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GLIA

Gender Lens Incubation and Acceleration Toolkit

Measuring Gender Equality

Contents

Introduction

Introduction

In the rest of the toolkit, we have taken you through the process of designing and implementing strategies to improve gender equality across your organisation, programs and ecosystem. Now we need to work out whether these efforts are actually making a difference! To do that you need a clear plan to measure, evaluate and learn from the impact of the strategies you implement. This section will walk you through a process, tips and best practice strategies for measuring your efforts to apply a gender lens to your organisation, programs and ecosystem.

Helpful considerations and tips as you apply this section to your work:

Context is key. When we consider gender, it is very unlikely that there will be a one size fits all approach. Depending on the context, gender can be characterised by biological sex, gender roles and other social structures, or gender identity. It is important for you to research and understand what characterises gender within your culture and the culture of your enterprises, and use this knowledge when setting up your measurement approach. Some useful tips include taking into account your and your enterprises' local languages, as in some instances, these can exclude words around gender and this would need to be taken into account when you contextualise strategies from this toolkit, as well as measure the impact you are having through them. If you are finding it challenging to understand gender within your context, you could consult or partner with local organisations or researchers that focus on understanding gender structures, roles and identities within your context to further your understanding and expertise.

Start small and simple. Given our limited resources as incubators and accelerators, we will never be able to measure everything. We recommend starting small, and building up from there. If you don't currently have a method for measuring the impact of the work you do as an accelerator or incubator, you might want to start by establishing a simple framework to do so. If you are already measuring the impact of your activities, but are not currently disaggregating your data by gender, you can start adapting your data collection and analysis methods to incorporate gender, so that you can get a better picture of what is and isn't working for different genders within your work. This will in turn help you inform what you can do to increase access, inclusion and equity within your organisation and programs. If you are already collecting data and disaggregating it by gender, you can establish additional indicators that can help you deepen your understanding of the accessibility, inclusive and equitable nature of your work, and how you are advancing gender equality.
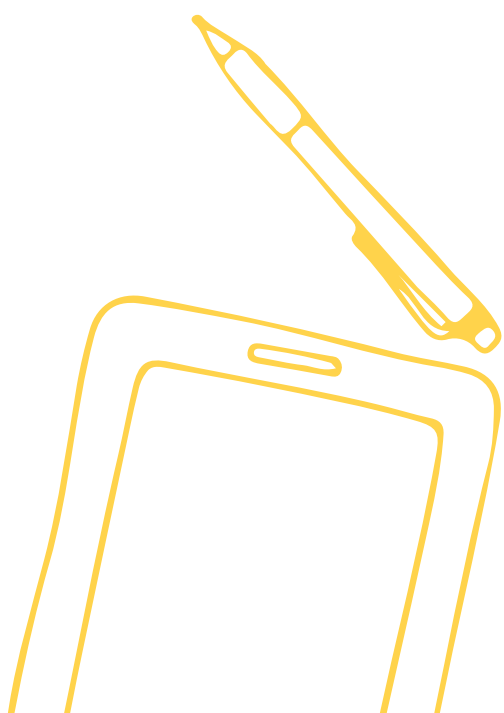
Glossary Of Terms

Glossary Of Terms

Monitoring, Evaluation & Learning (MEL) Framework: Also sometimes referred to as a Logframe Analysis, Logical Framework or Theory of Change, a MEL Framework is a tool that is used to show the link between a project's activities and its intended results. It usually specifies the project's inputs, activities, outputs, outcomes, indicators (see definitions for these terms below), and any assumptions or risks associated with those activities. It is used to improve the planning, implementation, management, monitoring and evaluation of projects and is often requested by funders.

Inputs: Inputs are the resources needed to implement a particular activity. For example, it would include things like human resources (team/personnel), funding required, or machinery and equipment.

Activities: These are the main tasks that need to be completed to achieve the goals of the project. For accelerators and incubators, these might include the running of bootcamps or training programs, the provision of ongoing support/mentorship, the distribution of funds, etc.

Outputs: These are the direct immediate or short term results associated with an activity. For example, an Accelerator program's outputs might be: ventures receiving training, ongoing support or funding, These are usually the easiest things to measure as they are in your control, directly related to your activities and can often be counted (e.g. number of programs run or number of ventures supported).

Outcomes: Outcomes are the next level of results and should reflect the medium term results of the activities. They should directly relate to your end goals, reflecting how the goal will be achieved. For example, the intended outcome of your program may be to increase the revenues of the ventures you support in order to achieve your end goal of scaling innovative companies.

Goals: These are the long term results of your activities or the end goal or impact you aim to have as an organisation. For example, if you are an accelerator for social enterprises, your activities may exist to ultimately see poverty reduced. Or if you are a clean energy accelerator, your activities may ultimately exist to reduce climate change.

Indicators: These are variables that provide a reliable way to measure a change connected to a particular activity or intervention. They are the specific things you aim to measure in order to prove that you have achieved your activities/outputs/outcomes/goals. For example, an indicator for the end goal of seeing poverty reduced could be: the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. Or an indicator for the intended outcome to see growth in the startups you work with might be: the number of ventures with increasing revenues, or the number of ventures creating more jobs.

Qualitative Indicator: A measure of the narrative of something rather than something countable. It helps to describe the 'how' and 'why.' For example, you may ask your board members how valued they feel their opinion and contributions are to the organisation and why they feel this way to understand whether there are differences between genders.

Quantitative Indicator: A measure of the number of something - usually a count, ratio or percentage. This kind of data is usually helpful in communicating statistics. For example, you may measure the number of women, men and people who identify with other genders on your board to understand the breakdown of gender representation of key decision makers.

Getting Started

Getting Started

Build a business case

Why is measuring gender in your organisation, programs and ecosystem important? How will this data benefit the business, your programs or advance gender equality across the ecosystem? How will it help your teams make informed decisions on policies, procedures, program design or new products and services?

Communicating the value this process will offer to your organisation is an important initial step to ensure the team is invested in the success of these efforts. There is now plenty of data around the benefits of gender equality particularly within a business context. We have outlined some of these within the 'gender and sustainability' section at the start of the toolkit.

Organisation: Measuring how your board, team and culture are advancing gender equality can, for example, help you ensure everyone's voice is heard, all staff have equal opportunities to thrive and grow within the organisation, and everyone feels a sense of belonging.

Program: Apart from the greater profitability, improved performance, and increased innovation your ventures will likely experience from improvements in gender equality, your programs may also benefit from an increase in funding. With the proven benefits of applying a gender lens, your programs and projects may become more attractive to funders.

Ecosystem: You may want to highlight the growing movement to apply a gender lens across the social enterprise ecosystem and the opportunity this presents your organisation to take a leadership role in sharing learnings, producing public resources, or inspiring other programs that apply a gender lens.

Consider your capacity

Who will be in charge of monitoring, evaluating and learning from the gender strategies you put in place? Do you have a dedicated monitoring and evaluation employee? Or a gender or diversity officer? If not, who will take on the responsibility and how much of their time will it require?

Organisation: At the organisational level, if you do not have a dedicated M&E employee, you may want to consider creating a working group to lead your efforts to track advancement towards gender equality within your organisation. For smaller teams, the responsibility may sit with you or your management team.

Program: At the program level, your program managers may take on the responsibility of collecting and analysing the gender data you collect alongside other program reporting or impact data they collect.

Ecosystem: Measuring your impact on the ecosystem, for example, the number of public resources you produce, conferences you speak at, or any advocacy work you do to improve gender equality, will likely require less from you than your organisational and program measurement and depending on the size of your team, may be led either by your program teams, a working group or your management team.

Create a plan

Throughout this toolkit we've identified possible strategies you can implement across your organisation, programs and ecosystem to advance gender equality. The next step is to determine which of these you will prioritise, who will be responsible for implementing each strategy and how success will be measured.

If your organisation has an overarching Monitoring, Evaluation and Learning (MEL) framework, you may want to review this to understand where your efforts to improve gender equality already align and can be integrated with your organisational **goals, outcomes,** and **activities**. Ask yourself where you can easily advance gender equality within your existing activities (for example via your recruitment processes or your curriculum content). You may realise that you can quite easily include gender-specific outcomes like 'a gender diverse talent pipeline for your program' and corresponding indicators into your existing MEL framework.

If, alternatively, your organisation develops MEL frameworks for each project or program depending on the specific program objectives or the funder and their priorities, you may want to establish a bank of possible strategies you could apply and measure within your programs. You could then select strategies and indicators from that shortlist depending on the specific objectives and capacity of each program.

If you are not familiar with MEL frameworks, we suggest checking out the **measuring impact section** of our sister resource, the Guide to Impact Acceleration and Incubation for a great deep dive on the basics of measuring your impact as an accelerator or incubator.

If you are starting from scratch, we have provided a sample Gender Action Plan in the appendix that you can use to outline the key organisational, program, and ecosystem strategies you want to implement, who will lead on them and how you will measure them. You may also want to translate this action plan into a simple reference sheet for your team that reminds everyone of exactly what they are measuring. Depending on your context and accessibility needs, this could be translated into your local languages or represented visually.

Choosing Indicators

Choosing Indicators

Build a business case

An indicator or metric is simply **the way we measure progress towards the outcomes we are aiming to achieve.** Without indicators, we wouldn't know if our strategies were making a difference. By capturing data against these indicators before we begin implementing our strategies and then again at regular intervals, we can track whether these indicators are moving in the right direction. For example, as the example below shows, if we are aiming for an equal and gender diverse board, we can track the percentage of women members on our board over time and hopefully that will eventually reach our target of at least 50%.

A gender indicator measures your progress towards achieving gender-related changes over time, for example making your program marketing collateral more inclusive to all genders. These indicators can capture quantitative changes, for example the number of women, men and other genders who raised capital as part of your program, or they can capture qualitative changes, for example how confident your women entrepreneurs feel after attending your workshop on negotiation skills.

You can measure how a specific intervention or program is contributing towards gender equality (e.g. the outcome of a particular policy on advancing gender equality in your team) or you can measure changes in the status of different genders (e.g. women participation in decision making, as well as changes in perception or how different genders relate to one another).

Outcome	Indicator
A gender diverse board (Organisation)	% of women members in board or other governing body
Gender inclusive program design, content and delivery (Program)	Net Promoter Score rating disaggregated by gender of respondee
Sharing our practice and impact in creating gender equity with the ecosystem (Ecosystem)	# of external reports shared/featured in ecosystem newsletters

Consider your local context

Along with this toolkit, we have provided some example indicators that, where possible, are aligned with industry standards for impact measurement (like IRIS and GRI) but they are simply a starting point. The best indicators will be tailored to your specific needs and context.

What does progress or impact look like in your particular country or in your particular organisation?
In order to do this, we suggest engaging your founders, employees, partners, and stakeholders in the conversation - what does progress or impact around gender equality look like for them? Consulting with a range of stakeholders will give you a broader perspective and help to protect against any bias (e.g. your male dominated board believing that progress around gender equality simply means having more women representation on the board/team, while your employees believe it should mean equal pay and more inclusive policies like paid parental leave).

Organisation: The strategies that increase a sense of equality, belonging and inclusion in your workplace may not work in another. For example, in your organisation, progress may look like all genders feeling heard and respected in team meetings and as decision makers. For another workplace, that may not be an issue and instead it may be that while opinions are equally heard and respected, employees of different genders are still not being paid equally. Alternatively, you may have identified the absence of paid paternity leave as a key barrier still holding women back from the workplace in your context, and so prioritising and measuring the success of implementing these kinds of policies may be an important indicator for you.

Program: If one of the biggest barriers for women in your context is the lack of inclusion in primarily male dominated local entrepreneurial networks, you may decide to focus on indicators and targets around the number of women attending entrepreneurial networking events that you hold. Or perhaps in your local context, you have good representation from women and men but transgender entrepreneurs face significant barriers and stigma. Progress towards gender equality in this context may look more like a dedicated program for transgender individuals or a program that specifically targets participants from this gendered group and explicitly caters to their unique needs.

Ecosystem: Perhaps in your particular ecosystem, there are good numbers of women participating in Accelerators and Incubators but very few that are accessing capital and successfully scaling their ventures. In designing indicators for your particular ecosystem impact, you may want to focus on measuring your efforts to educate key players and decision makers in the ecosystem like investors, mentors, or policy makers around the necessary growth support and investment readiness requirements for women. This might be done through speaking at industry conferences, holding individual meetings, or initiating an ecosystem working group to address this specific challenge.

Consider who or what is driving the data you need to collect

There will be a number of factors that play a role in determining the kind of data you collect.

We acknowledge that you may have an overall MEL framework that guides your work and impact measurement or you may have specific MEL frameworks that are developed for each program.

Often, the funder of the project may have specific expectations around what should be measured. If your MEL frameworks are donor-led, consider ways you can communicate the importance of measuring gender to your donors and partners.

Organisation: Ideally, in the context of your own organisation, you will have full control over what you want to measure. That said, particular funders and partners may like to see that you 'practice what you preach', for example have diverse gender representation on your board. There may be other key stakeholders who also influence the kinds of indicators you want to apply internally.

Program: Your program location and culture, the program funder or partner, and your program budget or capacity may all play a role in determining the kind of data you need to collect. Understanding who will be using the data and what they will be using it for can help you hone in on the best indicators to track.

Ecosystem: There may be ecosystem leaders who influence how you decide to measure your impact on the ecosystem or it may be driven internally through your own determination of the kinds of strategies that you believe will shift the needle in your local context. If you do find yourself often developing donor-led MEL frameworks for individual projects, you are uniquely placed to influence the ecosystem by educating those donors/partners on the need to incorporate gender indicators into those frameworks. So you may decide to measure the number of donors/partners that you introduce to the importance of applying a gender lens and measuring the success of those efforts.

Consider your capacity

How many indicators do you want to ideally measure and what is realistic given your current capacity? If you are a small team that is just starting out, don't be afraid to start lean. What you will be able to measure will be drastically different from what an Accelerator or Incubator with thirty staff and a dedicated Monitoring & Evaluation staff member can measure! Determine which indicators will be most useful for you to measure the changes that will have the biggest impact on gender equality in your organisation and programs first and foremost. Impact on the wider ecosystem is something you can consider as your capacity grows.

Organisation: In a small team, you will want to conduct desktop research or an internal survey to identify what you believe to be the biggest barriers to equality in your organisation and focus on those . Or you may want to choose one core indicator each to measure your efforts to apply a gender lens at the board level, in your team and in your organisational culture. This is a great starting point and won't require too much of your time and energy. At a larger organisation, you will likely have the resources to measure multiple indicators in each of these areas that will help to give you a fuller picture of the gendered experience within your organisation and better inform the strategies you can implement to improve it.

Program: Again, for smaller teams, you can start small here. You may choose to focus simply on ensuring your recruitment process is equitable for all genders and begin tracking the number of applicants of different genders you receive and how many you accept into the program. It would be easy to also separate by gender the usual indicators you collect from all ventures (like revenue growth, employee growth, and investment or funding received) which can provide excellent insights (see below for more on the importance of disaggregated data). As you grow, you can begin to look at additional indicators around the experience different gendered participants have within the program and how they engage with your program design, content and delivery.

Ecosystem: If capacity is an issue, we suggest prioritising measuring the impact that you can have by educating and/or influencing ecosystem players like mentors and investors who are directly involved in your programs. This might involve tracking the impact of gender training you provide to mentors or the development of a code of conduct or policies and procedures to guide mentor/investor engagements with your ventures and communicate acceptable behaviour. As your organisation's capacity grows, you could consider measuring additional activities you may be doing to influence policy or the wider ecosystem.

Include both qualitative and quantitative indicators

As a reminder, a quantitative indicator is a measure of the number of something - usually a count, ratio or percentage. This kind of data is usually helpful in communicating statistics and informing decisions. For example, you may measure the number of women, men and transgender individuals on your board to understand the breakdown of gender representation of key decision makers. This kind of data is often easiest captured through surveys and provides straightforward and clear results that are easy to analyse and compare. However, it can be difficult to capture and understand more complex concepts or the reasons and meanings behind these numbers. This data can help you set appropriate targets in line with your goals to advance gender equality through your work.

A qualitative indicator is a measure of the narrative of something rather than something countable . It helps to describe the 'how' and 'why.' For example, you may ask your board members how valued they feel their opinion and contributions are to the organisation and why they feel this way to understand whether there are differences between genders. This can also be captured via surveys but often an interview, observation or focus group may be more helpful in giving you a greater depth of understanding of the data you are gathering. Qualitative indicators aren't as easy to collect, analyse and compare. They can take much more time, for example, to transcribe and review interview notes and attempt to draw out themes, but they can tell a richer story of impact and give you a deeper understanding of more complex concepts like whether someone feels a sense of belonging and inclusion in your company culture and why.

The best approach is to combine both types of data so you have the full picture. For example, women may be well represented in the leadership and management of your organisation (quantitative) but to what extent do they feel that their opinions are equally valued (qualitative)? Don't forget to measure the more intangible indicators of gender equality like empowerment, belonging and inclusion. For example:

Organisation: Measure the number of women involved in the conceptualisation and design of projects (quantitative) and ask employees "To what extent do you feel empowered to contribute to discussions compared to your colleagues of another gender in a similar position? Why?" (qualitative).

Program: Measure both the percentage of applicants who are women, men or identify with another gender* (quantitative) and ask participants "To what extent do you feel the recruitment process was accessible and inclusive? Why?" (qualitative).
*This will depend on your context, and whether other gender identities exist and are acknowledged. If you're not sure, you could partner with a local organisation that supports gender diverse individuals to further your understanding. It could also be the case that there are no words for gender in your local language.

Ecosystem: Measure the number of gender resources created and shared publicly (quantitative) and ask yourself or other ecosystem players how you/they have contributed to networks, projects or partnerships that focus specifically on advancing gender equality (qualitative).

Include both qualitative and quantitative indicators

Where possible, we want to measure the outcomes (measurable impact) of the strategies you are putting in place, not just the outputs (direct products of your activities). You will no doubt measure your outputs but it is crucial to know the outcome those outputs will ideally lead to and then ensure you are measuring that outcome as well. For example, it is helpful to understand that you have more women participating in your programs (output), but at the end of the day, what is most important is to understand whether that participation has impacted their business growth to the same degree as the men in your programs (outcome).

There may be some instances where it is not possible to measure the outcome, or the level of effect might be limited as outcomes of interventions often take a longer time. For example, if you run training on creating an e-commerce platform, you may be able to measure the change in the level of knowledge around the skills directly after the training, but you may not be able to capture the confidence levels or applicability of that skill until months down the track when the entrepreneur begins to build their own online shop. Depending on the type of support your program provides, you may no longer be still engaged with the entrepreneur, so wouldn't be able to capture the final outcome of that training.

Organisation: If the outcome or goal you are aiming for is to decrease the incidents of gender discrimination or harassment in your organisation, you may take your team through gender equity training. Rather than measuring the output (e.g. number of people attending the training) you want to measure the outcome (e.g. number of incidences of discrimination or harassment) to see whether there has been a decrease (your end goal).

Program: If your outcome is to improve confidence levels for the women founders in your program, rather than measuring the output (e.g. number of founders participating in imposter syndrome and self-esteem training), you want to measure the outcome (e.g. the % increase in confidence levels in women founders, measured via pre and post program surveys) to see whether your program had a direct impact on their confidence.

Ecosystem: Ecosystem change is a long-term goal and measuring the outcome of an improved ecosystem when it comes to gender equality would involve research into the state of the ecosystem now and measuring the change over the next few years. This is a worthy project but one that your organisation may not have capacity or budget for, unless influencing the ecosystem is already one of your core objectives. Therefore, we suggest focusing on measuring what is within your control, which is your contributions and advocacy (your outputs). Alternatively, if you are an active participant in a community of practice around applying a gender lens, there may be opportunities to collaborate with other organisations to pool data and analyse the patterns, trends and progress that that community of practice is seeing, which could be representative of ecosystem change.
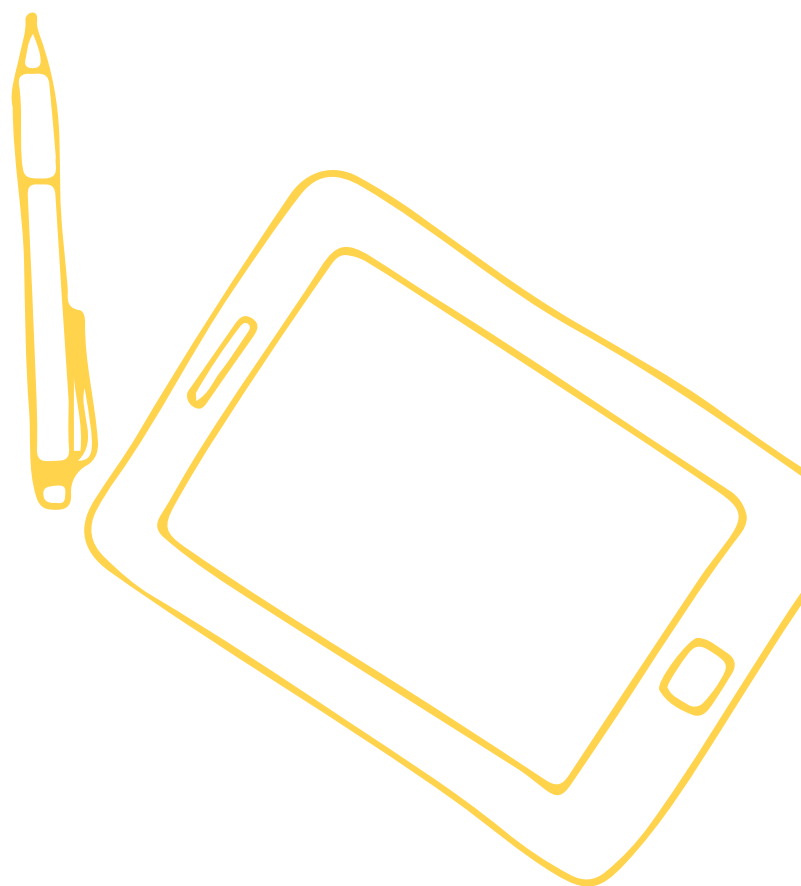
Disaggregate all data by gender wherever possible.

By separating the data we collect by gender, we can uncover new and important insights that give us a deeper understanding of how each gender experiences a particular issue or process and can better guide our decision making. A classic example of the importance of this is the fact that for many years, we did not collect gender-disaggregated data on car crash injuries and deaths. Once that data began to be disaggregated, it was discovered by the University of Virginia that women were 47% more likely to be seriously injured in a car crash. This difference was due to the fact that crash test dummies were developed in the likeness of the male physique and therefore car safety was designed to keep men safe without taking into consideration how a woman's physique may require different safety features. With gender-disaggregated data, we can uncover potential inequalities and ensure that the needs of all genders are adequately met.

When asking for gender in surveys, there are a few things to consider:

1. Know why you are asking and communicate this. Is it to tailor a particular product/service for a certain gender? Or in our case, to better understand and respond to the unique needs of your diverse customers? Explaining what you will be doing with the information will help people feel confident providing it.

2. Know what you are asking for. Do you need to know biological sex (male/female), or their gender identity (woman, man, transgender man/woman, other)? If you are collecting data on potential customers for a company that sells sanitary products, you will likely be asking for biological sex. As an Accelerator or Incubator on the other hand, you are likely more interested in your founder's gender identity.

These distinctions from American University's Center for Diversity & Inclusion may be helpful in determining what you should be asking for and how:

- **Sex** refers to the biological make up in terms of chromosomes, hormones, and primary and secondary sex characteristics. When asking about sex as a category, words like male, female and intersex should be used.

- **Gender Identity** refers to the internal/psychological sense of self, regardless of what sex a person was assigned at birth. When asking about gender as a category, words like woman, man, and trans* should be used.

- **Sexual Orientation** refers to a person's emotional, physical, and sexual attraction to other people. When asking about sexual orientation as a category, words like gay/lesbian, bisexual/pansexual, and heterosexual should be used. Please note that homosexual is not recommended as it is often used in a pejorative tone.

Include the option 'prefer not to say'. Not everyone will feel comfortable providing their gender and your survey should offer an option to refrain from answering.

Consider your local context and audience. If you run a program for only women, you may not ask for gender at all, or if appropriate within your context, you may want to understand whether the women participating are cisgender (a female who identifies as a woman) or transgender woman (a male who identifies as a woman). If you are unsure of the gender identities and sexual orientations present in your context, you could engage a local organisation that works with gender diverse individuals, who can support you in the correct terminology to use. Alternatively, your local language may not even recognise 'gender' and only recognise biological sex as is the case in Cambodia.

Organisation: You may already gather annual feedback through something like an employee engagement survey. Unless the data you collect from these surveys are split by gender and analysed for differences, you may not realise that, for example, women are significantly less

likely to recommend your company as a great place to work. Hopefully seeing that pattern of difference between genders in your workplace would inspire some investigation into why that exists and what you could do to change that.

Program: By collecting gender-disaggregated data for your general program indicators like 'number of beneficiaries', you may find that while you support many women founders, the majority of your ventures' beneficiaries are men and boys. This may inform a new organisational priority to recruit more ventures that create products/services specifically designed to benefit women and girls. Alternatively, when disaggregating your data by gender, you may uncover the fact that you have a number of transgender participants who do not feel adequately supported or included in the program. This may inspire shifts to your program design or the support you offer in order to make it more inclusive and attractive for these individuals.

Ecosystem: In the context of the ecosystem, you may find disaggregated data helpful in understanding the differences in behaviours and experiences of men and women mentors or funders/investors. These insights can help you adapt your program or ecosystem engagement to respond to the needs or behaviours of each gender.

Collecting Data

Collecting Data

Gender data refers to facts, such as measurements, observations and numbers, that are collected and presented by sex as a primary and overall classification; reflect gender issues; are based on concepts and definitions that adequately reflect the diversity of women and men and capture all aspects of their lives; and are developed through collection methods that take into account stereotypes and social and cultural factors that may induce gender bias in the data (this is the __definition__ of gender statistics used by the United Nations Statistics Division). We extend this definition to all genders, other than women and men. It is important to try and collect unbiased gender data so that you can gain an accurate understanding of whether the strategies you have put in place, whether that be a policy, program or other intervention, are advancing gender equality. If you are not collecting the right type of data and/or ensuring your data collection methods minimise bias, it won't matter what analysis you perform, as you won't be getting an accurate picture of what is happening.

Below we guide you through what you should consider when collecting gender data.

1. Determine your collection methods

Once you have your indicators determined, you need to establish how and when you will collect this data. You may use pre and post program surveys, focus groups, employee satisfaction surveys, interviews, your CRM or other program registers. Data may be collected annually, before and after each program, or on a monthly or quarterly basis. Consider the following questions:

- **What format will allow you to best collect the insights you are after? Will an interview be more appropriate? Is an anonymous survey best?**

- **Who is the most appropriate person to conduct the interview? Who has a trusted relationship with the interviewee and how can you encourage a safe space for honest feedback?**

- **What technology is available to you and those you are collecting data from? Is a phone call more suitable than an online survey in your context?**

- **What kind of data collection is safest and most effective within your local context?**

- **What capacity do you have to collect the data? Is there enough time or resources to conduct in-person interviews, or is it more feasible to send out a survey or have a chat over the phone?**

- **How often will you collect this data?**

- **How could gender impact your collection methods? e.g. will any particular gender be more or less likely to complete an online survey compared to a phone interview? What times will be most convenient for women and men to be contacted or to participate in interviews and focus groups?**

- **How will you share back the data that you collect, so that respondents/interviewees will also have a record of the information they shared with you, and also see how their data is used?**

Organisation: To monitor your progress against the gender diversity in your board make-up, recruitment process, or around things like retention, promotion and pay, you will likely have organisational registers to track the gender split in these areas. To measure your employee engagement, their sense of belonging/inclusion or their satisfaction with the company culture, a survey is likely to be more appropriate where answers can ideally be provided anonymously.

Program: Your pre and post program surveys are likely to be your biggest tools in capturing data against your program indicators. Interviews may also be useful in capturing some of the qualitative data like 'most significant change' stories or more in-depth case studies of how founders have benefited from your programs.

Ecosystem: In measuring your own contribution to the ecosystem, you may also utilise a company register that records your ecosystem engagements like the number of resources developed, conferences spoken at, gender lens projects collaborated on, etc.

2. Collect a baseline

To measure meaningful change, we need to understand the current status of gender equality across your organisation, programs and ecosystem before you begin implementing your strategies. To do that we collect what we call a 'baseline' that we then use to compare the data we collect after a period of implementing our strategies to see if we have seen a significant change.

Organisation: For example, if you are measuring the proportion of women in managerial positions within your organisation, you will want to record where that sits now and then again after implementing quotas or adapting your recruitment and promotion processes for 6-12 months.

Program: If you are measuring the extent to which the delivery of your program was suitable to all participants, you would record participant responses now and then again after implementing changes to your program design like for example, amending the timing or format to cater for women with children.

Ecosystem: If you were looking at the long term impact of your influence on the ecosystem, you could do some initial research into the number of gender lens projects undertaken or public articles or reports shared that discuss the application of a gender lens over for example the last 6 months. You could then engage in your own advocacy activities to influence the ecosystem and encourage more accelerators and incubators to incorporate a gender lens to their work. After a year or two of that advocacy work, you would then measure once again, the number of projects applying a gender lens or public articles and reports published over the previous 6 months and see if there had been an increase.

*A note on **attribution:** In this case, we may not necessarily be able to prove that the increase was due to our advocacy work, as there are likely other factors at play that led to that increase, however we could make a connection between our efforts and the result and make a case for the role we played in achieving that result.*

3. Set some targets

Once you know what you will measure, how you will measure it, and your baseline data, you may also want to work with your team to set some KPI's. If you have historical data available, this is a good starting point to consider what your KPI's might be. For example, if your organisation currently has a 30% gender split, you may want to set a stretch KPI of 40% in the next two years. You may also want to do some research on any standards or benchmarks that may exist, for example **GALI** has gathered some benchmarks for ventures that have participated in accelerators against those who have not, and some of their data can be filtered down to gender. Determine what is realistic and achievable for you and your team against each of your indicators and commit to those targets. Remember, these targets need not only be around quotas and representation but can also be around changes to things like confidence levels, a sense of belonging/inclusion, or a sense of empowerment.

Organisation: You may want to have an equal gender split on your board within 3 years. You may want to have a 0% gender wage gap between men and women doing the same job in your organisation. Or you may aim for 100% of your staff to feel empowered to contribute to organisational decision making.

Program: Perhaps you want to have at least 30% of each gender represented in each of your cohorts, you want to ensure you have an equal split of women and men mentors available, or you want to see an increase in confidence of at least 80% of participants.

Ecosystem: Your team may set a goal of undertaking two specific projects that apply a gender lens this year. Or you may aim to produce three publicly shared reports focused on advancing gender equality in the ecosystem.

4. Utilise best practice strategies

Collecting data, particularly post-program data, can be challenging. Ensure you and your team understand and utilise these best practice strategies when it comes to gathering data:

Explain the importance of the data. In the context of both your staff and your ventures, you will be more likely to get survey responses if the respondents understand why the data matters, how it will be used and how the data respondents provide will be shared back with them When it comes to your ventures, it can also be helpful to stress the value this data has for them when it comes to attracting funding/investment or reporting their progress to current funders, partners, customers or other stakeholders.

Integrate training on data collection into your programs in order to ensure that ventures have the skills and knowledge necessary to collect accurate data.

Keep surveys concise. Your team, founders and partners are no doubt very busy and will be unlikely to complete a lengthy survey! Focus on the core information you need to capture, be clear on why you need each piece of data and formulate your questions in a concise and direct manner.

Aim for anonymity. Particularly when measuring organisational impact on gender through things like belonging and inclusion, it is important to collect anonymous data to encourage honest answers. For small teams, we acknowledge that this can be a challenge, however by building trust and transparency with your team, and communicating your commitment to ensuring their positive experience, you can encourage genuine responses.

Develop strong alumni programs or follow-on support to improve engagement and survey completion.

Consider offering incentives for completion. You could incentivise survey completion with a chance to win a small monetary award or access to additional networking or training opportunities.

Explore alternative sources of post-program outcomes when survey responses are low. For example, you can keep an eye on industry news, including press releases from investors or ventures themselves which can even be automated through news alerts like Google Alerts.

Exploring the various data collection methods

Surveys

These are the most commonly used as they are usually the easiest method of collecting and analysing data. You can use physical surveys or where possible, online tools like Survey Monkey, Google Forms, Jotform, or Typeform.

If you intend on disaggregating (separating) your survey results by gender to visualise how different gender groups responded to your questions, and see if there are any significant differences within and between groups, you'll want to include a question in your survey to find out what gender/s the respondents identify with. The gender identities you will provide as options will depend on your context and the gender identities that are present in your region/country/community of focus. If you're not sure as to what those are, you could engage a local organisation that works with gender diverse individuals, who can support you in the correct terminology to use.

When designing a survey, similar to when you're designing a program application form for an entrepreneur or an interview to recruit a new team member, you will want to try and minimise bias. Some ways you can do this is through the questions you ask by, for example, asking open ended questions. These are questions that start with How? Why? What is? and encourage full answers as opposed to close ended questions that can only be answered by yes or no. You can also ensure your questions don't use language that would preference one gender over another, and that the surveys are accessible for all (e.g. literacy levels, access to technology). Another way you can incentivise honest answers is by making your survey anonymous (not require the name of the person), however this can make it challenging to follow up with respondents if you want further information.

Whilst surveys are widely used and can allow you to increase your reach, they can also provide limited information, lack context and be misinterpreted. Where possible, phone calls or face to face interviews are far more powerful and will allow for a better understanding of your customer's motivations, problems, desires, etc.

Interviews

Direct interviews, whether via phone, video conference or face to face, tend to provide the most valuable insights. Sitting down with your target audience gives you the opportunity to dig deeper into their answers, read non-verbal cues, and talk through how your target audience experiences the problem or your product/service/program.

That being said, you will want to be mindful of the power dynamics present in your interview. For example, if you are a male Director interviewing a woman intern on the inclusiveness of your organisation's culture, she may not feel comfortable to answer honestly. This is one scenario where an objective interviewer or anonymous survey may be better methods to obtain the insights you want. Similar to surveys, be mindful of the questions you ask, and try and minimise bias where possible.

Focus Groups

Focus groups, when done right, can be effective but come with a range of risks if not facilitated well. They involve bringing a small group of people together (usually 6-12) to engage in a guided discussion on a particular topic. They might be used to gain feedback on how your target audience engages with your organisation/program, what they like, or suggestions they have for improvements.

These can be useful if you don't have time for individual interviews but they may come with additional costs (eg. venue hire, compensation, transport) and time required to organise. They can also produce skewed results if outspoken participants dominate and direct the conversation. Like interviews, you will

want to be aware of negative power dynamics that are present, which may influence the outcomes of the conversation. When organising these events, you'll want to try and make it accessible and inclusive for all genders/one gender depending on your focus.

Observational Study

If you are after unbiased information on how your target audience engages with your organisation/program, you could organise an observational study to observe how they engage with your organisation or program.

This usually looks like someone from your organisation watching entrepreneurs engage in your program or, for example, observing team members engage in a team meeting if they're looking to see if it's an inclusive environment.

While you won't get clear insight into what your audience is thinking/feeling as they engage with your organisation/program (that's where interviews and surveys are most useful), these observations can reveal where your audience is able to engage with ease vs. where they run into barriers or frustration. People's actual behaviour doesn't always match up with the actions they report, so observation can be very powerful.

Desktop or secondary research

Here you are simply relying on information that already exists rather than going out and getting it yourself. This is the quickest and cheapest to achieve. It can be useful for quantitative and qualitative data around trends, but won't give you information around how your specific target audience (e.g. entrepreneurs or team members) feel and behave within your context.

You will want to be sure to pay attention to the publishing date of any data you rely on to ensure it isn't outdated.

Analysing Data

Analysing Data

Gender data can be analysed using your standard analytical methods. That being said, you will want to design your analysis to compare information about different genders, and where possible, about different categories for each gender (e.g. ethnicity, age, sexual orientation, ability, etc.). Comparing these will reveal any inequalities and gaps that exist, that are likely to affect women, men, and other genders' access, inclusion, participation, etc.

Analyse regularly

Collecting the data is only half the battle. To make the most of the data you collect, it needs to be regularly reviewed. Set aside time to review data after each program, each quarter or at the end of each year to inform end of year reporting and guide strategy for the new year. If data has been collected electronically, or through online tools like SurveyMonkey or Jotform, there are built-in data analysis features that will generate graphs and reports from your data for you. If you've captured it manually, you can use Word or Excel to create your own graphs and tables to present and analyse your data.

Look for key trends and patterns

Ideally you want to compare the data against previous periods to identify key trends and patterns or to answer key questions you have about the effectiveness of your strategies.

Organisation: At an organisational level, you may see that your retention rates for women and men differ and women are more likely to leave the organisation than your male employees. Uncovering insights like this, can prompt you and your team to dig deeper and identify any cultural issues that may be inhibiting a sense of inclusion for women.

Program: At a programmatic level, you may find that while you are targeting more of your marketing to women, you are still seeing similar levels of women applicants. This insight may mean that women just aren't seeing as much value in the program or that there are other barriers to their ability or interest in participating. You may need to look at other incentives for women founded teams like more women mentors, a more woman-friendly delivery format or curriculum that addresses key challenges they face.

Ecosystem: We are assuming that most small teams won't have the capacity to be measuring the outcomes of efforts to influence the ecosystem through your work towards gender equality. Therefore the insights you can gain here will be relatively limited to trends or patterns in your own engagement with the ecosystem. However, they may still highlight interesting learnings or opportunities for you when compared to other organisational data you may collect. For example, when analysing the trends within your ecosystem engagement and your revenue or funding sources, you may realise that as your ecosystem engagement has grown over the years, you've been able to attract significantly more funding for your work. Or if one of your strategies is focused on investor education, you may be able to collect data around the number of gender-lens investments they have made after engagement with your organisation.

Use data to drive decisions

The insights you gain from this analysis should help you assess the effectiveness of current gender equity strategies and highlight where new strategies may be necessary. You should aim to build a habit around encouraging your team to back up decisions with data. This can be achieved simply by requiring any proposed strategies or approaches to cite the data that supports this new direction or decision. Data-driven decisions can guard against the unconscious biases that may otherwise influence the choices we make.

Organisation: In analysing the data you collect on your recruitment processes, you may realise that very few women have applied for recent management positions. This insight may drive the decision to target your recruitment efforts where women network or look for work. This might be local women's organisations or employment websites, all-women colleges/universities or women's groups on social media. You may also decide to review your job ads to ensure the language and culture you are promoting is appealing to women.

Program: Your program data may reveal that very few women founders in your cohorts are attending evening webinars and a recent survey confirmed that 50% of women found the timing difficult if they had young children at home. These insights indicate a change to the format of the program is needed in order to ensure it is inclusive of all participants.

Ecosystem: If one of your insights is the increased funding you've been able to attract since becoming more vocal about your efforts to advance gender equality, your programs team can use this data to support the decision to, for example, launch a women-focused program due to both the need for a program like this and the perceived interest from funders in this kind of program.

If one of your insights is the increased investments that apply a gender lens after your investor education efforts, your team may decide that this is an area of your work that is seeing great impact and that deserves more of your resources and attention.
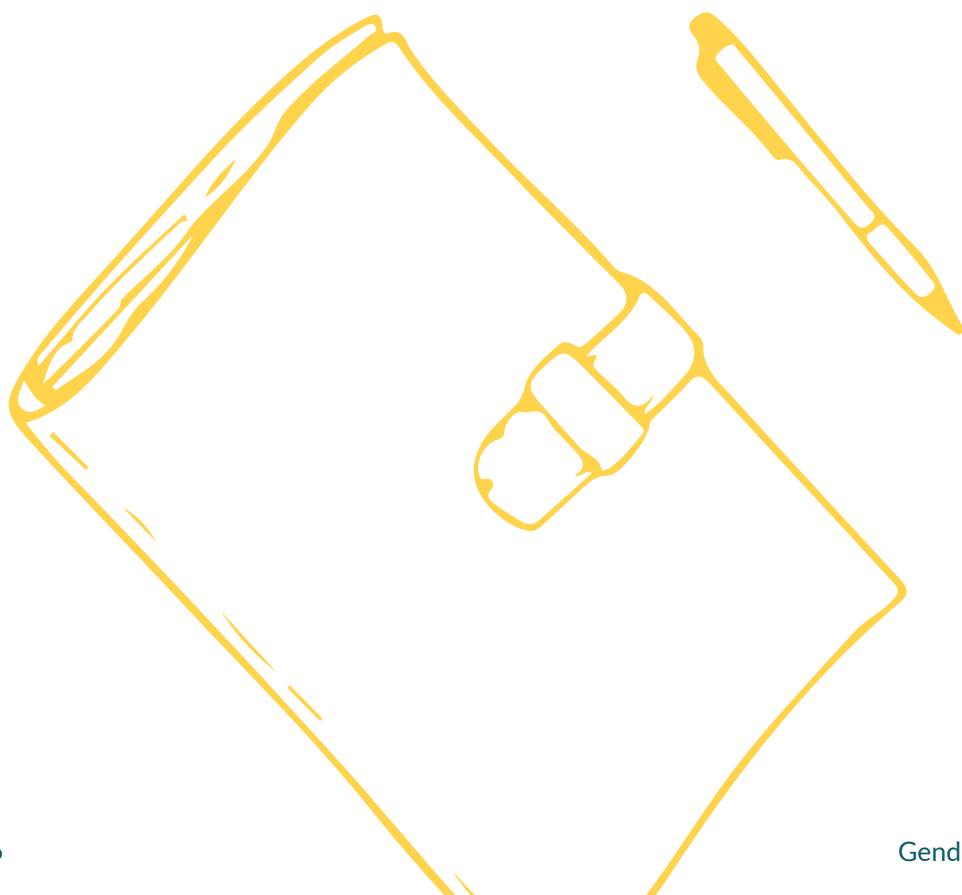
Communicating Progress

Communicating Progress

Communicating your progress towards achieving gender equality can allow you to:

- Attract and build an audience of supporters, partners and collaborators that share your values and goals

- Build your credibility and reputation

- Inspire others within the ecosystem to be more deliberate about applying a gender lens to their work

- Build the business and impact cases for others to join you in advancing gender equality

- Meet your stakeholders' expectations as part of your mandatory reporting

- Attract and retain values aligned talent within your organisation

Determine the format

There may be many ways you will communicate your impact - internal reports, newsletters, annual reporting, donor reporting, or via your website. Whatever the format, you will want to ensure that the information is provided in a way that is useful and actionable so that it can guide decision making. Certain formats, like an annual report or donor reporting, will lend themselves to more detailed data and analysis where others, like a newsletter, may require simple and punchy statistics and a compelling story.

Organisation: You may want to put together a brief report on how your gender balance has changed in the key areas of recruitment, retention, pay and promotion. This might compare your current balance to where the organisation was a year ago and highlight areas of strength to be celebrated and areas of weakness to be addressed by your HR/management team. Results from an internal survey on how valued and respected your team members feel may inspire a discussion or a working group to improve company culture.

Program: You may share your program data via formal post-program reports, donor feedback or your annual report which would include more detailed graphs and analysis that likely outlines the strategies you've implemented, key challenges, key lessons learned, and progress against your key targets or goals. The insights from an internal post-program report can help your team adapt and improve your program based on the results you are seeing from the specific interventions you are testing and tracking. You may also share some of this information on your website in the form of short statistics that share progress like '50% of our program participants have a woman on the founding team.'

Ecosystem: Your ecosystem data might be shared more informally via a newsletter that highlights your latest gender lens efforts or shares the recent publications or resources you have contributed to.

Consider the audience

Determine which data is most useful for which of your audiences. Can you present the data in a way that your team/ventures/donors/the wider ecosystem can most easily understand and apply it? This requires understanding the motivations of each of your potential audiences and how they may value the outcomes of your gender lens application efforts.

Organisation: Donors or partners may be interested in your organisational commitment to gender equity, however the most likely audience for this kind of data will be prospective employees or your current staff. Prospective employees may want to see that they have equal opportunities for growth within the organisation regardless of gender, while current staff may want to understand how the efforts you've been making towards advancing gender equality will impact them, their workplace engagement and their career progression.

Program: Your audience for your program data may be your staff, donors, partners, or prospective or alumni ventures themselves. If you are communicating your progress to prospective ventures, you may want to focus on how you have incorporated a gender lens into your program design and delivery to make it more accessible and applicable for all genders. If you are reporting to your donors, they may want to see the social or financial return on investment from supporting more women-led ventures. If you are reporting to your program staff, you may want to highlight how gendered groups engage differently with your social media so they can refine their recruitment strategies.

Ecosystem: If you are communicating your progress to an ecosystem partner, you may highlight the fact that you have been able to attract more funding as a result of your efforts to apply a gender lens and this may encourage them to also integrate gender lens strategies into their own work. If, on the other hand, you are communicating progress to a donor, you may want to highlight the reach you have had through sharing your gender lens work and the potential impact that can have on women and girls across the region.

Foster a community of practice

How can you work with other organisations to share learnings, challenges and successes of applying a gender lens to your work? Can you collaborate with this community to influence the rest of the ecosystem through the publication of reports or resources? Can you provide training to mentors or other organisations who are interested in learning more? Consider how you can help to build and foster this community and share your expertise with the wider ecosystem.
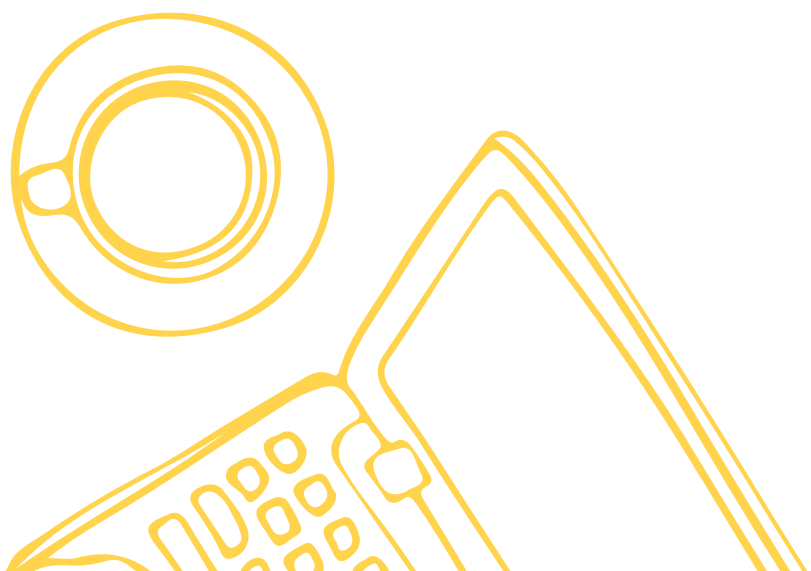
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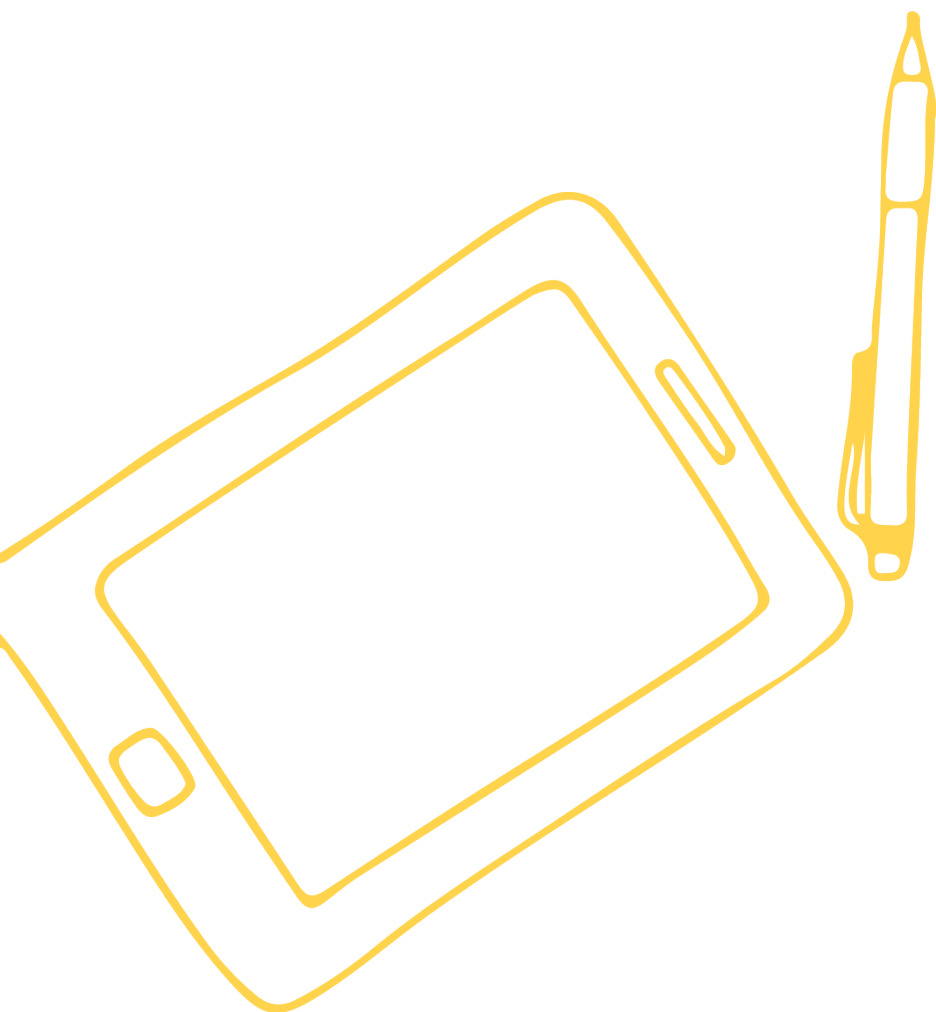
Appendix

Action Plan Template

Now that you have identified the gender issue you want to tackle, understood the root causes of this issue, and identified possible strategies to solve it, we want to generate a simple plan you can use to begin tracking your progress.

The template on the following pages will essentially map out the outputs from the reflection exercise you have already done - the objective you are focusing on, the strategies you will implement, who will be responsible for implementing it and when it will be completed by. Working from left to right in the tables on the following pages:

1. **Identify whether the gender issue you are aiming to solve relates to your organisation, program or ecosystem.**

2. **Record the objective you have decided to focus on.**

3. **Next, identify 1-2 strategies you would like to implement to achieve your objective.**

4. **Finally, in the final two columns, identify who will be leading on implementing these strategies and when you hope they will be completed.**

Refer to the example plan for support and complete your own on the following pages:

Level	Problem	Objectives	Strategies	Responsibility	Timeframe/ Deadline	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection
Organisation	Lack of diversity in our team.	Increase gender diversity and equality in our team.	Set a quota to achieve 50% gender split within our team.	HR Head/Leadership team	October 2020	% proportion of women in our team.	Half-yearly monitoring	To what extent do you feel empowered to contribute to discussions compared to your colleagues from the opposite gender? Why?	Employee engagement/ satisfaction survey
			Review and amend our recruitment procedures to remove bias and ensure they are inclusive.	HR Head	November 2021	% of applicants who are female per role / % of interviewees who are female per role / % of new hires who are female per role	Post-recruitment Analysis	To what extent do you feel the recruitment process was accessible and inclusive? Why?	Feedback survey for interviewees (both successful and unsuccessful)
Program	Lack of diversity in our program participants.	Ensure our program design and delivery supports all founders, regardless of gender.	Increase diversity of our facilitators and mentors.	Program Managers	January 2021	Gender split of speakers, mentors, facilitators or other leadership roles	Post-recruitment Analysis	To what extent did you find you were supported by your mentors/facilitators?	Organisation
			Review and amend content and format to ensure it meets the needs of both genders.	Learning Designer/ Program Manager	January 2021	NPS rating of program by gender	Post- program Analysis	To what extent was the delivery of the program suitable to you? (eg. location, time, mode, format) What made it suitable/not suitable?	Post-program survey and interview

Level	Problem	Objectives	Strategies	Responsibility	Timeframe/ Deadline	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection

MEL Indicators

The following Indicators List can be used alongside the GLIA Toolkit and Gender Action Plan. Using indicators is a good way to track progress towards the strategies you have picked out to increase gender equity in your organisation, program or ecosystem.

This list is not intended to be exhaustive but to give examples of the types of gender metrics that are being used across the entrepreneurial sector which may be applicable to your own context.

Organisation

Some indicators are collated from IRIS, GRI, NESsT, B Corp, Workplace Gender Equality Agency and MEASURE Evaluation

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Equal and diverse board, with inclusive processes		Gender split of members in board or other governing body	Annual monitoring	To what extent do you feel empowered to contribute to discussions? Why?	Annual survey, Exit interview	Lack of diversity in our team.
				To what extent do you feel your voice is equally heard in decision-making compared to your colleagues from the opposite gender? Why?		
		Average board tenure of females compared to males		Reasons why members leave	Exit interview	
Gender diverse and inclusive team	Recruitment	Gender split of applicants, per role	Post-recruitment	To what extent do you feel that each part of the recruitment process was accessible and inclusive? (break down to different stages: role advertisement, application, shortlist, interview, selection) Why?	Feedback survey for interviewees (both successful and unsuccessful)	- Fair Recruiting Practices - Indicate whether the organization has a written policy to recruit employees equally, irrespective of gender, race, color, disability, political opinion, sexual orientation, age, religion, or social or ethnic origin.
		Gender split of interviewees, per role				
		Gender split of new hires, per role				
	Retention	Gender split of employees, per role, part-time/full-time	Quarterly, half-yearly or annual monitoring (depending on the size of organisation, frequency of movement)	To what extent do you feel that you are part of a gender inclusive team? Why?	Annual survey, Exit interview	- Fair Compensation Practices - Indicate whether the organization has a written policy to compensate employees equally irrespective of gender, race, color, disability, political opinion, sexual orientation, age, religion or social or ethnic origin.
				To what extent do you feel secure in your job/contract? Do you expect to have your job/contract the following year?		
		Retention of female employees compared to male		To what extent do you feel your voice is equally heard in decision-making compared to your colleagues from the opposite gender? Why?		
				To what extent do you feel you are able to lead your team members, regardless of their gender? Why?		
		Ratio of the average wage paid to female employees, per role, compared to the average wage paid to male employees for the same position		Reasons why staff leave	Exit interview	
				To what extent do you believe that the company is protecting you on the job or treating you fairly?	Employee engagement/ satisfaction survey	
		Ratio of female employees being promoted compared to the number of other employees promoted		To what extent do you feel you have the same level of access to training/mentoring and promotion opportunities compared colleagues from the opposite gender who have a similar level of experience to? Why?	Employee engagement/ satisfaction survey	- Fair Career Advancement Practices - Indicate whether the organization has a written policy to support progression/ promotion of employees equally irrespective of gender, race, color, disability, political opinion, sexual orientation, age, religion, or social or ethnic origin.
				To what extent do you feel secure in your job/contract? Do you expect to have your job/contract the following year?		

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Gender diverse and inclusive culture (cont.)		Gender split in all types of projects/departments	Quarterly, half-yearly or annual monitoring (depends on the size of organisation, frequency of movement)	To what extent do you feel your voice is equally heard in decision-making compared to your colleagues from the opposite gender? Why?	Employee engagement/ satisfaction survey, Exit interview	Workplace Safety Practices
		% positive response rates in employee engagement surveys by gender (if existing mechanism)	Employee engagement/ satisfaction survey	To what extent do you feel supported by the existing work structure? (e.g. flexibility of hours of work, balancing work and family responsibilities) Why?		
		% staff feel supported by the work structure, processes, dynamics		To what extent do you feel that men and women are treated equally at your workplace? Why?		
		Participation of women in the conceptualisation and design of projects		To what extent do you feel empowered to contribute to discussions compared to your colleagues from the opposite gender in a similar position? Why?		
		% staff feel empowered to contribute to organisation (decision-making?)		To what extent do you feel utilising flexible work hours impacts your feelings of being included in the team? Why?		
		% usage of flexible work hours by gender		To what extent do you feel utilising flexible work hours impacts your ability to advance your career (e.g. working on projects that interest you, getting promoted)? Why?		Flexible work Policy - Indicate whether this is available
		% of employees accessing parental leave by gender	Annual monitoring	To what extent do you feel utilising parental leave impacts your feelings of being included in the team? Why?		Parental leave Policy - Indicate whether this is available
		# of referrals to other programs that empower women (e.g., related to literacy, income generation, micro-credit, domestic violence)		To what extent do you feel utilising patental leave impacts your ability to advance your career (e.g. working on projects that interest you, getting promoted)? Why?		
		# of incidence and resolution rate of discrimination/harassment complaints by gender		To what extent do you feel your discrimination/harassment complaint was adequately resolved, and that future instances would be minimised/ eliminated? Why?	Post-resolution feedback survey	Sexual Harassment Policy - Indicate whether the organization has a written policy to combat sexual harassment in line with internationally-recognized standards.

Program

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Fair and gender-inclusive application and selection processes	Increase the number of women entrepreneurs and/or women-led ventures applying to the program	# female role models highlighted in communication materials	Post-recruitment	To what extent do you feel the recruitment process was accessible and inclusive? (break down to different stages: program advertisement, application, shortlist, interview, selection) Why?	Feedback survey for interviewees (both successful and unsuccessful)	Selection criteria/score card
		# of promotion events for women entrepreneurs				
		Types of outreach partners engaged				
		Ratio attendees at pre-application events by gender				
		Ratio of applicants by gender				
	Increase the number of women entrepreneurs and/or women-led ventures selected into the program	Ratio of shortlisted by gender				
		Ratio of women vs men on selection panel				
		Selection profile and criteria tested and adapted for gender equity				
		Gender bias training for jury members conducted				
		Ratio of successful applicants by gender				
Gender inclusive program design, content and delivery	Increase the number of women entrepreneurs and/or women-led ventures participating in, and completing the program	Ratio of women-led vs male-led ventures participating in, and completing the program	Post-program	Organisation - Indicators	Post-program survey and interview	
		Percentage of ventures with X number of women on the founding team that participate in, and complete the program				
		# of community building events for women entrepreneurs delivered				
		# of support interventions delivered for women entrepreneurs				
		NPS rating of program by gender				
		NPS rating per masterclass, mentoring session, etc by gender				

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Gender inclusive program design, content and delivery (cont.)	Entrepreneurs increase entrepreneurial confidence	% entrepreneurs who have reported an increase in skill knowledge by gender	Pre-program for baseline and Post-program for endline	To what extent did you identify with the curriculum content and examples used in training?	Post-program survey and interview	
		% entrepreneurs who have reported an increase in confidence in applying skills by gender				
		% entrepreneurs making a change to their businesses related to learning by gender				
		% entrepreneurs self-reporting an increase in business skills by gender				
		% entrepreneurs self-reporting improved management practices by gender				
		% entrepreneurs self-reporting productivity improvements by gender				
		% entrepreneurs self reporting an increase in leadership skills (e.g. motivation and resilience, clarity of vision, wellbeing, etc.) by gender				
		% entrepreneurs self-reporting an increase in access to mentors by gender				
		% entrepreneurs self-reporting an expansion in business network (e.g. business partners, investors/funders) by gender				
	Increase the overall visibility and credibility of women in entrepreneurship	# of women entrepreneurs profiled on social media	Annual monitoring			
		Ratio of women vs men referred to journalists and media outlet				
		Ratio of women vs men portrayed in communication materials (post-program)				

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Gender inclusive program design, content and delivery (cont.)	Ventures staying open and growing	- venture survival rate, by entrepreneur gender - % of entrepreneurs reporting increased revenues, by gender - Median annual revenue post-acceleration, by entrepreneur gender - Profit margins post-acceleration, by gender "- Average number of full-time positions created by women vs men entrepreneurs post-acceleration" - Average number of part-time positions created by women vs men entrepreneurs post-acceleration - % entrepreneurs raising capital (equity, debt, philanthropic capital) by gender - $ investment raised (equity, debt, philanthropic capital) by entrepreneur gender	12 months Post-program	- Most Significant Change stories "In your own opinion, what is the most significant change that took place in your venture over the course of this program?"	12 months Post-program survey and interview	
Gender competent program stakeholders (mentors, facilitators)		- gender split of speakers, mentors, facilitators, investors, jury members or other leadership roles - ratio of same-gendered matches between mentors and entrepreneurs - % staff (mentors, facilitators, etc) self-reporting as competent to mainstream gender equity - # program staff/stakeholders who participated in gender equity/bias training - % Participant providing positive ratings and feedback of mentors/facilitators by gender	Post-program	- To what extent did you identify with the mentors/facilitators and their experiences? - To what extent did you find you were supported by your mentors/facilitators? (e.g. I felt comfortable talking to my mentor about my business challenges)	Post-program survey and interview	

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Ventures supported promote gender equity		% ventures with a gender equality policy	12 months Post-program			Anti-Discrimination/Gender Equality Policy
		% ventures tracking objectives and KPIs that promote workplace equity (staff, management, board, supply chain)"				
		% ventures with gender diverse staff and leadership teams				
		% ventures that have done a gender-lens assessment of their business				
		% of ventures offering products or services that improve the lives of women and girls				

Some indicators are collated from UNICEF

Program

By applying a gender lens to your work, you are actively contributing to a community of practice who are bringing about equity and inclusion (in the world).
Outside of this important work, there are additional ways that you can influence the broader ecosystem through other education, awareness raising and advocacy work.

Outcomes	Outcome Subcategory	Indicators (Quantitative)	Collection	Indicators (Qualitative)	Collection	Policies
Influencing ecosystem through raising awareness of gender inequity and practices in creating equity		# projects undertaken that have applied a gender lens	Annual monitoring	- Are you involved in a network focussed specifically on advancing gender equity? And if so, how have you contributed to the network?	Annual monitoring	
		# gender competency trainings held				
		# gender equity advocacy campaigns run				
		reach of campaigns				
		# of external reports shared/featured in ecosystem newsletters				
		# thought leadership blogs (or similar) shared				
		# of conferences spoken at				
		# gender resources created and shared publically				
		# submissions made to government, gender equity advocacy networks, etc				

Gender Lens Incubation and Acceleration Toolkit