

Toolkit overview and guidance for use

This toolkit is designed to support policy-makers, public administrations, and urban practitioners in the practical integration of Gender Equality, Diversity, Equity and Inclusion (GDEI) into urban governance, policy-making, and evaluation processes. Its purpose is not to introduce new principles or normative commitments, but to provide a **clear and usable decision-support framework** that helps translate GDEI objectives into concrete institutional actions, policy choices, and measurable results.

The toolkit is grounded in a new **Gendered Landscape (GL) framework** developed within the INHABIT project. The framework conceptualises gender and intersecting inequalities in urban contexts through three interconnected pillars:

- **Pillar 1 – Institutions:** governance structures, mandates, resources, accountability mechanisms, and data practices;
- **Pillar 2 – Policies:** the design, implementation, and delivery of policies, programmes, and services, including budgeting, procurement, and participatory processes;
- **Pillar 3 – Outcomes:** the measurement and evaluation of results in terms of wellbeing, access, and inequality reduction for different population groups.

The toolkit adopts an **iterative logic**. Institutional arrangements shape policy choices; policies generate outcomes; and evidence on outcomes feeds back into institutional reform and policy redesign. The pillars should therefore be understood as part of a continuous learning cycle rather than as a fixed sequence.

Structure of the toolkit

The toolkit is organised around two complementary elements: **flowcharts** and **template tables**.

Cross-pillar orientation flowchart. The first flowchart operates at a **cross-pillar level**. Its function is to help users identify *which pillar* is most relevant to their current decision, problem, or objective. By answering a small set of high-level questions, users are guided towards Pillar 1, 2, or 3, without yet engaging with specific tools or templates.

Pillar-specific flowcharts. The subsequent flowcharts focus on each pillar separately. These flowcharts guide users **inside the pillar**, through a structured sequence of questions formulated in terms of objectives and needs (e.g. anticipating impacts, strengthening governance routines, evaluating outcomes). Their purpose is to help users identify:

- which type of template is most appropriate for a given objective;
- when multiple templates may be needed;

Template tables Each pillar-specific flowchart is followed by a table that provides a concise and standardised overview of the templates associated with that pillar. For each template, the table summarises:

- its core purpose and the problem it addresses;
- the main inputs required (e.g. data, stakeholder engagement, internal coordination);
- the key outputs it produces;
- the organisational capacities needed for implementation;
- references to further guidance and source documents.

The flowcharts and tables are designed to be used together: the flowcharts support *navigation and choice*, while the tables support *understanding and implementation*.

How to use the toolkit

The toolkit is modular and flexible. It does not prescribe a single pathway, nor does it assume a common level of institutional maturity across cities or organisations.

A typical use involves four steps:

1. Identify the concrete decision, problem, or objective at hand.
2. Use the cross-pillar flowchart to identify the most relevant pillar.

3. Follow the pillar-specific flowchart to identify suitable templates.
4. Consult the corresponding table to assess feasibility, requirements, and expected outputs.

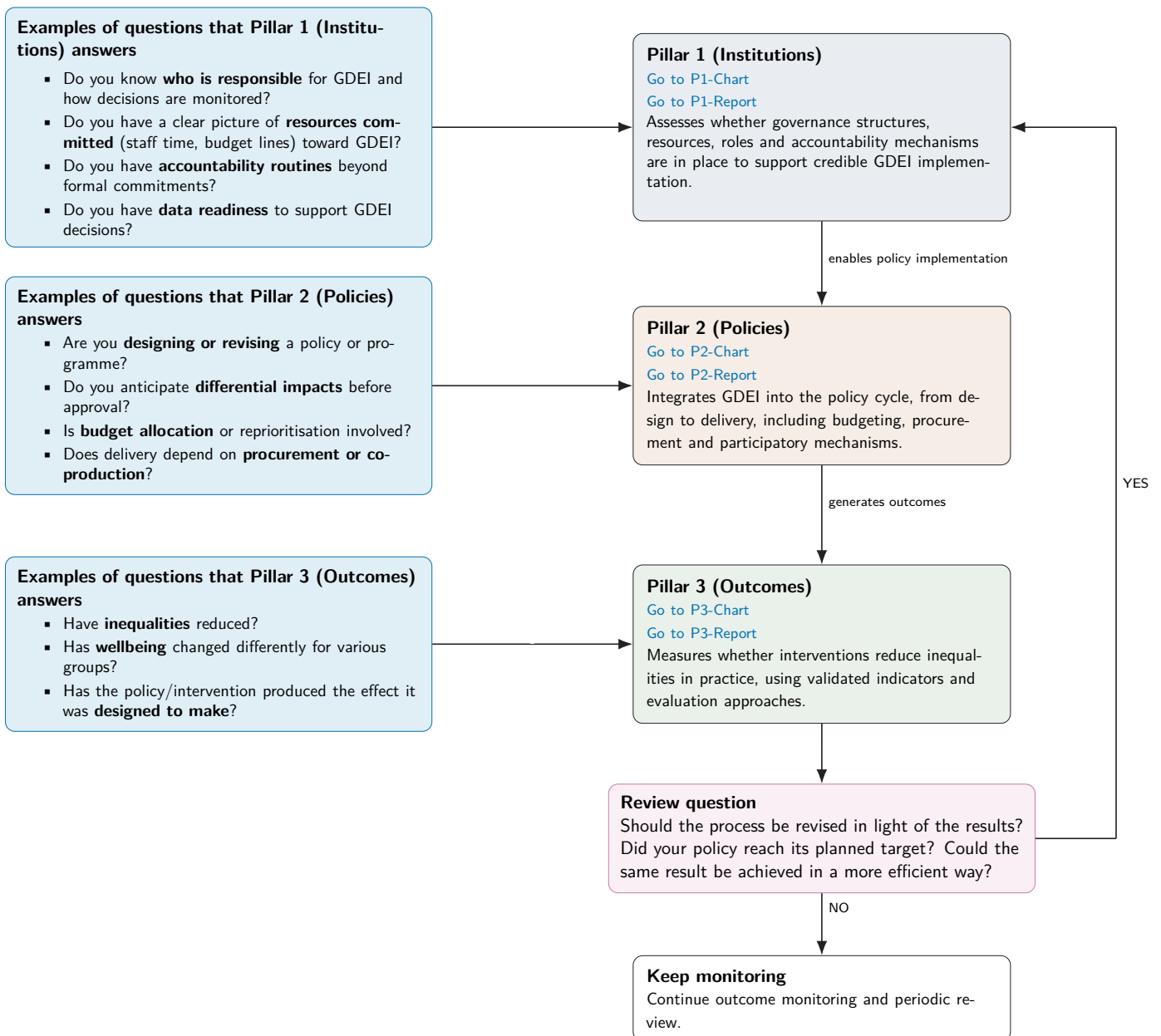
Selecting a template does not imply that the process ends there. Several objectives may lead to the use of multiple templates, either sequentially or in parallel. Conversely, users may decide to stop at an intermediate stage if resources, mandate, or capacity are limited.

Scope and sources


The tables provide **operational summaries**, not full methodological manuals. When more detailed guidance is required, users are referred to:

- The **Gender Diversity and Inclusion Handbook**, which presents the Gendered Landscape framework, its application across the three pillars, and the overall logic of the toolkit;
- the original reports and toolkits from which each template is drawn (e.g. EIGE guidance, URBACT and Cities Alliance resources, World Bank toolkits, evaluation handbooks).

Overall, the toolkit is intended to help move from general GDEI commitments to **coherent, evidence-informed, and actionable choices**, adapted to different urban contexts and stages of institutional development.



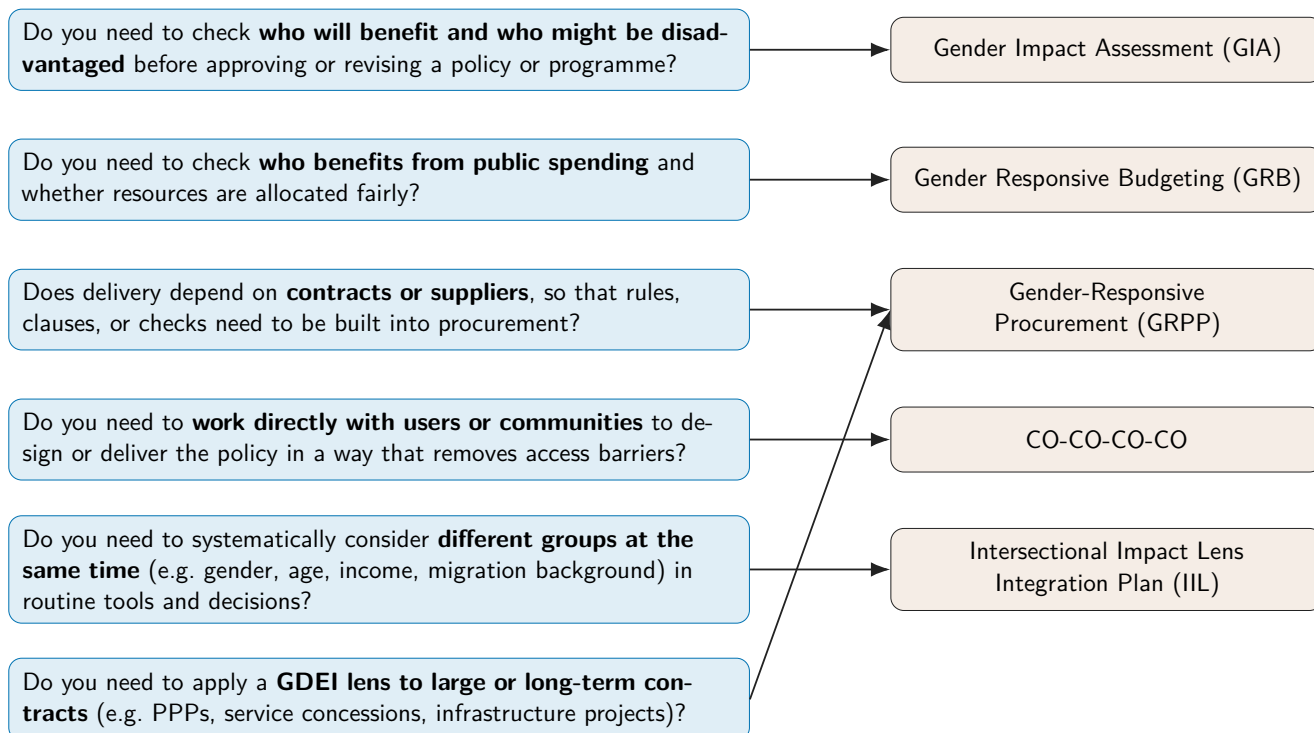
Pillar 1 — Table

Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar I — Institutions	Institutional GDEI Index & Survey		<ol style="list-style-type: none"> 1) Define scope: city/department/project boundary + stakeholder list. 2) Administer the Institutional Landscape survey to key stakeholders. 3) Clean and code responses; compute 6 dimension scores. 4) Produce outputs: (i) dimension indexes; (ii) radar diagram; (iii) SWOT (strengths/weaknesses by dimension). 5) Validate results with an internal workshop; agree priority gaps. 6) Convert gaps into an institutional action plan (who/what/when) and publish a short accountability note. 	<ul style="list-style-type: none"> ▪ Sampling: include political leadership, line departments, service providers, HR, procurement, budgeting, data/IT, plus external actors (CSOs, community reps, academia). ▪ Survey ops: assign a coordinator; run 2 reminders; keep a data dictionary; ensure anonymisation if needed. ▪ Indexing: standardise answers into numeric scales per dimension; document thresholds; compute sub-scores then aggregate. ▪ Visuals: radar diagram per city/department; add confidence notes (n respondents) to avoid over-precision. ▪ SWOT: use dimension scores + qualitative comments; translate into 5–10 actionable institutional reforms. 	<p>R — GDEI focal point / equality officer (survey coordinator; compiles evidence).</p> <p>A — City manager / deputy mayor (authorises scope; signs-off results).</p> <p>C — HR, legal, budgeting, procurement, data office, line departments; external CSO advisory group.</p> <p>I — Wider municipal staff, elected council, citizens (summary outputs).</p>	<p>Minimum: 4–6 weeks (survey + basic index + radar).</p> <p>Standard: 8–10 weeks (+ SWOT workshop + action plan draft).</p> <p>Extended: 12–16 weeks (+ repeat survey in sub-units; public consultation).</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ 1 coordinator (0.2–0.4 FTE) ▪ survey tool (Forms/Qualtrics) ▪ basic Excel skills ▪ one data person for index build <p>Recommended:</p> <ul style="list-style-type: none"> ▪ dedicated GDEI unit ▪ data analyst ▪ facilitation skills for workshops ▪ stakeholder engagement capacity ▪ political sponsorship and communications support 	<p>Inputs: % departments completing survey; # stakeholders engaged (by type).</p> <p>Outputs: 6-dimension index scores; radar diagram published; # priority reforms agreed.</p> <p>Outcomes: adoption of institutional reforms (e.g., creation of GDEI unit; data collection protocols).</p> <p>Disaggregation: department, governance level, stakeholder type; where possible by gender/diversity of leadership.</p>
Pillar I — Institutions	Participatory Gender Audit	OSCE – Participatory Gender Audits of Parliaments	<ol style="list-style-type: none"> 1) Secure mandate + audit objectives; agree on audit scope (institution/unit). 2) Set up audit team + reference group; agree on evidence plan. 3) Collect evidence: document review, interviews, surveys, focus groups. 4) Analyse findings vs standards; identify gaps + good practices. 5) Validate findings with the institution; finalise audit report. 6) Co-develop an action plan with responsibilities, deadlines, and monitoring approach. 	<ul style="list-style-type: none"> ▪ Evidence pack: policies, HR data, recruitment/promotion stats, training logs, budget lines, complaints mechanisms. ▪ Interview guides mapped to themes: leadership commitment, culture, decision processes, accountability. ▪ ‘Participation’ mechanism: mixed groups (staff + elected members + unions/associations) to co-interpret findings. ▪ Deliverables: (i) audit report with scored findings; (ii) action plan with quick wins (0–3 months) and structural reforms (6–24 months). 	<p>R — Audit team lead (internal or external) + data analyst.</p> <p>A — Secretary General / City manager / Council President (institutional mandate).</p> <p>C — HR, unions/staff reps, legal, department heads; civil society observers if allowed.</p> <p>I — all staff (internal comms); public summary where appropriate.</p>	<p>Minimum: 6–8 weeks (small unit; light evidence).</p> <p>Standard: 10–14 weeks (full institution; validation workshops).</p> <p>Extended: 4–6 months (multi-entity audit + follow-up monitoring design).</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ trained facilitators for participatory sessions ▪ access to internal HR/budget data ▪ qualitative analysis capacity <p>Recommended:</p> <ul style="list-style-type: none"> ▪ external audit expertise ▪ safe channels for sensitive testimonies ▪ ability to track action plan implementation 	<p>Inputs: # audit participants; diversity of participants; % evidence sources obtained.</p> <p>Outputs: audit report delivered; # recommendations; % recommendations with owners/deadlines.</p> <p>Outcomes: implementation rate of action plan items; staff perceptions of institutional commitment (repeat pulse survey).</p>

Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar I — Institutions	GDEI mainstreaming Architecture	OECD – Toolkit for Mainstreaming and Implementing GDEI 2023 EIGE - Institutional mainstreaming tools	<ol style="list-style-type: none"> 1) Establish formal mandate: GDEI strategy + monitoring mechanism. 2) Set institutional structures: central GDEI unit + network of gender focal points in line departments. 3) Define accountability chain: reporting cycles, KPI ownership, escalation route. 4) Resource it: budget lines, staffing, capacity development plan. 5) Integrate into core processes: policy cycle, budget cycle, procurement, HR. 6) Publish a governance 'architecture' diagram and annual progress report. 	<ul style="list-style-type: none"> ▪ Create an 'architecture map': who owns strategy, who does analysis (GIA/GRB), who collects data, who reports. ▪ Draft Terms of Reference for gender focal points (minimum: 5–10% role time + training + reporting templates). ▪ Build a capacity plan: baseline training + advanced modules (GIA, GRB, GRPP, data). ▪ Hard-wire reporting: quarterly dashboard review, annual public report, and budget hearing input. ▪ Use a checklist/self-assessment to identify weak links (e.g., vague roles, input-only indicators). 	<p>R — Central GDEI unit leads architecture map + training + reporting.</p> <p>A — Top leadership (mayor/city manager) owns the strategy and signs annual report.</p> <p>C — Line departments (focal points), budget office, procurement, HR, data office.</p> <p>I — Council, civil society advisory group, public.</p>	<p>Minimum: 1–2 months (design governance map + ToRs).</p> <p>Standard: 3–6 months (appoint focal points + training + first dashboard).</p> <p>Extended: 12 months (full integration in budget/procurement cycles + first annual report).</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ leadership buy-in ▪ 1–2 staff in central unit ▪ basic data/indicator skills <p>Recommended:</p> <ul style="list-style-type: none"> ▪ multi-disciplinary team (policy + data + procurement + comms) ▪ training budget ▪ data infrastructure for sex-disaggregated and intersectional statistics 	<p>Inputs: existence of strategy/mandate; # focal points appointed; training completion rates.</p> <p>Outputs: % policies screened with GIA; % budget lines tagged; procurement tenders with gender clauses.</p> <p>Outcomes: improved GDEI indicators (link to Pillar 3 KPIs) and reduced policy blind spots.</p>
Pillar I — Institutions	GDEI Action Plan (GEAP) — including Institutional Action Plan	EIGE – Gender Equality Action Plans (GEAPs) OSCE – Participatory Gender Audits (action-planning and follow-up guidance) OECD – Toolkit for Mainstreaming and Implementing Gender Equality (implementation and monitoring practices)	<ol style="list-style-type: none"> 1) Conduct a GDEI institutional assessment (survey and/or participatory audit). 2) Translate diagnostic findings into a ranked backlog of institutional reforms (governance, HR, budgeting/procurement, data). 3) Develop and formally adopt the GDEI Action Plan (GEAP): objectives, measures, owners, timelines, resources, KPIs. 4) Implement reforms through an Institutional Action Plan (owners, milestones, deliverables, monitoring log). 5) Monitor progress through periodic reviews and KPI tracking. 6) Conduct GDEI-responsive evaluation and update the GEAP cycle (revise/scale/adjust). 	<ul style="list-style-type: none"> ▪ Diagnostic inputs: institutional survey results and/or participatory audit evidence. ▪ GDEI Action Plan template (one measure per line: problem, action, owner, budget, timeline, KPI). ▪ Institutional Action Plan and monitoring log (milestones, status, dependencies). ▪ Reporting templates (internal dashboard and public-facing summary). ▪ Evaluation criteria and learning loop feeding into the next planning cycle. 	<p>R — Equality Unit / GDEI mainstreaming team coordinates assessment, planning, implementation tracking, and evaluation.</p> <p>A — Top leadership (Mayor/City Manager/Director-General) mandates and approves the GEAP and ensures resources.</p> <p>C — HR, Finance/Budget, Procurement, Legal, Data/IT, department heads, staff representatives/unions.</p> <p>I — All staff; city council/board; civil society advisory groups; public (via summary reporting).</p>	<p>Minimum: 8–12 weeks (rapid assessment, drafting, and formal adoption; initial monitoring setup).</p> <p>Standard: 3–4 months (robust assessment, consultation, costed measures, monitoring indicators).</p> <p>Extended: 6–9 months (if new data systems, broader engagement, or complex organisation).</p> <p>Plan horizon: multi-year (typically 3–4 years), with annual monitoring and end-term evaluation.</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ access to HR/administrative data (sex-disaggregated where possible) ▪ a coordinator/team to draft measures and manage a basic monitoring tracker ▪ facilitation and consultation capacity <p>Recommended:</p> <ul style="list-style-type: none"> ▪ gender and intersectional expertise for institutional transformation ▪ budgeting and costing skills to resource measures ▪ evaluation competence for GDEI-responsive learning ▪ communications capacity to sustain engagement and accountability 	<p>Inputs: staff time and budget allocated to GEAP measures; # departments with a nominated measure owner.</p> <p>Outputs: % measures delivered on time; # measures completed; monitoring and progress reports produced.</p> <p>Outcomes (institutional): improved gender balance in decision-making and leadership; reduced gender pay gap; increased GDEI training coverage; improved staff-perception indicators.</p> <p>Disaggregation: by department/unit; by staff category/grade; intersectional where feasible.</p>

Pillar 2

Diagnostic questions. If the answer is **no**, use the linked template(s) to address the gap.



[Go to Pillars' descriptions](#)


[Go to Pillar 1](#)

[Go to Pillar 3](#)

Pillar 2 — Table



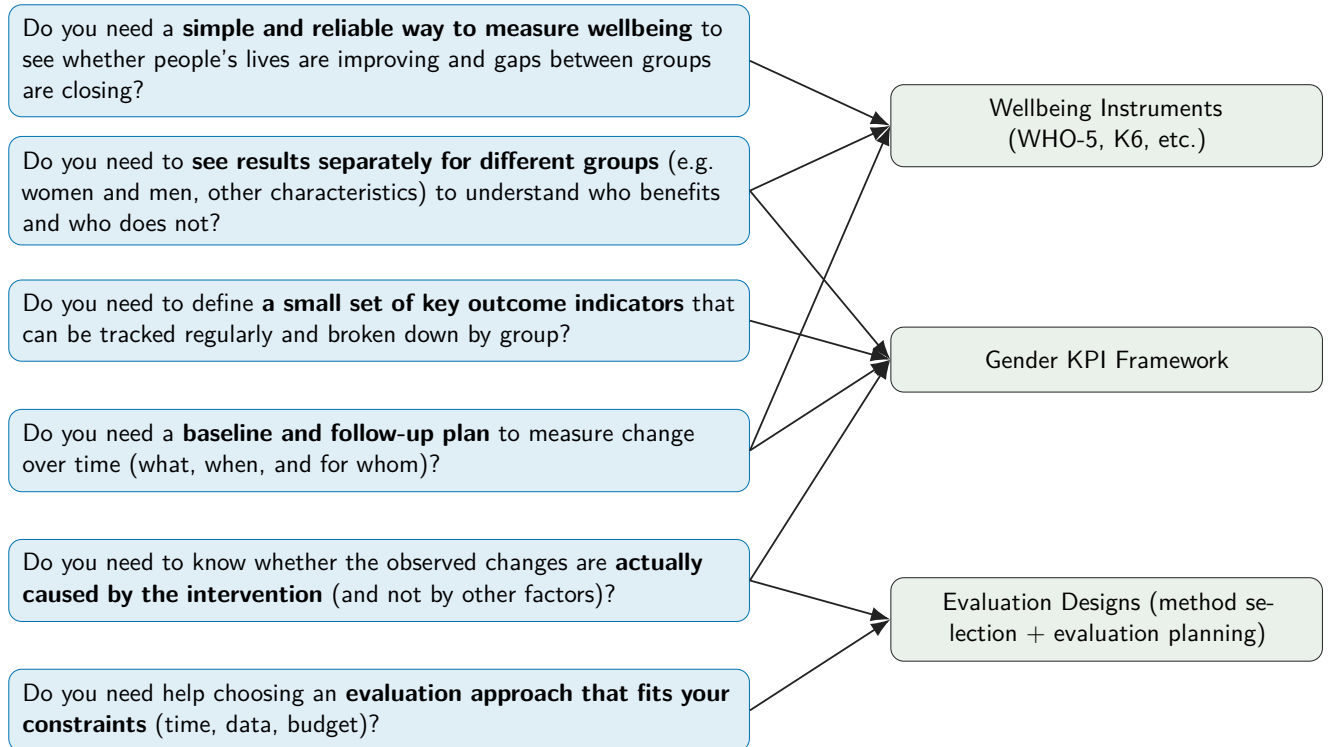
Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar II — Policies	Gender Impact Assessment (GIA)	EIGE – Gender Impact Assessment	<ol style="list-style-type: none"> 1) Screening: confirm if policy/programme needs GIA and define relevance. 2) Scoping: define affected groups + key gender/d&l questions; select indicators. 3) Data & evidence: gather sex-disaggregated + intersectional data; consult stakeholders. 4) Impact analysis: identify differential effects; map risks/benefits; consider alternatives. 5) Mitigation + redesign: adjust policy design, delivery and safeguards. 6) Monitoring plan: define indicators, baselines, and review schedule; publish GIA note. 	<ul style="list-style-type: none"> ▪ Build a GIA template (2–4 pages) with mandatory fields: target population, pathways, affected services, data, risks. ▪ Use 'distributional tables': expected take-up/benefit by gender, age, disability, migration status. ▪ Run at least one stakeholder consultation step (CSOs + service users) and document responses. ▪ Require sign-off before approval gate (cabinet/council). 	<p>R — Policy owner (line department) completes GIA with support from GDEI unit.</p> <p>A — City executive/council committee approves policy only with completed GIA.</p> <p>C — Equality unit, data office, affected stakeholders.</p> <p>I — Decision-makers and public (publish summary).</p>	<p>Minimum: 2–3 weeks (light policy change; existing data).</p> <p>Standard: 4–8 weeks (consultation + analysis + redesign).</p> <p>Extended: 3–6 months (major infrastructure/urban plans with iterative redesign).</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ staff trained on GIA ▪ access to disaggregated data ▪ facilitation for consultation <p>Recommended:</p> <ul style="list-style-type: none"> ▪ analytic support (evaluation unit) ▪ qualitative research capability ▪ ability to commission studies 	<p>Inputs: % new policies screened; # staff trained on GIA.</p> <p>Outputs: % policies with completed GIA; % with mitigation measures adopted.</p> <p>Outcomes: reduction in gender gaps in service access/benefits (measured via Pillar 3 indicators).</p>
Pillar II — Policies	Gender Responsive Budgeting (GRB)	EIGE – Gender Budgeting	<ol style="list-style-type: none"> 1) Political commitment: GRB mandate + scope (whole budget or priority programmes). 2) Budget tagging: classify lines by gender relevance (direct / significant / neutral). 3) Gender needs assessment: analyse who benefits/pays; identify gaps. 4) Reallocation/design: adjust allocations and design of spending/revenues. 5) Performance framework: attach outputs/outcomes indicators and targets. 6) Budget cycle integration: annual reporting + audit trail; feed into next budget round. 	<ul style="list-style-type: none"> ▪ Create a tagging rulebook + short training for budget holders. ▪ Require each tagged line to specify: target group, expected reach, barriers, and planned mitigation. ▪ Use gender-disaggregated unit-cost and take-up data (e.g., childcare places, active labour programmes, health services). ▪ Publish a 'gender budget statement' annex to the city budget with the tagged lines and KPIs. 	<p>R — Budget office leads tagging and consolidates statement; line departments provide inputs.</p> <p>A — City executive and council approve budget with GRB annex.</p> <p>C — GDEI unit, service departments, data office, audit office.</p> <p>I — public and CSOs (consultation on priorities).</p>	<p>Minimum: pilot in 1–3 programmes within one budget cycle.</p> <p>Standard: 1 full budget cycle to tag + publish first statement.</p> <p>Extended: 2–3 cycles to refine tagging, add evaluation, and expand coverage.</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ budget analysts trained on GRB ▪ tagging taxonomy ▪ basic data on beneficiaries <p>Recommended:</p> <ul style="list-style-type: none"> ▪ performance budgeting infrastructure ▪ audit support ▪ capacity to evaluate programme impacts 	<p>Inputs: % of total budget tagged; # budget holders trained.</p> <p>Outputs: # tagged lines with KPIs; # reallocations justified by gender analysis.</p> <p>Outcomes: changes in gaps relevant to funded areas (e.g., childcare coverage; safety; health access).</p>

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Pillar II — Policies	Gender-Responsive Procurement (GRPP)	EIGE – Gender-responsive public procurement World Bank – PPP Gender Toolkit: Mainstreaming gender in infrastructure OECD –Public procurement and gender equality	1) Procurement policy: adopt a GRPP policy statement and scope (which categories). 2) Market engagement: map suppliers and capacity; communicate expectations. 3) Tender design: include GDEI requirements in specifications/award criteria. 4) Contracting: embed KPIs and reporting clauses. 5) Contract management: monitor supplier performance; enforce remedies. 6) Learning loop: annual review of outcomes and update templates.	<ul style="list-style-type: none"> ▪ Create standard tender clauses: equal pay, anti-harassment policies, inclusive service delivery standards. ▪ Use weighted award criteria: e.g., supplier GDEI plan, workforce diversity, user-centred design. ▪ Require disaggregated service usage reporting (beneficiaries by gender/age/disability). ▪ Provide supplier guidance + capacity building (especially SMEs/social enterprises). 	R — Procurement unit embeds clauses and monitors contracts. A — Chief procurement officer/city manager ensures compliance. C — Legal, GDEI unit, service owner departments, supplier reps. I — audit office, public (summary contract KPI reporting).	Minimum: 1–2 months to create clause library + pilot tenders. Standard: 6–12 months to integrate into standard templates + train buyers. Extended: 18–24 months to build supplier ecosystem and full reporting.	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ procurement lawyers ▪ contract management capability ▪ KPI reporting template. <p>Recommended:</p> <ul style="list-style-type: none"> ▪ buyer training ▪ supplier engagement capacity ▪ data systems for contract KPIs 	<p>Inputs: % tenders using GRPP clauses; # procurement staff trained.</p> <p>Outputs: # contracts with gender KPIs; supplier compliance rates.</p> <p>Outcomes: improved service accessibility/safety for women and diverse groups; supplier workforce improvements.</p>
Pillar II — Policies	CO-CO-CO-CO (Co-design, Co-deployment, Co-management, Co-monitoring)		1) Co-design: diagnose needs and co-create solutions with target communities. 2) Co-deployment: implement pilots with community participation and shared decision rules. 3) Co-management: establish joint governance arrangements for ongoing operations. 4) Co-monitoring: co-define KPIs and collect feedback; iterate design.	<ul style="list-style-type: none"> ▪ Run 2-stage co-design workshop: (i) issue mapping + idea generation; (ii) participatory prototyping; then present prototypes to wider community for feedback. ▪ Use facilitation tools: graphic facilitation, collective mapping, participatory mock-ups (e.g., Lego), forum theatre. ▪ Accessibility: choose session times compatible with participants; provide translation/visual aids. ▪ Governance: agree a simple co-management charter (membership, decisions, conflict resolution, budget responsibility). ▪ Co-monitoring: create a 'community KPI board' (monthly check-ins) + digital feedback channel. 	R — Community engagement team/facilitator; project manager. A — Policy owner department (ultimately responsible for service delivery). C — Community reps, CSOs, neighbourhood committees; data office for monitoring; procurement if contracting. I — wider residents; elected officials (updates).	Minimum: 6–10 weeks (co-design + small pilot + initial monitoring). Standard: 3–6 months (co-deployment + governance set-up + KPI dashboard). Extended: 12 months (co-management stabilised + evaluation + scaling).	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ facilitation skills ▪ safeguarding protocols ▪ accessible engagement logistics <p>Recommended:</p> <ul style="list-style-type: none"> ▪ participatory design expertise ▪ community organising ▪ ability to fund participation (childcare, transport, translation) 	<p>Inputs: # participants engaged; diversity of participants; # engagement sessions.</p> <p>Outputs: # co-designed solutions/prototypes; governance charter agreed; # issues resolved through co-management.</p> <p>Outcomes: improved perceived safety/accessibility; sustained participation; reduced inequalities in service usage.</p>

Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar II — Policies	Intersectional Impact Lens Integration Plan (IIL)	Government of Canada – GBA+ Action Plan 2019–21	<p>1) Governance & Capacity → Outputs: approved Intersectional impact lens (GBA+ model) Integration Framework; governance set-up; named Intersectional impact lens (GBA+ model) Champion; cross-sector network of ambassadors.</p> <p>2) Awareness & Training → Outputs: comms plan; training offer (incl. tailored sessions); tools repository.</p> <p>3) Integration & Impact → Outputs: mandatory Intersectional impact lens (GBA+ model) section embedded in key initiatives; review/challenge function; documented mitigations/changes.</p> <p>4) Data & Research → Outputs: disaggregated data strategy; targeted studies/analyses; evidence briefs.</p> <p>5) Monitoring & Reporting → Outputs: internal tracking system; periodic reports to senior management; external reporting on progress.</p>	<ul style="list-style-type: none"> Embed Intersectional impact lens (GBA+ model) into standard decision templates (policy notes, programme proposals, service design) with mandatory prompts: affected groups; barriers; disaggregated evidence; mitigation. Establish a review & challenge 'gate' before approval: the Intersectional impact lens (GBA+ model) GDEI support & review hub (central function) supports teams and checks quality. Build internal advisory capacity: create a cross-sector ambassador network; run office hours; maintain a tools library and examples. Training: targeted learning (basic + advanced) linked to real initiatives; communications to build awareness. Data: require disaggregated variables in core datasets; identify data gaps; run targeted research to surface hidden inequities. Monitoring: track where Intersectional impact lens (GBA+ model) was applied and document concrete ways it changed design/implementation; report internally and externally. 	<p>R — Intersectional impact lens (GBA+ model) GDEI support & review hub (central function) (0.75 FTE in example) – office of first responsibility: supports, habitates, tracks and monitors integration.</p> <p>A — Senior leadership committee / senior management – approves integration approach; monitors progress.</p> <p>C — Intersectional impact lens (GBA+ model) Champion (VP level) provides leadership; all policy / programme / service teams apply lens; data/analytics teams support evidence.</p> <p>I — Organisation-wide staff; external stakeholders via published progress reporting where applicable.</p>	<p>Minimum: 6–8 weeks to establish governance, update templates, and launch training.</p> <p>Standard: 12 months to embed review/challenge gate, build ambassador network, and create initial monitoring reports.</p> <p>Extended: multi-year maturity cycle (example action plan covers 2019–21).</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> One central support function (GDEI support & review hub (central function)) + standard templates Basic staff training and communications <p>Recommended:</p> <ul style="list-style-type: none"> Disaggregated data capacity ('data-rich environment'), analytics and research capability Internal network of ambassadors to sustain integration Monitoring/reporting infrastructure to track concrete changes attributable to Intersectional impact lens (GBA+ model) 	<p>Inputs: # staff trained; training completion rate; # ambassadors appointed; capacity hours delivered.</p> <p>Outputs: % key initiatives/products with documented Intersectional impact lens (GBA+ model); # reviews performed by GDEI support & review hub (central function); # guidance/tools produced, # documented mitigations/design changes resulting from Intersectional impact lens (GBA+ model).</p> <p>Outcomes: Improved equity in access/experience of services/programmes (tracked via Pillar III indicators).</p> <p>Disaggregation: Track application by sector/department and by initiative type (policy / programme / service).</p>

Pillar 3

Diagnostic questions. If the answer is **no**, use the linked template(s) to address the gap.



[Go to Pillars' descriptions](#)

[Go to Pillar 1](#)

[Go to Pillar 2](#)

Pillar 3 — Table



Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar III — Outcomes	Wellbeing Instruments (WHO-5, K6, etc.)		<ol style="list-style-type: none"> 1) Select validated wellbeing instruments relevant to programme aims. 2) Define sampling frame (target communities + comparators) and ethics/GDPR. 3) Collect baseline + follow-ups; ensure consistent administration. 4) Score instruments, interpret clinically/meaningfully, and triangulate with qualitative feedback. 5) Report outcomes by subgroups; feed insights into redesign. 6) Repeat at set intervals to track change. 	<ul style="list-style-type: none"> ▪ Standard operating procedure: same wording, same order, same mode of administration. ▪ Use short, low-burden tools in community settings; provide translation and accessibility formats. ▪ Combine with service-use data to explain mechanisms (e.g., participation in co-designed activities). ▪ Use pre-defined reporting templates (means, distributions, % above clinical thresholds, subgroup gaps). 	<p>R — Evaluation/data team administers tools and scores.</p> <p>A — Programme owner department signs off protocol.</p> <p>C — Community partners; ethics/GDPR officer; translators.</p> <p>I — participants and stakeholders (results feedback).</p>	<p>Minimum: baseline + 1 follow-up (8–12 weeks).</p> <p>Standard: baseline + 2 follow-ups (6–12 months).</p> <p>Extended: annual tracking over 2–3 years for institutional learning.</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ trained enumerators/facilitators ▪ scoring competence ▪ GDPR/ethics compliance <p>Recommended:</p> <ul style="list-style-type: none"> ▪ mixed-methods evaluation capability ▪ data linkage expertise ▪ partnerships with health researchers 	<p>Outcome KPIs: mean WHO-5 score; % with low wellbeing threshold; K6 distress distribution; subgroup gaps.</p> <p>Process KPIs: response rate, attrition, data completeness, translation coverage.</p>
Pillar III — Outcomes	Evaluation Designs	UK Magenta Book	<ol style="list-style-type: none"> 1) Define evaluation question + theory of change. 2) Choose design: experimental, quasi-experimental, theory-based, mixed methods. 3) Define outcomes and data plan; ensure ethical and practical feasibility. 4) Implement data collection + analysis. 5) Report: effect estimates + uncertainty; process learning. 6) Embed learning into decision cycle (scale/stop/redesign). 	<ul style="list-style-type: none"> ▪ Start from feasibility: what counterfactual is plausible (comparison group, before/after, matched areas). ▪ Use contribution analysis / process tracing when causal identification is not feasible. ▪ Document assumptions, threats to validity, and sensitivity analyses. ▪ Pre-specify analysis plan and data governance. ▪ Produce an 'evaluation one-pager' per intervention: design, data, timeline, and reporting outputs. 	<p>R — Evaluation lead (internal evaluation unit or external).</p> <p>A — Programme sponsor (department head) signs off evaluation plan.</p> <p>C — Data owners, service providers, community partners.</p> <p>I — decision-makers; public summary if appropriate.</p>	<p>Minimum: rapid evaluation (8–12 weeks) for pilots.</p> <p>Standard: 6–12 months for full cycle with follow-up.</p> <p>Extended: multi-year impact evaluation for structural programmes.</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ evaluation literacy ▪ ability to collect baseline and follow-up ▪ statistical support <p>Recommended:</p> <ul style="list-style-type: none"> ▪ dedicated evaluation unit ▪ mixed-methods expertise ▪ procurement to commission evaluators 	<p>Process KPIs: % interventions with evaluation plan; % with baseline; evaluation completion rate.</p> <p>Outcome KPIs: effect sizes on selected Pillar 3 outcomes and distributional impacts.</p>

Pillar	Template	Template – where it comes from	Operational steps (strategic sequence + concrete outputs)	Tools	Roles & responsibilities (RACI: Responsible, Accountable, Consulted, Informed)	Suggested Timing	Required capacities (minimum viable + recommended)	KPIs (inputs → outputs → outcomes; plus disaggregation)
Pillar III — Outcomes	Gender KPI Framework (indicator bank + KPI governance)	EIGE – Gender Statistics Database (DGS)	<p>1) Translate GDEI priorities into outcome domains (e.g., representation, safety, economic participation, access to services, time use, health/wellbeing) and define a results chain (inputs → outputs → outcomes).</p> <p>2) Select a minimum viable set of KPIs per domain from the EIGE DGS and document definitions, units of measure, disaggregation, sources, frequency, baseline and targets.</p> <p>3) Assign KPI owners and define data collection, validation and update routines; maintain a data gap register.</p> <p>4) Build internal dashboards and public summaries; link KPIs to review meetings and corrective actions.</p>	<ul style="list-style-type: none"> ▪ Indicator catalogue from EIGE DGS (definitions, disaggregation, sources, frequency). ▪ KPI register (spreadsheet) with metadata and governance fields. ▪ Data quality checklist, gap register and simple ETL notes. ▪ Dashboard (Excel/BI), review meeting template and corrective action log. 	<p>R — Statistics/data office or monitoring & evaluation unit (KPI register, data routines).</p> <p>A — City leadership / senior management (use of KPIs in decisions).</p> <p>C — Line departments (KPI owners), IT/data engineering, equality unit.</p> <p>I — Advisory councils, CSOs, communications teams and public (summary reporting).</p>	<p>Minimum: 1–2 months to define domains and set up KPI register. Standard: 3–6 months incl. dashboards and review routines. Extended: continuous, with annual revision of KPIs and targets.</p>	<p>Minimum viable:</p> <ul style="list-style-type: none"> ▪ access to administrative and survey data ▪ KPI register (Excel) ▪ basic dashboard tooling <p>Recommended:</p> <ul style="list-style-type: none"> ▪ indicator literacy ▪ data management and quality assurance capacity ▪ ability to translate trends into decisions 	<p>Inputs: share of selected KPIs with data; punctuality of updates; data quality flags resolved.</p> <p>Outputs: KPI register completed; dashboards produced; review meetings held.</p> <p>Outcomes: trend changes over time and reductions in outcome gaps between groups.</p>