



Fund for Innovation
and Transformation

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FIT Gender Equality Strategy

for the Social Innovation Space



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What is a FIT Gender Equality Strategy for the Social Innovation Space?

The Fund for Innovation and Transformation (FIT) aims to contribute to advancing gender equality in the Global South by supporting the testing of innovative solutions that seek to empower women, girls and vulnerable communities. In order to ensure that gender is considered throughout testing, FIT requests selected small and medium organizations (SMOs) to develop a Gender Equality Strategy (GES) for the Social Innovation Space, which is used to describe how the SMO will achieve its proposed gender equality outcomes during the testing process.

A FIT GES should outline the overall approach to addressing key gender issues, highlight the activities and measures that will be integrated into the testing framework, and define the monitoring plan to evaluate progress and achievement of the outcomes. The goal of a GES is to ensure that the needs, priorities, interests, and ambitions of women and girls, men and boys are taken into account at all stages of the innovative solution's testing process.

A FIT GES is a dynamic document that should be continually updated and refined throughout the testing process in order to remain relevant. During testing, it is important to consistently engage in dialogue with partners and stakeholders, especially women and girls, to identify emerging challenges and opportunities, and to re-evaluate the approach to promoting gender equality. Testing frameworks are expected to be flexible enough to take advantage of changing contexts or gender issues.

As part of a complete GES, SMOs are requested to conduct an In-Depth Gender Scan (IGS) for the Social Innovation Space to further identify and understand barriers to gender equality that the innovative solution will address.¹ The findings of the

¹ Note: FIT only requires findings from a rapid gender scan (RGS) at the proposal submission step, at a minimum. Once selected by FIT, SMOs are required to build on the initial findings of the RGS by conducting an IGS. The IGS helps to ensure that the innovative solution and its testing framework is gender sensitive (or responsive/transformativo).

FIT defines a **testing framework** as a set of guidelines that are used to design, execute, and report on innovation testing. A testing framework should have the following (replicable) elements: stakeholder analysis, testing measurement tool, testing methodology, data analysis, learning and adaptation processes, and reporting plans.



IGS should be used for the development of a gender sensitive testing framework (and theory of change), which will help to define the outcomes of the innovative solution. Each SMO should develop a GES appropriate for their innovative solution and testing framework.

The IGS is an important step in the development of a gender sensitive testing framework (and theory of change), which will help to define the outcomes of the innovative solution. For FIT, a testing framework is a set of guidelines that are used to design, execute, and report on innovation testing. Importantly, gender sensitive testing framework implies that all components of the framework take into account the different roles and needs of women and men, the different constraints they face, and strive to foster equal participation and contribution across the testing process.

With this in mind, this document is intended to provide guidance to SMOs on how to develop a GES for short testing periods to ensure gender is taken into account throughout the design and testing of innovative solutions.

How to Develop a FIT Gender Equality Strategy?

Developing a FIT GES involves four stages:

Stage 1: Conduct an in-depth gender scan for the social innovation space;

Stage 2: Identify priority gender equality outcomes as they relate to the innovative solution and its testing framework;

Stage 3: Develop an action plan for the testing framework; and

Stage 4: Develop a monitoring plan for the testing framework.

Stage 1: Conduct an In-Depth Gender Scan for the Social Innovation Space

The first stage involves conducting an IGS for the social innovation space. Building off the initial RGS, the IGS becomes the basis on which your GES will be based.

WHAT IS AN IN-DEPTH GENDER SCAN?

An IGS for the social innovation space aims to understand how gender impacts women and men, girls and boys, and people of all genders in a given context. An IGS is a “systematic methodology for examining the differences in roles and norms for women and men, girls and boys (and people of all genders); the different levels of power they hold; their differing needs, constraints, and opportunities; and the impact of these differences in their lives.”^{2 3} An IGS is meant to explore how gender impacts women, men, and people of all genders including their activities and access to and control over resources.

Importantly, an IGS explores how power relations give rise to discrimination, subordination, and exclusion in society. Ideally, an IGS should “go beyond biological (sex) and socio-cultural (gender) differences...(as) we all have multiple identity factors that intersect to make us who we are; GBA+ also considers many other identity factors, like race, ethnicity, religion, age, and mental or physical disability.”⁴

WHY DO AN IN-DEPTH GENDER SCAN?

Analyzing gender relations provides key information about the different conditions that women, men, and people of all genders face, along with the potential impacts of the innovative solution’s testing on everyone. Collecting data about the gender relations in a testing context is also essential to ensuring that the innovative solution will be effective. In addition, an IGS provides an opportunity to address disparities, challenge systemic inequalities, and build efficient, innovative, and equitable solutions for gender-based challenges, especially those most often faced by women and girls. An IGS also helps to avoid perpetuating traditional power imbalances and creating new problems through the innovative solution.

WHO CAN PERFORM IN-DEPTH GENDER SCAN?

An IGS can be performed by internal personnel, an external gender consultant or a human-centered design specialist with gender experience. It is typically important to be fluent in the local language and social context. It is also important that the IGS reflects your work in the field. So, for instance, if you are using an external consultant, you will want to ensure that you align the recommendations into the testing framework. In other words, an IGS is not a distinct analysis and it should be fully integrated across all efforts.

² Note: A FIT IGS aligns with the intent and purpose of gender analysis (GA), gender-based analysis (GBA), and/or gender-based analysis plus (GBA+) tools.

³ Jhpiego, (2020). Gender Analysis Toolkit for Health. [Gender Analysis](#).

⁴ GAC. (2018). Status of Women Canada. [What is GBA+? Gender-Based Analysis Plus](#). Note: Termed GBA+, the “plus” indicates that the analysis also takes into account the multiple other identity factors that define a person.

HOW TO CONDUCT A FIT IN-DEPTH GENDER SCAN?

Developing a FIT GES involves conducting an IGS for the social innovation space in order to better understand how gender impacts the innovative solution and its testing framework. Conducting a FIT IGS involves three steps:

- Step 1:** Collect primary data on gender for the local context and innovation sector;
- Step 2:** Analyze the data and prioritize the gender issues as they relate to the innovative solution's design, testing framework, and intended results; and
- Step 3:** Summarize, document, and communicate findings.

The findings of the IGS should be used to integrate gender throughout the innovative solution's design, testing framework, and to consider how gender will impact the intended results.

Step 1: Collect primary data on gender for the local context and innovation sector

For the first step, SMOs should collect data on gender for both the local context and innovation sector. For FIT, an innovation sector is a specific area or activity in which you seek to solve a problem with your innovative solution. For example, an innovative solution that focuses on the design of new protective gloves in the agricultural sector must take into account existing gender differences such as affordability for safe and effective gloves, as well as design, which may not be appropriate for the shape and size of women's hands.

Importantly, the local context refers to the local community where the innovative solution will be tested. Thus, this step aims to identify limiting gender and sociocultural norms, dynamics, power relations, and risks within testing environment including both the local community and the innovation sector in which the innovative solution will be tested.



FIT defines an **innovation sector** as a specific area or activity in which you seek to solve a problem with your innovative solution (for example, technology, agriculture, maternal health, education, etc.).

FIT defines the **local context** as the local community where the innovative solution will be tested.

The main purpose of the IGS is to identify gender-based constraints and systemic inequalities that may impact the innovative solution and its testing framework. SMOs should collect **primary and secondary data** that has been disaggregated by gender, as well as other qualitative and quantitative information that explains gender relations.

Since the impact of gender norms and relations will change in each context and over time, the IGS should be done within each new initiative. It is necessary to ensure that - at worst - no harm is done, and - at best - opportunities to deepen gender impact are identified, tested, and that the innovative solution itself is more inclusive.

To do this, the IGS should aim to understand the following seven questions. Noting, the first four questions may have been answered initially for the RGS. However, the IGS is meant to understand these questions in much greater depth. Additionally, the collection of primary data will influence the identification and understanding of key gender issues and constraints. To deepen the analysis, three additional questions should also be considered.

An effective IGS should strive to understand the following questions:

- 1. What gender-based constraints or systemic inequalities do women and girls face in the local context that will impact the innovative solution's design, testing framework, and intended results?**
- 2. What gender-based constraints or systemic inequalities do women and girls face in the innovation sector that will impact the innovative solution's design, testing framework, and intended results?**
- 3. How will existing power relations impact the innovative solution's design, testing framework, and intended results?**
- 4. How will the innovative solution impact women and men, girls and boys, and people of all genders differently? Will it exacerbate or reduce inequalities?**
- 5. How does sex and gender intersect with other identities such as age, disability, ethnicity, literacy level, and professional or economic status, and how will this impact the innovative solution's design, testing framework, and intended results?**
- 6. How will existing gender and sociocultural norms impact women and girl's access to and control over resources and benefits?**
- 7. How will existing gender and sociocultural norms impact women and girl's participation in decision-making?**

Please refer to [Tool #1: FIT In-Depth Gender Scan Framework](#) and [Tool #2: FIT In-Depth Gender Scan Checklist](#).

Using primary data, the IGS seeks to understand the influence of gender in both the local context and innovation sector as it relates to the innovative solution's design, testing framework, and intended results.

WHAT IS PRIMARY AND SECONDARY DATA?

In order to achieve meaningful results, it is critical that the IGS is based on some consultation with the target community or beneficiaries. The IGS will provide SMOs with baseline data that can be used to inform the GES. This data is particularly useful in testing the innovative solution's design as it helps planners identify constraints and structure testing so that objectives can be met and measured. To do this, SMOs should garner information from both primary and secondary data sources.

Primary data: Primary data⁵ is collected directly from the local community about how gender relations and norms impact your target population. **Particularly for short-term testing projects, where organizations have limited resources and time, primary data collection should be the priority.** Different levels should be considered (individual, household, community, systems, and structures). Men, boys, women, and girls should participate equally in research using participatory methods, as part of the issue and solution, not only as participants but also as innovators.

During the consultation process, the voices of women and men must be heard on the issues that affect them. It is not enough to consult the “general public” and then generalize the findings. When testing an innovative solution, SMOs need to ensure that the users are providing you with continuous input so that you understand what is working (and what is not). It is important to know that situations affect women and men differently and various viewpoints must be heard so that the impacts of the innovative solution on each of the genders may be analyzed.

It is also recommended that this data be collected in a gender sensitive way, paying attention to where and when consultations will take place, who will collect the information and how they will collect it. Qualitative methods, such as surveys, interviews, formal and informal meetings, and focus groups, are generally recommended for collecting primary data, although quantitative methods may also be useful for measurable gender inequalities. Primary data collection will allow you to verify and triangulate the information gathered through secondary data collection.

Secondary data: Secondary data is collected through conducting literature reviews on the gender contexts of the testing environment and the innovation sector. Importantly, secondary data should be collected from reliable sources such as multilateral organizations, peer reviewed studies, national reports, and project assessments. Where possible, secondary data collection should be focused on the local community (or region and national context, secondly).

⁵ Adapted from multiple sources including Government of Canada (GAC). (2013). Indigenous and Northern Affairs, Working Guide on Gender-Based Analysis. GAC (2019), [Feminist International Assistance Gender Equality Toolkit for Projects](#). GAC (2010), Indigenous and Northern Affairs. Gender-Based Analysis. GAC, [Introduction to GBA+](#). GAC, [Feminist International Assistance Gender Equality Toolkit for Projects](#). Treasury Board of Canada Secretariat (2019), [Integrating Gender-Based Analysis Plus into Evaluation: A Primer](#).

It is suggested that SMOs conduct 5 to 10 focus group discussions and 20 to 30 key informant interviews, at a minimum. Ideally, for short testing timeframes, SMOs should aim to have a representative sample of at least 80 to 100 participants.
(A representative sample is a subset of a population that aims to accurately reflect the characteristics of the larger group.)

Step 2: Analyze the data and prioritize the gender issues as they relate to the innovative solution's design, testing framework, and intended results

The second step analyzes the findings of the IGS to identify and prioritize the key gender issue(s) as they relate to the innovative solution's design, testing framework, and intended results. It is recommended that SMOs identify one or two key gender issues that the innovative solution will address during the testing period.

A helpful method for analyzing the findings of the IGS is to consider various domains. The following four domains⁶ may be used to systematize the data you collect about gender differences and how power impacts the innovative solution:

1. **Access to and control over resources and assets:** Consider how gender relations affect access to and control over assets and resources necessary for a person to be a productive participant in communities and societies. Assets may be tangible (land, capital, tools, etc.) or intangible (knowledge, education, information, etc.).
2. **Roles, Practices and Participation:** Analyze how social norms influence men and women's behavior and structure the type of activities they engage in as well as their roles and responsibilities. This dimension also captures information on the timing and place where their activities occur, their capacity to participate in different types of economic, political, and social activities, and their decision-making.
3. **Beliefs and Perceptions:** Consider how cultural belief systems or norms define what it means to be a man or woman in a specific society. Also, consider how these beliefs affect men and women's behavior, participation, and decision-making capacity.
4. **Institutions, Laws, and Policies:** Identify the formal and informal rights of women and men in the local context and examine how they are affected differently by policies, rules, and governing institutions.

SMOs can use analysis tools or software to translate raw data into something easily understood and visual. Data visualization can make it easier for SMOs to target different areas related to the innovative solution and to plan more effective testing activities.

⁶ Jpiego. (2016). Gender Analysis Toolkit for Health. [Gender Analysis Framework](#).

Step 3: Summarize, document, and communicate findings

The third step is to document and summarize the findings of the IGS within the GES strategy. It is also important to outline the approach and the measures you will take to enhance gender equality.

At this step, it is also important to outline the data collection methodology (i.e. literature search, survey, interview guides, direct observation, and participant observation, etc.) and how you will ensure to collect gender sensitive data, along with including any important citations and references (i.e. any information sources including whether/how and which stakeholders were consulted, reports or national statistics, etc.). The quality of the sources will shape the quality of analysis.

As a FIT funded SMO, you are required to share and communicate the findings of your IGS. It is often vital that the people you consulted feel that they have been heard and considered, particularly given that consultations require a great deal of time and resources. In addition to direct informants, you may also be required to communicate with other beneficiaries, funders, local partners, community leaders or community members. It is therefore essential that you adapt both the message and the distribution method to the various audiences targeted by your IGS.

EXAMPLE TIMELINE TO CONDUCT AN IN-DEPTH GENDER SCAN (Four Weeks)

Step 1: Collect primary and secondary data (Two weeks)

Step 2: Analyze collected data (One week)

Step 3: Document findings (One week)



Stage 2: Identify Priority Gender Equality Outcomes

The second step builds on the findings of the IGS in order to identify the main gender equality outcomes that will be achieved during the testing process.

While all gender issues are important, given the short time frame of testing, it is recommended that the innovative solution focuses on the primary gender issues. Once you have determined the key gender issues, it is important to define the gender equality outcome(s) that the innovative solution will achieve. It is recommended that the innovative solution prioritizes one or two gender equality outcomes. Gender equality outcomes are “describable or measurable changes that explicitly address a reduction in gender inequality, or an improvement in gender equality between women and men, girls and boys.”⁷

In addition, it is important that FIT-funded innovative solutions contribute (and outline their contribution) to both **FIT objectives and Canada’s Feminist International Assistance Policy’s (FIAP) priorities**.⁸ To do this, FIT-funded innovative solutions should aim to directly or indirectly enhance gender equality and the empowerment of women and girls by either:⁹

- Enhancing the protection and promotion of the human rights of women and girls;
- Increasing the participation of women and girls in equal decision-making, particularly when it comes to sustainable development and peace; and/or
- Giving women and girls more equitable access to and control over the resources they need to secure ongoing economic and social equality.

Importantly, SMOs should align their strategy with at least one (or two) of FIT and FIAP’s objectives, at a minimum, given the short timeframe for testing. The appropriate objective(s) will depend on the nature of the innovative solution, testing framework, and what gender issues you are planning to address.

⁷ Government of Canada (GAC). (2017). [Results-Based Management Tip Sheet 4.1 - Gender Equality](#).

⁸ GAC. (2020). [Canada’s Feminist Assistance Policy](#).

⁹ GAC. (2017). [Results-Based Management Tip Sheet 4.1 - Gender Equality](#).

Stage 3: Develop an Action Plan for the Testing Framework

The third stage consists of defining the approach that will address the selected gender equality outcomes. The aim is to establish an action plan to achieve the intended results. A strong action plan for implementation should include the activities that will be taken for each gender equality outcome. Moreover, it is important to highlight the specific measures that will foster women and girl's effective participation and contribution to the innovative solution's testing and evaluation (i.e. choosing an appropriate location or timing for training, providing childcare services, etc.).

Depending on the IGS, approaches and interventions¹⁰ may include:

- Involvement of women, girls, and women's organizations that advance women's rights in your testing process;
- Special measures such as:
 - o Incentives for women and/or women's employers/organizations
 - o Skills/knowledge upgrading, leadership training, mentoring programs for women
 - o Gender sensitization of employers/decision-makers
 - o Include gender expertise (local and/or Canadian) as part of the testing team
 - o Any other measures to encourage and enable women to participate in the testing, despite social and cultural barriers such as childcare, adapting schedules and meeting or training places, gender balance of the testing team (including management staff and field staff), etc.
- Criteria that will be used in the selection process for local partners or consultants to ensure that they have commitment and experience on gender equality;
- Development of tools and methodologies to guide staff, partners, and stakeholders for the achievement of gender equality outcomes;
- Gender equality issues (such as zero tolerance of harassment and sexual and gender-based violence awareness-raising) to be included in information or advocacy activities;
- Plan for training and capacity building on gender equality and the empowerment of women and girls for project staff, partners, and testers;
- Adequate budget and financial resources to adequately cover gender equality expertise, training, and project activities that support gender equality; and
- Engagement of men and boys to foster transformative changes.

¹⁰ Adapted from: GAC. (2019). Feminist International Assistance Gender Equality Toolkit for Projects. [Tool 10: Project implementation plan and gender equality strategy](#).

Stage 4: Develop a Monitoring Plan for the Testing Framework

The final step, after determining the gender equality outcomes and developing the action plan, is to outline a monitoring plan that evaluates achievement. A monitoring plan highlights how the gender equality outcome(s) will be both monitored and measured.

Firstly, it is important to outline how progress will be monitored. For instance, what monitoring processes are in place. Secondly, it is essential to outline how the gender equality outcomes will be measured. To do this, it is critical to identify gender sensitive indicators to monitor, measure, and evaluate the progress towards these outcomes. “A gender-sensitive indicator can be defined as a quantitative or qualitative unit of measure to gauge changes (outcomes) in gender equality.”¹¹

Progress towards outcomes will be measured through regular data collection. Collected data should be disaggregated by gender and other factors of identity such as age, class, race, caste, ethnicity, culture, and abilities, where possible. The purpose of disaggregating data is to expose hidden trends by rendering people visible, particularly those who may be more marginalized and vulnerable.

Ideally, both qualitative and quantitative indicators are utilized in order to provide a clear picture of the gender impacts of your innovative solution. Quantitative indicators are measures of quantity, for example the number of women parliamentarians elected. Qualitative indicators refer to judgements and perceptions, for example the number of women parliamentarians who believe that they are having an impact on decision-making. Measuring the numbers of participating women and men is important, but it is equally essential to measure women’s perceptions of their own ability to participate effectively, equally, and at all levels.

Please refer to [Tool #3: FIT Gender Equality Strategy Template](#) and [Tool #4: FIT Gender Equality Strategy Checklist](#).

¹¹ GAC. (2017). [Results-Based Management Tip Sheet 4.1 - Gender Equality](#).

Tool #1: FIT In-Depth Gender Scan Framework

Key Questions	Primary Domains		
	Innovative Solution Design	Testing Framework	Intended Results
What gender-based constraints or systemic inequalities do women and girls face in the local context ?	Example: Gender issues as they relate to the innovative solution's design.	Example: Gender issues as they relate to the innovative solution's testing framework.	Example: Gender issues as they relate to the innovative solution's progress towards, and achievement of, intended results.
What gender-based constraints or systemic inequalities do women and girls face in the innovation sector ?			
How will existing power relations impact the innovative solution's design, testing framework, and intended results?			
How will the innovative solution impact women and men, girls and boys, and people of all genders differently?			
How does sex and gender intersect with other identities such as age, disability, ethnicity, literacy level, and professional or economic status, and how will this impact the innovative solution's design, testing framework, and intended results?			
How will existing gender and sociocultural norms impact women and girl's access to and control of resources and benefits ?			
How will existing gender and sociocultural norms impact women and girl's participation in decision-making ?			

Tool #2: FIT In-Depth Gender Scan Checklist

The IGS identifies:

- Gender-based constraints or systemic inequalities that women and girls face in the **local context** that will impact the innovative solution's design, testing framework, and intended results
- Gender-based constraints or systemic inequalities that women and girls face in the **innovation sector** that will impact the innovative solution's design, testing framework, and intended results
- Existing **power relations** that may impact the innovative solution's design, testing framework, and intended results
- How the innovation may impact differently women and men, girls and boys, and people of all genders
- How sex and gender **intersect with other identities** and how will this impact the innovative solution's design, testing framework, and intended results
- How existing gender and sociocultural norms impact women and girl's **access to and control over resources and benefits**
- How existing gender and sociocultural norms impact women and girl's **participation in decision-making**

The IGS includes:

- Priority gender equality issues that the innovative solution aims to address
- Disaggregated data by gender
- Disaggregated data of other relevant and overlapping identity factors such as age, class, ability, sexual orientation, religion, ethnicity, etc.

The IGS methods involve:

- Collecting primary data from the local community and target population
- Women and girls in the process of identifying problems and generating new ideas as **participants**
- Women and girls in the process of identifying problems and generating new ideas as **innovators**

Tool #3: FIT Gender Equality Strategy Template

The following is an example template¹² that may be used for developing a FIT GES.

Section 1	Introduction	Introduce the innovative solution, testing framework, and innovation sector.
Section 2	In-Depth Gender Scan for the Social Innovation Space	Discuss the findings of the IGS. Outline the approach and data collection methods.
Section 3	Gender Equality Outcomes	Describe the main gender issues that the innovative solution seeks to address, along with defining the priority gender equality outcome(s) and the implications for the innovative solution and testing framework.
Section 4	Action Plan for the Testing Framework	Describe the key activities and measures that will be taken during the testing process in order to implement the gender equality outcome(s).
Section 5	Monitoring Plan for the Testing Framework	Describe the monitoring plan for achieving the gender equality outcome(s). Explain how progress will be monitored, how data will be collected, how the outcomes will be measured.

¹² Adapted from Grand Challenges Canada (GCC). (n.d.). [Grand Challenges Canada Gender Equality Tool. Suggested Gender Equality Strategy Template.](#)

Tool #4: FIT Gender Equality Strategy Checklist

The FIT GES includes:

- Findings of the IGS for the social innovation space including the main gender issues that the innovative solution seeks to address
- A minimum of **one priority gender equality outcome** related to the innovative solution and its testing framework, which also aligns with at least one of FIT and FIAP's objectives
- Action plan including the key activities and measures that will be undertaken during the testing process
- Monitoring plan for achieving the gender equality outcomes including gender sensitive indicators

Additional Resources

Here are some additional resources, tools, and frameworks on conducting IGS (and gender-based analysis) that may be helpful in determining the right approach for your testing initiative.

Gender-Based Analysis Resources

- [Canada's Feminist International Assistance Policy](#)
- [Feminist International Assistance Gender Equality Toolkit for Projects](#)
- [Gender Analysis \(FAO\)](#)
- [Gender-Based Analysis GBA Guide \(New Brunswick\)](#)
- [Gender-based Analysis Plus \(GBA+\)](#)
- [Guidance: Gender-based Analysis Plus in Impact Assessment](#)
- [FIAP Tool 4: Gender-based analysis + \(GBA+\)](#)
- [Gender analysis toolkit for health systems](#)
- [Grand Challenges Gender Equality Strategy Tool](#)
- [Gender analysis \(Care International\)](#)
- [Treasury Board of Canada Secretariat: Integrating Gender-Based Analysis Plus into Evaluation: A Primer](#)
- [UNDP \(United Nations Development Programme\) : How to Conduct a Gender Analysis](#)



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