

Turning GESI analysis into action

What to do once the analysis is complete

A gender equality and social inclusion (GESI) analysis should change decisions about program design, resources, delivery, and accountability. This tool organizes the transition from findings to action, then keeps it open as conditions change.

From evidence → management response → delivery → learning

| 01 / VALIDATE + RESPOND

Validate the findings and record a management response

Return findings to affected groups in accessible formats. Check whether interpretations reflect their experiences; preserve disagreement; identify missing perspectives; and distinguish strong evidence from questions for further inquiry.

Gender analysis is an evolving process: recommendations need updating, implementation needs review, and learning should feed the next decision.

| MANAGEMENT RESPONSE

For each finding, record one decision:

ACCEPT

ADAPT

NEED MORE EVIDENCE

DEFER

Add a reason, decision owner, and review date. Share the response with contributors while protecting confidential information.

| PRIORITIZE THE CHANGES THAT MATTER

Weigh: severity of exclusion; affected people's priorities; evidence strength; ability to act; cost of delay; and urgent protection concerns. Escalate structural issues, keep priorities manageable, and state the causal explanation.

| 02 / DELIVERY + ACCOUNTABILITY

Revise delivery and keep leadership accountable

Translate agreed priorities into changes to the theory of change, results framework, budget, workplan, procurement arrangements, partner agreements, or operating procedures.

Assign delivery to the relevant function and provide technical support. Finance confirms resource commitments. Managers include responsibilities in staff objectives.

| WHO DOES WHAT

PROGRAM LEADERS + BUDGET HOLDERS

Remain responsible for decisions and delivery.

GENDER SPECIALIST

Advises on design and assesses quality.

FINANCE + MANAGERS

Confirm resources; put responsibilities into objectives.

SET A REVIEW MEETING

Leadership approves adaptations and resolves blocked actions.

Organize the first 90 days

A suggested ThrivBold planning aid. Adjust it to the program cycle, authority, and urgency.

PERIOD	FOCUS	RECORD
Days 1 to 30	Validate findings and agree priority responses.	Management response, named owners, and feedback to contributors.
Days 31 to 60	Approve design changes and commit resources.	Revised budget, workplan, procedures, and partner responsibilities.
Days 61 to 90	Review initial implementation and adapt.	Delivery evidence, participant feedback, unresolved issues, and recorded decisions.

Use one action record per priority

Copy these fields into your existing implementation tracker and keep the connection to the original finding visible.

- Finding and evidence source:

- People affected and causal explanation:

- Intended change and agreed action:

- Accountable manager and delivery lead:

- Budget amount, funding source, and approval status:

- Milestone, indicator, baseline, target, and evidence source:

- Review date, participant feedback, and adaptation decision:

WORKED EXAMPLE IN CLIMATE PROGRAMMING

Women cultivate land, but extension services enroll only registered household heads. Revise enrollment rules and fund outreach to individual producers. The program director secures approval; the operations lead implements the change; Finance confirms the cost before launch.

Review, learn, adapt

Which decision changed because of the analysis, whose experience improved, and what still prevents the intended result?

Follow through in the example: track newly eligible producers who use the service. Ask whether they can apply the advice and influence related decisions. Check whether participation increases unpaid work. Set targets after establishing a baseline; use early attendance data to learn; and recognize that changes in influence require further evidence.

Record the next decision and the person authorized to make it.

SOURCES AND FURTHER READING

[1] CARE. How to integrate gender into an emergency response. CARE Emergency Toolkit.

<https://www.careemergencytoolkit.org/gender/gender-in-emergencies/3-how-to-integrate-gender-into-an-emergency-response/>

[2] CARE. Gender and finance and human resources. CARE Emergency Toolkit.

<https://www.careemergencytoolkit.org/gender/gender-in-emergencies/6-gender-and-finance-human-resources/>