. Do you offer paternity leave? ☐ YES ☐ NO

8. Do you have a company policy that caters for flexible work arrangements / hours for caregivers with dependents? ☐ YES ☐ NO

9. Do you offer comprehensive health insurance that caters to female employees prenatal and postnatal healthcare? ☐ YES ☐ NO

III. Staff protection policies

10. Do you have an anti-sexual harassment policy? ☐ YES ☐ NO

11. Do you have a sexual harassment, sexual assault, sexual misconduct whistleblower protection policy? ☐ YES ☐ NO

12. Do you have policies and structures to monitor, create awareness and / or address gender biases and microaggressions at work *(e.g., only female employees attending to office guests, male employees speaking over female employees, etc.)*? ☐ YES ☐ NO

13. Do you have a pay equity policy? ☐ YES ☐ NO

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EXTERNAL ORGANIZATION ASSESSMENT
Assessing gender transformation within an organization's external operations

IV. Gender focussed training, support, data collection and use

14. Do you collect sex-disaggregated data for your business *(e.g, number of women vs men smallholders taking input loans, number of women vs men smallholders engaging in digital learning content, etc.)*?   ☐ YES   ☐ NO

15. Do you use sex-disaggregated data to inform business decisions *(e.g., use sex disaggregated data analysis to offer new products or improve service design features, etc.)*?   ☐ YES   ☐ NO

16. Do you collect data to measure the impact of your activities on women smallholders *(e.g., increase in income, increase in yields, increase in decision making power, etc.)*?   ☐ YES   ☐ NO

17. Do you provide internal training on needs of women clients and customers?   ☐ YES   ☐ NO

18. Do you provide internal training on how to incorporate a gender lens across various business activities?   ☐ YES   ☐ NO

19. Do you have an in-house gender expert or gender advisor to support training and provide gender expertise on business activities?   ☐ YES   ☐ NO

V. Partnerships, customer servicing, product offering

20. Do you have partnerships that specifically target outreach to women smallholders?   ☐ YES   ☐ NO

21. Do you measure client or customer retention by gender?   ☐ YES   ☐ NO

22. Do you have targets for reaching women clients and customers?   ☐ YES   ☐ NO

23. Do you have policies to monitor ethical violations and collect feedback from stakeholders, partners and community on any violations *(e.g.,violations of privacy and confidentiality in accessing and using personal information of women smallholders)*?   ☐ YES   ☐ NO

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EXTERNAL ORGANIZATION ASSESSMENT
Assessing gender transformation within an organization's external operations

V. Partnerships, customer servicing, product offering

24. Do your products or services address critical barriers that women smallholders face *(e.g., lack of collateral to access financing, access to mobile services, cultural norms, behavioral barriers etc)*? ☐ YES ☐ NO

25. While developing new products and services, do you consult men and women smallholders separately to understand differences in needs, behavior, and preferences? ☐ YES ☐ NO

26. Do you provide products, services, channels that specifically target women smallholders? ☐ YES ☐ NO

27. Do your products or services lead to increased knowledge and skills for women smallholders *(e.g., digital literacy)*? ☐ YES ☐ NO

28. Do your products or services support women smallholders' bodily integrity *(e.g.,reduce gender based violence)*? ☐ YES ☐ NO

29. Do your products or services support increased mobility and time availability for women smallholders *(e.g.,reduce the time required by women to travel to access services)*? ☐ YES ☐ NO

30. Do your products or services lead to increased access to resources for women smallholders *(e.g.,increased access to digital markets. increased access to productive assets like land and water, access to digital and financial services infrastructure)*? ☐ YES ☐ NO

Congratulations! You have reached the end of the gender diagnostics tool. Refer to the next page for the scoring rubric to calculate your scores and get your gender transformation assessment and what that means for your organization.

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SCORING RUBRIC

After you have answered all questions, count the number of "YES" answers across each section and the total questionnaire and refer to the scoring table below for results.

The sections where you have scored low, are the areas to focus on as you move towards your journey towards being gender transformative.

Sectional scores (total number of 'YES' answers)	Number of sections with this score	Gender lens result & significance for your organisation
Section I: >= 4 Section II: >= 4 Section III: =3 Section IV: >= 4 Section V: >= 7 Total score: 20 - 30	**All** sections score equal to above these thresholds AND Total score is above the threshold	**GENDER TRANSFORMATIVE** As a gender transformative organization you have already taken several initiatives to put gender at the heart of your internal and external operations. At this stage it is likely that your organization understands and truly imbibes the need to be gender transformative and as such is reflected in your internal and external operations. *You are likely to be taking or having considered various activities which address the causes of gender-based inequalities and are working to transform harmful gender roles, norms, and power relations.*
Section I: 2 - 3 Section II: 2 - 3 Section III: 1 - 2 Section IV: 2 - 3 Section V: 2 - 6 Total score: 10 - 19	All other combinations of section scores AND Total score is within the threshold	**GENDER INTENTIONAL** As a gender intentional organization you have already begun your journey on gender transformation. As this current stage your organization has taken some of the necessary steps to understand and address the difference in constraints men and women face in the agriculture value chains. *You are likely to be aware of various gender inequalities that exist and acknowledge that women's and men's needs and behaviours are different and specific.*
Section I: <= 1 Section II: <= 1 Section III: = 0 Section IV: <= 1 Section V: <= 1 Total score: 0 - 9	**Any two** sections score less than or equal to these thresholds AND Total score is less than threshold	**GENDER UNINTENTIONAL** As a gender unintentional organization you are just beginning your journey on gender transformation. As this current stage your organization does not fully take all necessary steps to understand and address the difference in constraints men and women face in the agriculture value chains. *You are likely to be ignoring gender norms, discrimination and inequalities in your business activities and may be unintentionally perpetuating gender inequalities.*

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RELEVANT GLOSSARY

As you work through this tool, you may have come across terms that are unfamiliar or confusing. Below is a list of some terms, knowing which would aid in better understanding of the tool. If there still are terms that you do not understand, it is recommended to refer to the Gender Glossary and other linked sources or consult with your Gender Advisor (if your organization has one).

> **Gender mainstreaming / integration** is a process that involves embedding of a gender perspective into the entire spectrum of an organization's activities including its strategies, structures, policies, culture, systems and operations. It ensures that the needs and interests of all genders are included in the design, implementation, and M&E of any planned activity

> **Gender lens** refers to a perspective that aims to identify and understand gendered power differences and biases among different groups in economic, social and legal contexts by analysing the relationship between different gendered groups, their access to resources and opportunities, and the constraints they face relative to each other.

> **Gender/ social norms** are collectively held standards to which people are expected to conform at different stages of their lives based on their sex or gender identity. These are norms that seek to represent beliefs and values of what it means to male or female in different societal contexts. *E.g., gendered expectations for women to engage in unpaid caregiving work limits their time to engage in productive agricultural activities.*

> **Gender gap** refers to the disparity in men and women's social, political, intellectual cultural and/or economic condition or position in society, often based on underlying socio-cultural norms. It reflects the unequal distribution of resources, opportunities and outcomes across genders. *E.g., women smallholder farmers have less access to digital financial services indicating a gender gap in access to resources.*

> **Gender bias** refers to the conscious or unconscious, explicit or implicit prejudiced actions or thoughts that could lead to unfair treatment of people based on their perceived gender. *E.g., male farm laborers hired by women farm owners are likely to be less hardworking and reliable due to the lower perceived strictness of women.*

> **Sex disaggregated data** refers to quantitative and qualitative data collected and presented by sex that allows for measurement of socio-economic and socio-cultural differences between men and women. *E.g., collection of data on the number of women and men smallholder farmers that use digital tools for agriculture separately in order to measure the gendered differences in uptake of digital services.*