

PAIDAR
GENDER MAINSTREAMING GUIDELINES
FOR
PROGRAMME STAFF AND CLUSTER DEVELOPMENT AGENTS

The Gender Strategy of the PAIDAR programme provides key gender-specific interventions and identifies approaches on how the programme can mainstream gender in cross-cutting programme interventions. Overall, the proposed interventions support a strong contribution to SDG 5 and PAIDAR's work towards it. These guidelines can serve as an implementation tool for the different interventions suggested in the strategy.

The main principles of gender mainstreaming globally include gender-specific data collection and analysis, gender-sensitive language, and equal access to services and opportunities all of which have also been identified in PAIDAR's gender strategy.

The programme, however, is now in its implementation phase and while the Cluster Development Agents and the programme team have undergone gender sensitization training (with a special focus on applying a gender lens in community engagement and project selection), a **wider guiding framework** will help the PAIDAR team and partners to ensure that gender and inclusion stay as a top agenda. Integrating these guidelines into programme strategic and operational level engagement can show tangible results for benefitting women in Sindh and ensuring policymaking and implementation becomes more gender sensitive and inclusive.

1. PURPOSE

In critical governance reform or economic reform work, sometimes gender and inclusion may come as a compulsory box to be ticked during project planning (**organizational gender marker** matrix in this case), but on the ground, the implementation leaves a lot to be desired.

These guidelines provide the framework that will be used under PAIDAR to ensure that the strategy is implemented with appropriate gender mainstreaming interventions for results. This will also ensure a unified approach to gender mainstreaming, across all programme outputs, to improve effectiveness and efficiency.

2. KEY USERS OF THE GUIDELINES

The guidelines are primarily designed for the following key stakeholders:

a) PAIDAR Staff- in office and on field- The programme staff needs to be well prepared and well aware on gender sensitization as they are engaging with not just the government but also communities and will be implementing the grant fund alongside other programme activities. The staff is also responsible for inducting new people into the programme and supervising and monitoring programme intervention activities.

b) PAIDAR Government Stakeholders and Partners- A major chunk of the work of PAIDAR in Output 1 is strengthening and capacitating the government to effectively implement and monitor the Poverty Reduction Strategy. As the programme's public sector supervisors, managers and implementors, it is critical for the PAIDAR team to assess their capacity and awareness on gender mainstreaming. This quick assessment will help the team fill those critical capacity gaps and suggest timely support in the form of technical assistance.

c) PAIDAR's Cluster Development Agents- These agents are the programme representatives at the community level and will be instrumental in creating local partnerships. Guidelines to help them assess programme activities and partnerships from the gender lens will enable them to have a gender-sensitive approach when engaging in communities

d) PAIDAR's Civil Society Partners & Private Sector Partners- While the guidelines are meant for the PAIDAR internal team and cluster development agents, sharing them with

potential partners so that can they self-assess their work and systems against it to be better equipped to work with PAIDAR can be a good idea.

Additionally, short guidelines for **PAIDAR's communications team** are also a part of this document so that the programme's visibility, communication, and public profile is always gender sensitive and inclusive.

Below are some of the critical questions that the PAIDAR team should be looking at when engaging at the strategic and operational level with all stakeholders. The accompanying guidelines will enable the team to look at the PAIDAR interventions from the gender and inclusion lens, introduce specific interventions wherever required and course correct them wherever required.

The guidelines have also been marked as *Strategic* and *Operational* in different segments to guide the team on prioritization.

3.FOR INTERNAL STAFF –FOR ENGAGEMENT INTERNALLY AND EXTERNALLY

Are women represented at leadership level engagement with the government of Sindh?

(Strategic)

Check

- Check the number of women in PAIDAR Steering Committee (PSC) and their roles
- If no woman is a part of the Steering Committee, a request needs to be made to include women.
- If the role changes, is she replaced by a man or woman?

At present a woman from the urban unit Sindh is a part of the PSC but in case things change (government transfers etc), the programme team should be ready to send out a specific request for adequate representation of gender in the steering committee since it's the top most leadership forum for the programme.

Why is this important- the programme steering committee in principle steers the entire programme planning and is the highest approving body for the workplan. Having adequate gender representation here is critical to ensure that inclusive leadership is provided to the programme. Usually in the public sector, the steering committee representation is based on roles within the government and not gender, so affirmative action might be required to ensure representation.

Are the women voices heard equally in programme meetings?

(Strategic and operational)

Applies to Steering Committee as well as other programme meetings

- At least two questions asked should be directed to women.
- At least two responses recorded should be from women
- If the meeting minutes are issues, ensure that the responses by women are effectively mentioned and noted

Note- this applies to all programme meetings- government, stakeholders, community, team meetings, national and international – internal and external

Why is this important- in traditional and non-traditional settings both, women tend to keep to themselves and are less confident in expressing their opinion or thoughts. A

proactive approach to this will ensure that women's voices are heard and they have an equal say in the interventions that are being designed and implemented for them. Ensuring that these guidelines are followed might get tricky in some instances in community engagement and even government interaction, but the teams knowledge and push for this intervention should be there. Where it might be difficult to comply to these instruction, a short note should be made of how this can be changed in future interventions.

Do programme TORS for different activities factor in gender and inclusion?
(Operational)

- All programme TORS and job descriptions should have a clear gender and inclusion consideration
- When TORS are developed for a team of experts or company, a line should be specifically added on documenting the male/female ratio in teams bidding
- If the TORS are specific to gender-related work, priority candidates should be women
- TORS with research agenda should add the consideration for men and women as participants and subjects equally

Why is this important- Sometimes, in pressure to meet critical deadlines or get work done, gender mainstreaming can be overlooked – not necessarily deliberate. When gender considerations are added in TORS from the very beginning then it becomes difficult to ignore and with consistency it also becomes the norm.

Is the programme team- office and field- trained on gender sensitization?
(Strategic and Operational)

The programme team – office and field- must be trained on gender sensitization incorporating all the elements:

- gender-sensitive approach to programme design and implementation
- inclusive language
- stereotyping and unconscious bias
- awareness of societal biases
- integrating community and male champions in gender sensitization work

These trainings should be conducted twice a year, with follow-up on areas identified mutually by team members

Why is this important-Unconscious biases exist at all levels and people might not even be aware of them. Sensitization trainings bring the unconscious biases to the conscious and correction can occur.

In more traditional settings, especially in areas like rural Sindh where PAIDAR will operate in, the concept of sensitization also has to be integrated with different community members, including men.

Is the programme team – office and field- aware of the new area of technology facilitated gender-based violence or harassment?
(Operational)

With the use of new media and tech, the concept of technology-facilitated gender-based violence or technology-facilitated harassment is critical to understand. The team should know or should be made aware of:

- Dos and don ts of social media usage
- Avoiding use of ICTS to engage in hostile behaviour to intimidate, harass or exploit
- Appropriate message tones and content, especially when it involves females
- Digital safety and security awareness for female staff and community members

Why is this important-the uptake of technology in official and personal domains has been very quick but it has added to some concerns about how technology can be used to harm or manipulate. A lot of these issues come up as many users are either not aware of digital security or are not aware of the appropriate use of different platforms. The oversharing of content has also blurred lines of personal and professional spaces which can lead to various workplace complications. Training and awareness sessions for PAIDAR staff are important to ensure apt understanding of the use of technology

Does the programme's monitoring plan include gender-based targets? (Strategic & Operational)

Essential to set up gender-responsive monitoring. The M&E plan before final approval should be reviewed for the following:

- Project indicators and milestones/targets that are gender inclusive.
- Provisions for sex-disaggregated data and specific instructions for on-field staff to collect sex-disaggregated data
- Gender specialist should review the M&E plan every six months for gender-responsive information and gender analysis
- Programme reporting templates with gender highlighted

In the third year of the programme, the gender strategy and the M&E framework will be evaluated to increase gender responsiveness to the programme interventions.

Two things that will also intertwine with the M&E plan is to look at the project target beneficiaries and attempt that the number of men and women are equal or in some cases where it is not possible, there should be a strong solid socio-cultural reason for it.

Why is this important- issues and situations can impact men and women differently. For eg climate, flood or any other such issues disproportionately impacts women more than men. When programme monitoring plans take into consideration gender, it recognizes the different needs of men and women and can tweak programme design according to that. Gender-sensitive M&E plans make the collection of inclusive data easier which leads to better planning and implementation.

Does the programme have a committee or a mechanism to report harassment at the workplace? (Operational)

To ensure dignified workplaces at all PAIDAR locations, the programme is to nominate a committee to report any complaint of harassment at the workplace.

- The three-member committee to have at least one senior female representative
- First point of the complaint can be both written or verbal (which should be documented)
- The complaint can be registered with the PAIDAR office manager in Karachi or any field office
- After the complaint, the committee will decide on the matter within 4 weeks

- The committee's decision should be informed by the Govt of Pakistan's policy on harassment and UN and EU harassment reporting mechanisms

Onboarding sessions of team members should include clear instructions on how they can report harassment and also have a short awareness session on what comprises harassment at the workplace. (**Responsible person- Programme HR and gender focal team**)

A **sign board** on a prominent place in the office (as mandated by the law) should be put with relevant reporting of harassment information.

Why is this important- a safe culture at work for women is important for them to be able to reach their full potential. The commitment to providing safe, dignified workplaces for staff (men and women) is also an important commitment by the United Nations and the European Union, PAIDAR's implementors and funders.

Is there any mechanism in place to report harassment from the field by staff or by beneficiaries?

(Operational)

- Usually on-field staff find it tough to identify or respond to harassment complaints. The programme HR team will formulate a communication mechanism where any harassment report is communicated in writing to them within 24 hours of the complaint being launched.
- If the complaint is regarding a programme beneficiary or from a beneficiary, it can also be verbal. The on-field PAIDAR staff should be instructed not to take any complaint lightly or in any way make the victim feel bad and immediately report to head office,
- If need be, the head office team can visit the area and meet the beneficiary to record the version of the story, escalate it to the harassment committee and have a decision on it.
- CDAs should be guided to keep an eye on any such activity during their regular engagement with the community and report anything they might feel suspicious

Are accommodation and restroom facilities for female staff considered when travelling?

(Operational)

Any travel by programme female consultants, staff or even guests should be approved based on adequate accommodation and restroom facilities. While the UNDOC office only approves suitable accommodation, the PAIDAR team can make an extra effort to ensure safety and comfort for the staff.

Why is this important- consideration for programme staff and consultants ease will make the work more efficient. This is particularly important in the district visits where security and adequate facilities might become point of a little concern.

Is consideration for female vendors kept in mind when procuring programme materials?

(Operational)

- The programme team and procurement selection committees should encourage, through proactive reaching out, to ensure that female vendors and businesses are made a part of the procurement supply chain.
- A target of at **least one piece of work** going out to a female vendor or a majority female team should be set by PAIDAR

Why is this important-sometimes affirmative action on these matters is required so that gradually having female vendors and being a part of supply chain is normalized. This also gives a 360 degree approach to gender mainstreaming for a programme like PAIDAR which is not just looking at women beneficiaries in communities but also supporting women who aren't directly in the programme beneficiary domain.

Instructions – *It is understood that complying with all of the above guidelines 100 percent might not always be possible. The socio-cultural construct of Pakistan and Sindh might not always be conducive to 100 percent achievement on the gender mainstreaming agenda but an attempt at every step is important. These regular attempts and interventions will ensure that a few years down the line some of the areas of gender streaming will start showing positive results.*

Capacity building of Public/Government Institutions for the PRS Monitoring & Implementation

The programme's output 1 specifically works on supporting the government on key interventions to build capacity to monitor and implement the Government of Sindh's Poverty Reduction Strategy. The main objectives identified in the gender strategy were to mainstream a gender perspective into governance, especially with the connection to the Poverty Reduction Strategy and equip the public sector officials on critical areas like gender data and gender-based planning and budgeting for a specific focus on interventions for poor women.

The below guidelines for PAIDARs staff will help identify areas of interventions with government stakeholders and help them move beyond lip service to effective, concrete measures on the gender agenda.

4.FOR INTERNAL STAFF – STRATEGIC LEVEL ENGAGEMENT WITH GOVERNMENT COUNTERPARTS

Are PAIDAR's key government stakeholders committed to gender equality? (Strategic)

Thing to check

- Policy documents, strategy documents
- First line of action – Check the website of any documents
- Any circular or notes in P&D and Urban Unit related to gender
- Ask the staff engaging with PAIDAR on gender related policy and related documents on gender mainstreaming.
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If the commitment on paper is there, then how to use it?

- Extract info relating to PAIDAR's work- gender, poverty and access to services data of PAIDAR districts

- Identify specific actions that can be linked to PAIDAR gender mainstreaming strategy
- Any actions already underway by the government that PAIDAR can complement or partner on to implement/complete

If there is no policy document, advocate for one and support its development of it.

Note- If the gender mainstreaming agenda is a part of the larger strategy document, then extract useful information and action items as mentioned above for more targeted action and approach. The **Sindh Poverty Reduction Strategy** does mention gender at various times with regard to poverty alleviation, but a dedicated plan or targeted gender interventions are missing. Various areas of the document – for example, financing for poverty reduction, and establishment of rural growth centres, can have gender interventions designed around them.

Why is this important- High-level policy and government work in Pakistan suffers at times from lack of adequate capacity but also the fact the government is always in a firefighting mode due to various pressures. The government requires support sometimes to work on interventions that might not be an immediate priority but are very important from the gender equality perspective. A checklist for the presence of relevant policies and SOPs might indicate that while the commitment is there, efforts for effective implementation need to be supported and scaled up.

Has the government counterpart staff dealing with PAIDAR undertaken gender sensitization training? Are they aware of gender-sensitive planning and budgeting?
(Strategic)

This staff includes the high-level and middle management staff that PAIDAR will work with for example, those responsible for PRS implementation, departmental staff, and sectoral staff connected to PRS implementation and/or other poverty reduction interventions.

Check if staff is trained on gender sensitization

How to check -

- Check for language cues on gender-sensitive language, stereotyping and reporting mechanisms/ frameworks
- Check if any interventions were designed post the training reflecting gender sensitivity.

Bi-yearly staff training plan on gender sensitization and activity mapping should be developed.

If not undergone gender sensitization training

- Design training programme on gender sensitization for government
- At the advanced level arrange for gender-sensitive planning and budgeting training based on sex-disaggregated data
- Follow-up after three months to check if the training/learning has been incorporated in the work done
- Conduct business process review of gender for the planning and relevant departments.

Why is this important-adequate training and development vis a vis gender supports two things i) an immediate course correction on policy and implementation work and ii) capacity and knowledge base built to support gender-sensitive initiatives in the future.

Also, in areas like education, health and access to services, sex-disaggregated data is available in the PSLM which can be used for the design of interventions but that requires adequate public sector capacity.

Are there mechanisms in place on-ground (in selected PAIDAR districts) for women to access government resources and facilities and are there any monitoring systems in place to assess the impact of government project interventions on women?

(Strategic)

- Check for PAIDAR districts and list of services that are available for both men and women
- Check for data on how many women have accessed the services in the last year- by themselves or by family
- The data sources can be local community organizations, local government focal person and local community members
- Check which services, even though available have not been accessed. Find out why? For example, if there is a health facility, what factors have stopped women from coming? Make a list

Using the information, engage with local government and relevant departments to design interventions that can help women access services better. Identify one service and check if the local and relevant provincial government department has any mechanism in place to monitor service provision and access.

Why is this important- there are factors that hinder women's access to services despite their availability. These can be various socio-cultural reasons including lack of awareness. PAIDAR can work towards identifying the reasons and help the government design initiatives. In some areas of Sindh, the commute can be an issue for women so the level of engagement of male family and community members for any intervention should also be assessed.

Instructions – *These questions will navigate the tricky terrain of government-level interventions as even though governments do have policies and commitments on paper, it is important to see if they translate into actions that can lead to gender equality. Anybody filling these guidelines should feel free of any political or bureaucratic pressure and be able to think critically to separate the general jargon from the specific agenda to assess the commitment to gender mainstreaming.*

This is not just limited to the main planning department that PAIDAR interacts with, but any public sector organization that the programme will be interacting with.

Business Facilitation, Investment, Grants, Training and Entrepreneurship

The output and sub-outputs focus on how businesses can be facilitated in the selected PAIDAR areas through training, creating networks and identifying key policy as well as other constraints for business and investment. The gender focus for this output will ensure that women businesses, mostly home-based are supported and training, scale up as well as networking opportunities are provided to them. **This is an important intervention also as it also incorporates the programme grant fund, an important part to empower local communities and people, especially women.**

The main results that PAIDAR shall aim to achieve from the gender-related interventions in this output should lead to increase in income generated from women-led businesses,

improved quality and quantity of goods produced by home-based women workers and improved training and development facilities for women to run and scale up their entrepreneurial ventures.

5. GUIDELINES FOR GRANTS TEAM AND CDAS WHEN IDENTIFYING PROJECTS FOR INNOVATION AND GRANTS

(All Operational)

The PAIDAR Grant Fund is a high budget and critical activity for the PAIDAR programme. The programme leadership and grants team and cluster development agents (the main programme representatives within the communities) and will play a key role in sifting through and selecting the various ideas that will come for the grant fund. It will be important for the CDAs to identify and assess the ideas/suggestions and help the community fine-tune them and submit them while the grants team to select and finalize on the following diagnostic questions and prescriptive guidelines. An additional line in whether the intervention is grant specific or applicable to larger programme interventions has been added.

Is the project benefiting women in the community? (Grant specific)

- ☐ Yes
☐ No

How to assess

- Are women direct submitters of the proposal and direct recipients of the grant money?
- Are women a part of the project team?
- Are women a part of the supply chain of the project?
- Are women workers on the proposal (for example if its is embroidered clothes) getting fair compensation for the work they will be doing on creating the products?
- If the project is not beneficial in the short term, does it have the potential to benefit women in the community in the long run?

Answering some of these questions would be able to help the CDAs support the community members develop grant project ideas that will ensure the role of women at different hierarchical levels in the projects proposed. Additionally, the sifting of projects at this level for gender mainstreaming will help PAIDAR achieve tangible results on its gender mainstreaming agenda

Do the direct female beneficiaries have a bank account or a cash transfer account? (Grant Specific)

- ☐ Yes
☐ No

A yes is a good answer, but if the answer is no, then the PAIDAR team will proceed with a small pilot for the financial inclusion of women in the community. Private-sector partnerships will be explored for this.

Why is this important- This is an important part as any woman without a bank account (is financially excluded) cannot receive grant money directly nor formalize or scale up her business. Statistics, especially in rural setups, show that women usually keep the financial dealings part of businesses they run or products they produce to male members of their families. This makes the financially dependent despite carrying out all the drudge work. The State Bank of Pakistan's financial inclusion strategy and plans can be leveraged by PAIDAR to enable financial inclusion for women

Are the CDAs keeping a check on local power dynamics – community and family power dynamics?

(Grant and other programme interventions specific)

While project selection and efforts for gender mainstreaming activities, a very keen eye needs to be present for any discontent and discomfort within the community.

There needs to be an inherent understanding that **within highly patriarchal societies, the gender agenda needs to be integrated and evolved and it can't be directly dictated or imposed.**

CDAs and the PAIDAR team must find male champions for gender equality in the community and build a community-led narrative and initiative on gender mainstreaming initiatives.

Checklist should include

- Number of male family members engaged
- Number of male community members engaged
- Number of women (in family units and community) willing to lead initiatives amicably.
- Any past incidences, where gender mainstreaming initiatives in the community have failed
- Any past incidences where gender mainstreaming initiatives in the community have worked successfully

Why is this important- It is critical to adopt a collaborative approach to gender mainstreaming in highly patriarchal communities as engaging male members of the community and family will also help the women feel comfortable engaging with PAIDAR. In rural communities, especially, any programme needs to take into account and document the **lived experiences of women** and their communities in order to design intelligent interventions.

Are the women in the communities capacitated enough for business development?

(Grant specific)

Women in the PAIDAR districts are skilled in the crafts they have perfected over generations and sold through middlemen. The market for these indigenous products is present but how much does that benefit women? The women in Sindh (select PAIDAR district) need to be assessed for the following skills to see if they have business development skills.

Checklist for skills

- Project management
- Sales and marketing
- Product and value chain management
- Financial feasibility
- Taxation and Audits
- Digital marketing
- Soft skills- communication, negotiation, leadership, team management etc

Since most of these women (as revealed in initial PAIDAR visits) have brilliant skills at craft but not much at developing business, a comprehensive business development training programme should be designed in partnership with an institution. The point to note here is that one or two sessions might not be enough and there needs to be a plan that takes into consideration repeat sessions and follow up evaluations.

Do women have access to digital technology and skills?

(Grant specific)

To run initiatives or businesses successfully, it is important to consider the access and use of information communication technology in communities, especially for women. Access to mobile phones and the internet has a vital role to play especially in the digital promotion of businesses and products. Various socio-economic factors play a vital role in the access and use of ICT for women.

Checklist

- Ownership of mobile phone for women in the community. Separate numbers for dumb and smartphones
- Is the ownership family or individual?
- Mode of access to internet – wifi or broadband
- Family consent required/not required for female usage
- Skills set limitations while using technology
- Any other mode of access to technology – like laptops, desktop, shared internet hubs

Various initiatives, including digital skills training for women, community technology hubs or data for women and digital safety and security, need to be planned in communities to ensure that women are not left behind in the information communication age and make them more prepared to apply and also run the grant ideas successfully.

Why is this important- The gender digital divide in Pakistan is the largest in entire South Asia with not just issues of access and ownership but also of skills and a unique concept of family permission. The various angles of the digital divide need to be considered as for PAIDAR, the digital component of sales and marketing will be of utmost importance for women-owned businesses to grow and flourish.

Instructions- *Assessing project grants through the gender lens is a way of analyzing women's equitable access to resources and opportunities and ensuring that PAIDAR funding goes into interventions that support women's economic empowerment in the short, medium and long term.*

Extreme care must be taken not to shut out men and other community members when working towards gender mainstreaming. The power dynamics of individual households as well as the community should be considered so as to avoid a situation where gender mainstreaming is seen with contempt and suspicion. The questions need to be asked carefully and, in some cases, discreetly.

6.GUIDELINES FOR PRIVATE AND CIVIL SOCIETY FOR PAIDAR

These will be used by the programme team and the CDAs to evaluate organisations – small or big- for partnerships and collaborations with the programme

While partnering with civil society organizations and private sector, the following points needs to be considered :

- Has to be a legally registered entity
- Should have an organizational gender policy. If not, check if PAIDAR can support
- Staff should have undergone gender sensitization training and proof/record of that should be available
- The team should include women. If not, PAIDAR should advocate for inclusion of women.
- Track record for managing gender-related interventions- *In case of private sector, keep a special eye on purple washing attempts.*

- Reputation and satisfaction level within the community on previous gender related interventions
- Representation of women in the organization's communication and advocacy

If the organization (potential PAIDAR partner) looks good and has a useful reputation on gender work to be but lacking in some of the things stated above, the PAIDAR team can support. The support can be provided on:

- Policy and workplace SOPs
- Training of staff on gender sensitization
- Inclusive communications and advocacy
- Engaging with the community effectively while working on gender mainstreaming interventions

Why is this important- PAIDAR as a flagship poverty alleviation programme has gender and inclusion at the heart of its interventions. In partnering with civil society and private sector organizations utmost care has to be taken to associate with organisations that have a good vision for women empowerment and gender mainstreaming.

Instructions- Not all organizations might be able to meet the highest standard of the gender and inclusion lens and there is no harm in sharing these questions/points with the organizations, if needed, to provide relevant data about them. It is important that the programme works with organizations that show commitment to gender and inclusion and are willing to make an effort if there are any gaps. In this way indirectly, PAIDAR can also play an important role in building the capacity of these organizations for gender mainstreaming.

7.COMMUNICATION FOR GENDER-BALANCED AND INCLUSIVE PORTRAYAL

Having gender-sensitive programme communications and external engagement is important to showcase PAIDAR's commitment to gender equality and women's economic empowerment. The communications focal person of the programme should run communication products through the following guidelines before externally and internally sharing it. It is understood that some activities and interventions might not fit perfectly into the following markers, but these guidelines should be there always to consciously direct and correct.

Words/Narrative	Visuals – Picture/ Videos	Mentions/ Representation
Language used in all communication products, like social media, press, print, visual etc must be inclusive and non-judgmental.	The pictures and visuals should show women in a constructive light Work towards decreasing the number of gender-imbalanced pictures	Ensure equal male vs female mention in communications-stories, script
PAIDAR gender focal person to develop a matrix of inclusive language and also conduct a comms team training	Avoid using women as props in pictures or just as beneficiaries. Show them as speakers, leading initiatives and taking action	Mention names and designations, whenever possible

Check the language for stereotypes- eg Women only as caregivers, men as protectors or women as passive and men as active	Check pictures for diversity to counter stereotypical visuals and identities- Traditional vs empowered roles, empowering vs passive beneficiary roles	<p>Ensure that women are equally represented in programme panels and events based on expertise and relevance.</p> <p>To avoid making women just fillers for the sake of representation, the PAIDAR programme to work proactively on a list of women based on expertise relevant to the PAIDAR programme to invite on programme panels and events</p>
Include women's voices in the story- Experts, decision-makers, empowered beneficiaries. Actively seek quotes	In the case of videos, ensure women are included as talking heads (not limited to beneficiaries only)	Women stakeholders should be given equal space in programme communication

ANNEXURES

STAFF CHECKLISTS FOR PROGRAMME

- ☐ Are women represented at leadership level engagement with the government of Sindh?
- ☐ Are the women voices heard equally in programme meetings?
- ☐ Do programme TORS for different activities factor in gender and inclusion?
- ☐ Is the programme team- office and field- trained on gender sensitization?
- ☐ Is the programme team – office and field- aware of the new area of technology facilitated gender-based violence or harassment?
- ☐ Does the programme have a committee or a mechanism to report harassment at the workplace?
- ☐ Is there any mechanism in place to report harassment from the field by staff or by beneficiaries?
- ☐ Are accommodation and restroom facilities for female staff considered when travelling?
- ☐ Is consideration for female vendors kept in mind when procuring programme materials?

STAFF CHECKLIST FOR ENGAGEMENT WITH GOVERNMENT

- ☐ Are PAIDAR's key government stakeholders committed to gender equality?
- ☐ Has the government counterpart staff dealing with PAIDAR undertaken gender sensitization training? Are they aware of gender-sensitive planning and budgeting?
- ☐ Are there mechanisms in place on-ground (in selected PAIDAR districts) for women to access government resources and facilities and are there any monitoring systems in place to assess the impact of government project interventions on women?

GRANT TEAM AND CDA CHECKLIST

- ☐ Is the project benefiting women in the community?
- ☐ Do the direct female beneficiaries have a bank account or a cash transfer account?
- ☐ Are the CDAs keeping a check on local power dynamics – community and family power dynamics?
- ☐ Are the women in the communities capacitated enough for business development?
- ☐ Do women have access to digital technology and skills?

STAFF CHECKLIST FOR PRIVATE & CSO PARTNERSHIP

- ☐ Is it legally registered entity?
- ☐ Does it have an organizational gender policy?

- ☐ Does the team include women?
- ☐ Does the organization have a track record for managing gender-related interventions? *In case of private sector, keep a special eye on purple washing attempts*
- ☐ Does the organisation carry a good reputation and satisfaction level within the community on previous gender related interventions?
- ☐ Are women represented well in the organization's communication and advocacy?