Tana's Gender and Social Inclusion Policy

Gender Equality and Social Inclusion (GESI) is a core part of Tana Copenhagen's work and operations as is evident form our many targeted projects aimed specifically at enhancing gender equality and women's empowerment as well as in all other projects where we constantly work to ensure a focus on GESI in all aspects of our work.

Tana and its consortium members work on analysing any part of our work against the following questions:
1) **What** are the contextual and political-economy factors which affect GESI on the given assignment
2) **How** can we ensure that our work improves the GESI situation in a way that do no harm
3) **In what way** can we learn and adapt our project as we become more knowledgeable of what works to enhance the GESI agenda

While GESI may not be explicitly referenced in the clients terms of reference, Tana works to ensure attention to the issue in any assignment with a focus on adhering to the human rights commitments.

GESI in research and studies

Research undertaken by Tana in most cases informs policy making and project design. Ensuring GESI in the research and studies undertaken is thus a requisite for ensure that GESI is included in all the other phase of the project implementation cycle. To guide the GESI inclusion in any Tana research, the following questions are sought addressed:
1) What are the more objective GESI issues that needs to be taken into consideration (e.g. literacy rates; women's and minority groups representation in e.g. parliament and leading positions in government; health indicators; access to finance; laws on inheritance; statistics on gender based violence (GBV); women and minority casualties in conflict)
2) What are the potential political-economic and contextual/conflict factors that inhibits GESI (e.g. women and minority groups access to decision-makers; access to law enforcement; systemic barriers; patriarchal power structures in communities preventing women or minorities from raising their voice; use of women as a part of a conflict settlement bargain (such as replacement brides); clan or ethnic dominance undermining rights of minority clans/ethnicities as well as the gender angle related to this; use of rape as a suppression tool by formal or informal authorities)
3) What opportunities do the political-economy and context include that can improve GESI (e.g. civil society advocates; new social media opportunities; new laws and regulations improving GESI; urbanisation and migration patterns which change women's and minority groups role in society; women as new bread winners in situations of conflict; community empowerment initiatives such as revamping formal or informal local authority committees to include women and minority groups)
4) How can the research be designed so that it is inclusive and participator and thus on the one hand ensures that women and minority groups are heard and included sufficiently, while taking ethical considerations to ensure that no harm is done (e.g. ensure proper representation of women and minority groups in research; priorities where feasible anonymity to protect interviewees; be aware of location and/or presence of other members of the community during the research to limit risk of interviewee (this may include moving interview to neutral place or conduct it via Skype); ensure full understanding and consent of the interviewee; adhere to the EU General Data Protection Regulation)

5) How can policy recommendations be presented in a way that enhance GESI yet do no harm (e.g. ensuring ownership to recommendations with key power holders; formulate recommendations so that they focus on opportunities; target recommendation to the right audience)

GESI in the design phase

Based on proper research the design can be made to ensure an enhanced focus on GESI in the targeted project. This means that the research should inform the deisgn and how it will affect women and men as well as minorities in different ways. This includes (but are not limited to):

1) GESI targeted activities in the project
2) GESI defined outputs and outcomes
3) GESI related indicators
4) Policy on representation of women and minority groups among project staff and management arrangements (e.g. women representation in steering committee)
5) Policy on women and minority representation in capacity development activities (e.g. number of women included in training activities)
6) Monitoring and safeguard design to ensure GESI advancement as well as do no harm and procedures in case there are unwanted adverse effects documented
7) Ensure potential sub-contractor GESI capacity and that monitoring of sub-contractor arrangements are in place vis-à-vis GESI
8) Design adherence and promotion of the human rights conventions and UN Security Council Resolution 1325 and related resolutions on peace, women and security

GESI in the implementation phase

During implementation focus should be on: (a) following up on the GESI commitments in the project design, (b) adapting the project to new GESI opportunities when these emerge. In support of GEIS this includes (but is not limited to):

1) Ensuring GESI capacity among staff
2) Ensure relative representation of women and minorities among project staff
3) Ensure GESI as part of ongoing project progress analysis
4) Report on GESI indicators (e.g. gender segregated data collection and reporting)
5) Monitor women and minorities representation in project activities
6) Ensure GESI reporting is part of steering committee agenda
7) Ensure GESI in policy dialogue with government and other project stakeholders
8) Ensure emergency response preparedness in case of adverse effects on GESI

GESI in monitoring and evaluation

Monitoring implementation (through e.g. third party monitoring) or conducting mid-term or end of project evaluations will by Tana always include attention to GESI whether this is in the project design or not to ensure that GESI lessons learned are documented and fed back to the client.

This is on the one hand ensured by following up on gender and ethnicity disaggregated data, assessing the quality of this and the GESI effect. On the other hand, this is seldom sufficient, so monitoring and evaluation will need to ensure a GESI focus by:

1) Having relative representation of women and minority groups in in the interview samples
2) Assessing project attention to and implementation of GESI activities
3) Assessing possible unattended positive and negative side effects of project on GESI
4) Focusing on the outcome and impact of the project on GESI and not just individual activity inclusion counting

GESI on Tana operations and in the Tana office

The focus on GESI is not only an external part of Tana's but also and internal focus on our organisation's own efforts towards enhancing GESI. In practice this means that Tana constantly works towards:

1) Ensuring that there is a strong representation of women and minority goruos on project teams
2) That all project teams include experts with specific GESI expertise
3) That GESI is part of the consideration when finding consortium partners (GESI policies of partners as well as their GESI capacities)
4) Capacity and policies on GESI of sub-contractors
5) Ensuring that Tana always has a strong in-house capacity on GESI
6) Ensuring that GESI assessment is part of the Tana quality assurance process
7) Ensuring a gender balanced staffing in Tana (currently this balance is 50/50)
8) Encouraging a gender balanced and minority representation in the award of internships with Tana
9) Ensuring that GESI is part of the yearly strategy process of Tana