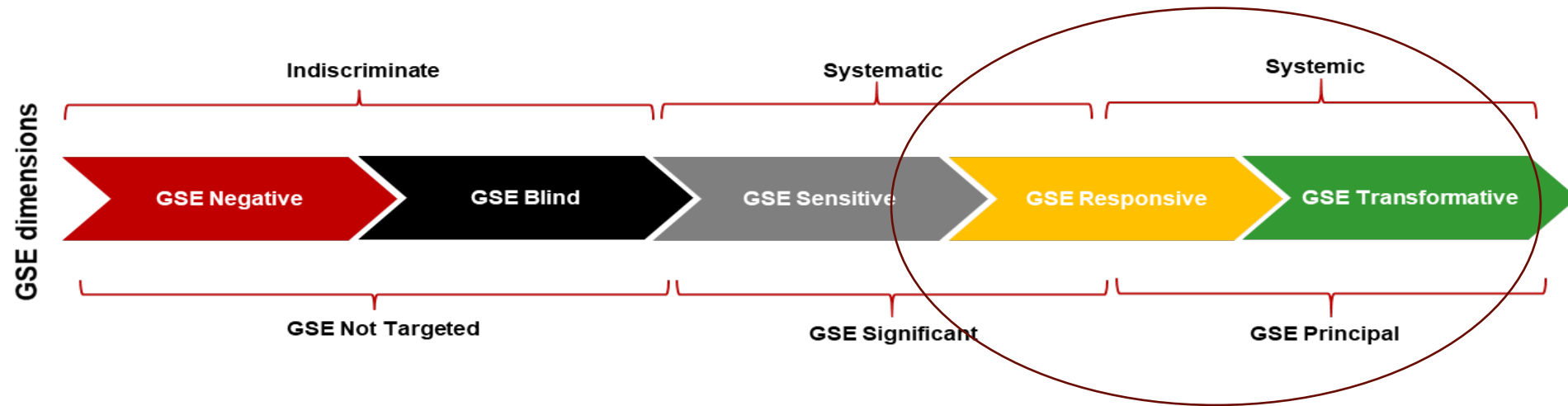## What type of organization and programs do we commit to?

To meet our GSE commitments and considering the increasingly fragile and complex contexts we operate in, we need to be much more deliberate in *the what, why, who* and *how* in both our organizational and program planning, management and development.

Until now we have mostly hovered in the GSE sensitive range, occasionally blind and sometimes responsive to some specific 'practical needs', meaning overall we can mark ourselves as relatively systematic and GSE significant, in both our organization and programs. Moving forward GSE blind or negative interventions in our organization or programs will not be an option.

The below table provides guidance for determining what type of intervention/action we are implementing or what type of intervention/action we want to move toward, in the case of ongoing initiatives/projects and/ or design/ conceptualize in the case of new initiatives/projects.

The GSE self-assessment relies on inclusive and participatory reflection and inquiry among concerned team members (and key partners) for a more objective and realistic 'GSE marker'.

GSE Marker

Institutional/ organization		
GSE Negative/ Blind (Not targeted)	**GSE Sensitive/ Responsive (Significant)**	**GSE Responsive/ Transformative (Principal)**
Less than 30% of staff are women Management is primarily or entirely composed of men, middle age and up. There is an organizational culture of patriarchy, hierarchy, and stereotyping Recruitment practices favor men and maintaining status quo Clear policies and means for mitigating or responding to gender-based or other forms of discrimination, harassment, or violence do not exist, are outdated, and/or not adhered to.	All 5 mandatory GSE diamonds have been identified, are monitored, reviewed and reported on annually. At least 30% of employees are women, including at management levels. The organizational culture facilitates concrete measures for inclusive and equitable working conditions and environment Policies, codes of conduct, regulations and disciplinary instruments exist addressing non-discrimination, respect, harassment, mobbing etc. Important organizational documents are available in different languages. GSE is invested in budgets, team building, human resources and capacity development e.g., GSE focal persons GSE is considered in external communications/ public relations	All 10 GSE diamonds have been identified, are monitored, reviewed and reported on annually At least 40% of employees are women, including at management level At least 20% diversity, in age, nationality/ ethnic and/or other type of diversity (LGBTQ+, dis/ability, etc.) Overall staff composition reflects 40% women, 40% men and 20% diversity across functions, levels and locations. GSE Policies and strategies exist and are regularly revisited to maintain high degree of staff inclusion, diversity, satisfaction, performance, and retention. GSE is mainstreamed in all key organizational strategies e.g., financial, human resources, communications etc. Important organizational documents are available in different languages, including more audio-visual options. GSE is part of inclusive leadership trainings and managerial recruitment requirements GSE is integrated into annual assessments and accountability instruments e.g., annual talks, program/project reporting including in budgets, staff surveys/ mood barometers

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GSE Marker

Operational/ Programs		
GSE Not targeted	**GSE Significant**	**GSE Principal**
Negative: Creates new or exacerbate existing risks, vulnerabilities, and inequalities, negatively impacting women's and/or other primary stakeholder's rights, dignity, safety, living conditions and/or life opportunities. **Blind:** Does not consider gender and social inclusion or exclusion dynamics in the program/ project design and management, and runs the risk of reinforcing inequalities, conflicts, or unchanged status quo E.g., Do No Harm, conflict sensitivity, leave no one behind not applied	**Sensitive:** Considers gender and/or social inequalities, and includes women and/or socially marginalized groups by at least 30% of people reached overall **Responsive:** GSE is integrated into preparatory analyses and systematically responds to some prioritized 'practical needs' which are integrated into selected activities/ outputs with gender disaggregated indicators. Ultimately, the project meaningfully involves and benefits women and/or socially marginalized groups by at least 50% of people reached overall	**Responsive +:** A GSE analysis and its results are integrated into the program/project's theory of change, with at least one key Objective and respective outcome/ results which respond to selected 'practical needs' and at least one 'strategic need' which are GSE specific, with quantifiable/qualifiable reporting based on disaggregated GSE indicators. **Transformative:** Anchors GSE at the center of a Political Economy and Power Analysis. A GSE specific policy change at institutional level is sought; and an inclusive systems development approach is applied, whereby GSE is integrated into procurement, sub-contracting, collaboration, and partnership agreements drawing on GSE principles, with clear red lines, and addressing GSE capacity development gaps and goals are included.

This GSE strategy considers the interdependence between institutional/organization and operational/program intervention strategies, and their respective incremental milestones for achieving sensitive, responsive, and transformative results.

Otherwise, to learn more about the Gender Policy Marker from which the above GSE marker was adapted, visit the OECD here: https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm

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