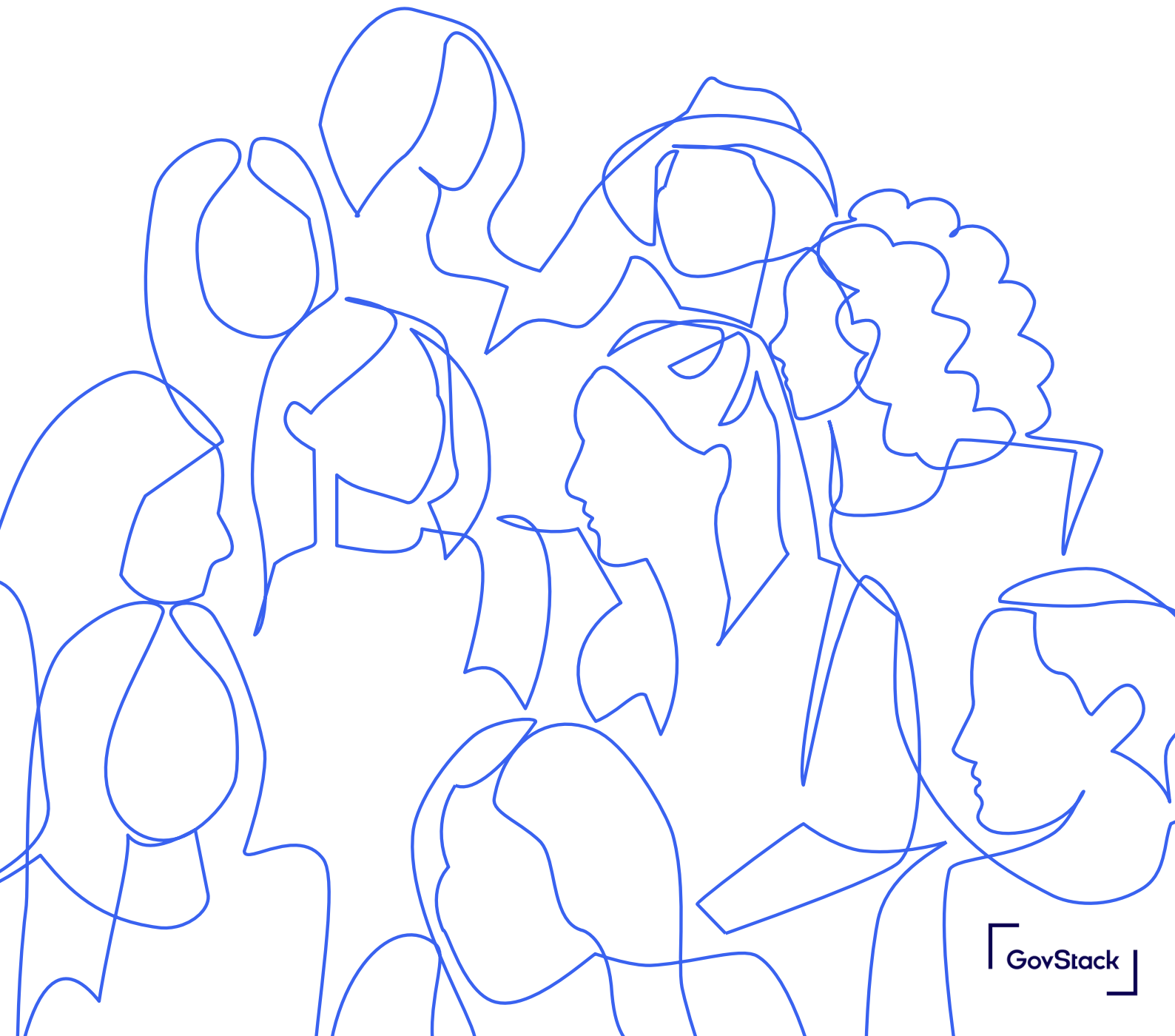


GovStack Gender Community of Practice

The Design of Inclusive Digital Public
Services with an Intersectional
Gender Lens



Supported by the



REPUBLIC OF ESTONIA
MINISTRY OF FOREIGN AFFAIRS

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01

INTRODUCTION

01

INTRODUCTION

In this whitepaper we provide insight into why it is imperative to consider a gender-responsive intersectional lens when conceiving, designing and deploying digital public services.

We discuss how women in all their intersectionality - and for whom these services have not been designed historically - could be more active participants, add needed yet absent perspectives, derive greater benefit, and make services more effective and empowering, robust, resilient and strong.

Using gender as a point of entry for a more responsive and intersectional design for public services, we assembled experts to identify good practices and solutions for digital public services designed for a better quality of life and opportunity for all.

We describe why the Gender Responsive Lens makes digital public services more inclusive, resilient and robust, what these digital public services look like, how to create enabling environments for these digital public services building on examples of intersectional solutions, ending with a glossary of terms and a list of further resources.

02

WHY THE GENDER RESPONSIVE LENS MATTERS FOR DIGITAL PUBLIC SERVICES?

02

Towards Inclusive Digital Government Public Services: Why the Gender Responsive Lens Makes Digital Public Services More Inclusive, Robust and Resilient

“A gender-transformative approach to public services is underpinned by an understanding of public services as a cumulative, broad-based and diverse set of interventions that over time are able to change unjust social structures, including gender inequalities. This is a departure from the idea of public services as specific interventions in response to single needs - for instance, providing maternal health or delivering primary education. It considers public services as part of a broader reflection on the reallocation of power and resources, and a concerted effort to focus on comprehensive structural and community-based approaches to the reorganization of public services.”¹

Global Initiative for Economic, Social and Cultural Rights From gender-responsive to gender-transformative public services 2021

Gender The social differences between people throughout the life cycle that are learned and – though deeply rooted in every culture – are changeable over time and have wide variations both within and between cultures.

Intersectionality is a concept that links together social categorizations, such as gender, race, age, ability, class, sexual orientation. These factors create overlapping, interdependent systems of discrimination and disadvantage.

1. Technology Has Gender Embedded within It

Technology design often has a gendered bias emanating from the legacy systems and data it is based on. We therefore need to be aware of what we are constructing, how we use the technology, and who is the intended user to benefit from the technology design.

2. Gender Representation on all levels

There is a deficit of gender representation in technology spaces and in technology management in general often leading to the exclusion of a female and an intersectional perspective in the design. (i.e., Apple’s 2014 HealthKit which tracked blood alcohol level, sodium, even height if one was growing, but did not track the menstrual cycle.)

3. Gender Is Cultural

Gender - the social differences between people throughout the life cycle

- are learned
- deeply rooted in every culture
- are changeable over time
- have wide variations both within and between cultures.

This means that gender is a social construct, also embedded in the work environment. This embedding then influences how digital public services are adopted, used and understood.

4. Digital Services Designed for Women's Needs

Digital services are most often not designed with an intersectional approach or focused on women's needs. Historically there has been a primary masculine perspective in the design and implementation of digital public services. This has determined how these services are finally used by women and has given a direction to the shape of the digital public services.²

Technology should be harnessed to improve citizen's quality of life. Often public services are focussed exclusively on efficiency rather than effectiveness for citizens - ignoring the chance to improve processes and empower citizens. A focus on increased effectiveness for those who have no meaningful access and have been left out of decision-making, design and implementation processes is often lacking; women and girls sadly remain in this underrepresented group.

As women and men have different levels of access to, and are impacted in different ways by digital technologies, the design of digital public services is not 'gender neutral'. Governments around the world are invested in developing digital services for citizens, providing a huge opportunity to create a new more enabling digital ecosystem for women. At the same time, when gender is not sufficiently considered in the digital design process, the digital gender gap in addition to other aspects of the gender gap will be increased.

Support Institutional Change within Public Administration.

Re-imagine the public administration post-COVID-19 to position gender equality as central. Harness the opportunity for public policy institutions to build back more gender-responsive societies, economies and governments. Develop innovative public policies for gender equality, such as counting unpaid care in national accounting systems, universal social and care services, transforming social norms through fiscal policies (i.e., parental leave, taxation benefits, public transfers) and reforming the segregation of the labour market.³

UNDP Gender Equality in Public Administration 2021

5. Structural Challenges to Deploying More Intersectional and Gender-Responsive Digital Public Services

- **Meaningful access and connectivity** are not equally available for everyone.
- Many countries, regions, or communities within countries⁴ have **enduring connectivity challenges**.
- Good connectivity is essential **to access digital public services**. Low-income households have lower rates of in-home Internet connectivity⁵ compared with higher-income groups.
- In many countries **women do not have their own mobile phones. When they do own or control a mobile phone they are less likely to own a smartphone** (p.ex., There remains a gender gap in mobile ownership⁶; women are 10% less likely than men to own a mobile phone and 23% less likely to use the mobile internet. Even for women mobile owners, there is a significant gap in usage with a smaller range of mobile services being accessed with a 17% less use of services than men. The mobile gender gap is widest in South Asia where women are 28% less likely than men to own a mobile and 57% less likely to use the mobile internet.) In other contexts, women are only permitted to use household-level mobile devices, where their online activity is often monitored by male relatives. In some cultures / communities, mobile phones are also viewed as a risk to women's reputation pre-marriage whereas post-marriage, phone-use is viewed as an interruption to caregiving responsibilities.)
- **The cost of data** is critical to drive access to financial and digital public services online.
- As gender inequality is replicated from the physical to the digital world, a final consideration is the **digital literacy** needed to use devices in a way that brings value so that citizens can optimize use of digital services.⁷

All these factors combined together form some fundamental intersectional inequalities.

The evidence is that many people who are marginalized from government services simply do not have access to them. And as women are concentrated at the bottom of the pyramid it is women who primarily do not have access to these services.

Therefore, it is critical to direct services not only to the public service as a stand alone but to the realities of connectivity, access, devices, data and digital literacy.

6. Intersectional Inclusion at All Levels

- In order to create the enabling environment critical for strong and inclusive digital public services, it is necessary to have women at all levels of decision making processes from the community through to the ultimate decision makers - from the user base to leadership. This is perhaps obvious and simple, however it is not yet accomplished: we need to apply intersectional gender parity in **IN EVERYTHING WE DO** from recruitment processes, team activities, events, and panels, to inclusive community co-design.

- Research has shown that having a diversity of decision makers improves outcomes. There are long standing gaps in dimensions of intersectional inequality to public services. Bringing an understanding of the heterogeneity around gender and women at the intersections of multiple other inequalities is critical to understanding who is excluded from these services and how often⁸. This also means there are design and deployment opportunities for gender-responsive intersectional digital public services that can change or break down these barriers and deliver a better quality of service and of life for all citizens.

03

WHAT IS NEEDED FOR INCLUSIVE, ROBUST & RESILIENT DIGITAL PUBLIC SERVICES?

03

What Inclusive, Robust & Resilient Digital Public Services Look Like

1. **Community Co-Creation**⁹

The most important driver of an effective intersectional gender-responsive digital public service, or any digital public service, is a focus on giving voice and agency to the users of the service, including women, girls, the LGBTQIA+ community, rural populations, urban youth - all historically and to this day marginalized groups. To accomplish this, it is necessary to change policy design and to go from listening to the user to acting on their insights.

2. **Gender Balance in Decision-Making**

Gender balance in decision-making should be put on the official agenda of all involved with the funding, design, adoption, and evaluation of digital public services.

3. **Gender Balance in Digital Design Teams**

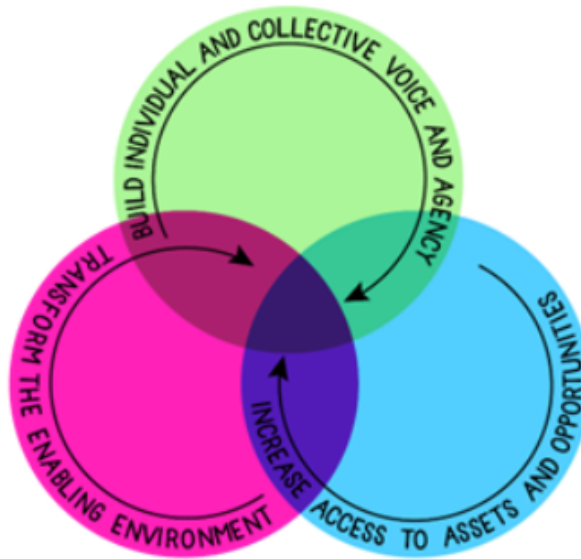
Employment of an intersectional and robust range of women in the design of digital public services will assist greater innovation and creativity, as well help with detection and mitigation of bias and harmful effects on women, girls, and those traditionally excluded.

4. **A Paradigm Change**

How do we create the shift to rethink and remodel what an actual service should be in order to adapt services for a 21st century environment and values, instead of what the environment was when the service was first conceived? How do we create gender-responsive digital public services focused on intersectionality and women's needs?

4.1 **Framework**

This [framework](#)¹⁰ shows three areas where many root causes of gender equality lie. Holding your process against this framework can spark thinking about opportunities for shifts towards more gender transformative outcomes.



<https://techforgenerationequality.org/innovation#intro>

TRANSFORMING THE ENABLING ENVIRONMENT. The enabling environment consists of social institutions, both formal and informal, and the gender norms, roles and stereotypes that influence how others perceive and treat women & girls.

Ex: Marital status can affect women's access to credit, how can your new digital finance solution help address this barrier?

BUILDING INDIVIDUAL AND COLLECTIVE VOICE & AGENCY. Essential for challenging discriminatory policies, laws, and norms, and unlocking assets, services and opportunities. Agency is the ability to define one's own goals and act upon them. Voice is being able to speak up and be heard.

Ex: The last three panel discussions on governance or digital public services you attended only had one woman expert, how can you advocate with the event organizer that you will only participate in gender-diverse events?

INCREASING ACCESS TO ASSETS AND OPPORTUNITIES. These may be “soft” resources - such as reproductive health knowledge, social capital or financial literacy - or “hard” resources - such as schools, health posts, employment, tools, contraceptives, or land.

Ex: Affordable access to the internet can greatly improve educational outcomes, how can you create free and open content that is accessible and relevant to girls?

04

HOW TO CREATE ENABLING ENVIRONMENTS FOR INCLUSIVE DIGITAL PUBLIC SERVICES?

04

How to Create Enabling Environments for Strong Digital Public Services

Lever of change is a concept often employed in change management and systems thinking to describe the points within a system where intervention can help achieve desired changes. These levers can be tools, processes, policies or even intangible elements like culture or beliefs.

In the context of being a “lever of change”, an objective, especially when it is clear and well-communicated, can galvanize action, align stakeholders, and serve as a touchstone for decision-making throughout the change, design and deployment process.

1. Clear Objective for the Design of an Inclusive Robust Resilient Digital Public Service with an Intersectional Gender Lens

- Acknowledge what the problem is
- Define the problem you are trying to solve
- Understand the challenges involved

- Who is going to be affected by the policy or service?
- Who are you trying to help?
- If this policy is successful, whose life will be better and in what ways?
- Who have you talked to among the people using the policy or program?
- How are you including them in the design and implementation?
- How are you asking users for feedback?
- How often and at what stages are you incorporating that feedback?
- Who has a particular stake in the policy other than the final user?
- How are you approaching each stakeholder?¹¹

2. Team Composition

- Strong Leadership Commitment is imperative to change the status quo, necessitating a leader focussed on recruitment to achieve gender parity on their teams, dedicated to the inclusion of different disciplinary and departmental perspectives and the provision of a warm and welcome environment that allows voice and agency to discussions with the users of the services.

- Human Resources Gender parity in (digital) teams is essential. Pathways include commitment to gender parity throughout the hiring process from internship programs, to recruitment panels, including all teams. Focus is also needed on equitable distribution of responsibilities within teams and across roles, reaching beyond the important quantitative parity of women on teams to the qualitative approach (i.e., reaching parity in both knowledge management, documentation, secretarial tasks and managerial and decision-making jobs).
- Transdisciplinary Teams An intersectional approach is considered best practice, and so too is actively engaging and facilitating a transdisciplinary approach. This can be accomplished by including different ministries, departments and disciplines in one team; encouraging perspectives from different disciplines into the decision-making room and digital public service discussion.
- Co-Design, not just consultation¹² is fundamental to the design of inclusive digital public service with an intersectional gender lens. It is necessary to commit not only to listening to the community - the end users - but to commit to action on what is being said and the embrace of community insights. Real user engagement means that users are actually co-designing the application that offers the public service.
- Human centric design¹³ and agile government¹⁴ principles are two methodologies that guide best practice for interaction with communities.

To address the gap in rural emergency services, a US university research team designed the E!App for government agencies to disseminate local emergency preparedness and response information to citizens from multiple sources at different levels of government and to provide alerts and advisories to the residents, as well as a “how-to” guide for emergencies related to categories such as weather, road, fire, and health. To address the connectivity gap, the app included a peer-to-peer feature which enabled the phones to exchange emergency notifications in areas with limited connectivity.

The app was developed through continuous community involvement for its design and evaluation following a human-centric design approach to assess the needs of the residents and conduct subsequent evaluations to build a trusted mobile application.

- *“We came with no ideas or pre-conceptions of what should be developed. We knew that we needed an app that could deliver public information in these communities and targeted public information in these communities to different types of populations. Then we let the community raise their voices and say this is what we want in it. In our case that meant that we went back and forth between the community and our designers to make sure that whatever the community said was included in the final design of the app.”*

- **Bring community members in early** to the policy and design process, even before decisions have been made about the ultimate objectives of the service.
- **Create safe public space(s) for co-creation** where women feel encouraged and secure to actively participate in the design and implementation of digital public services.
- **Spaces can be physical, such as schools or public libraries.** Or they can be virtual spaces, with the acknowledgement that less women than men participate online, and with the caveat that women can and do feel safe in the environment to speak freely and creatively to public managers about their ideas and needs in the public services design.
- **Design for the Margins** Consider designing from the margins to the center¹⁵, instead of designing from a perceived center and only then later solving the many use cases that do not fit the original smaller less flexible model. Research has shown that the service is at its most robust if the metric of success is based around how it protects the community's most vulnerable and disenfranchised demographics.
- **Continuously Consult & Iterate** Make community insights actionable throughout the design and deployment process. Continue to check in and be iterative with community consultations; this will help ensure sustained uptake of your policy design and use of your digital public service past its initial launch phase.

Be aware of whose voices you are including or not including.

Decision-making cultures¹⁶¹⁷

- A good decision-making culture is one based on public governance values, where being effective and efficient as well as serving the citizens is very important. However, "governing" with the citizens (and therefore promoting transparency and participation) is even more important.
- A decision-making culture can be defined as the **pattern of shared values and behaviors that shapes the way decisions are made within a community**. It includes preferences for how decision-making responsibilities are distributed, beliefs about who qualifies to make decisions, the processes by which decisions are made, the role of information (data) in those processes, and the criteria for making choices.
- For example, **in a bureaucratic system**, the decision-making culture tends to be characterized by concentration of decision-making power at top-management levels; strict boundaries regarding who makes which decisions; extremely formal processes; and high value placed on technical expertise, predictability and efficiency. Bureaucratic structures do not lend themselves naturally to community participation, since this would require decentralized decision-making, participation of non-experts, and high tolerance for unpredictable outcomes. **While bureaucracies might use efficiency as a decision criterion, other types of systems might prioritize profitability, living or ancestral relationships, social responsibility, or equity, for example.**

3. Data and Data Collection.

Data could and should be a digital public good. Focus on data and data collection that is inclusive and openly accessible.

- **Open Gender Disaggregated Datasets**¹⁸ Active production of open gender disaggregated datasets will ultimately improve the performance of digital public services.
- Data are not neutral or objective. They are the products of unequal social relations, and this context is essential for conducting both collection and analysis.¹⁹
- Invest in inclusive quality datasets for specific data that is needed and clear use cases.
- Invest in controls to oversee data collection processes so that data is not collected at the expense of women and other traditionally excluded groups.
- Collective stewardship of data by communities may help accomplish creation of more quality datasets.
- **Open Data**²⁰ Many types of gender analysis could be done with the data that already exists and is being collected. Often data exists but isn't shared in a way that's usable, or is not shared at all.
- Is it being collected by commercial entities? Or National Statistics offices?
- Find ways to access, explore and annotate data that other institutions collect so that you actually know what more data needs to be collected.

4. Gender Responsive Procurement²¹

Guidelines: Procurement as a Strategic Lever

- Public procurement has great potential to promote gender equality by leveraging public spending to pursue a fairer allocation of economic resources and improve living standards for both women and men.
- All levels of government should develop gender responsive procurement (GRP) guidelines with hard targets, an outline of roles and responsibilities of those organizations required to apply these principles, requirement of companies to proactively disclose and report on gender balance in research and design teams and actively incentivization of teams that are balanced and transdisciplinary.
- Critical pathways fundamental to achieve the GRP vision:
- Build the capacity of buyers and suppliers to stay accountable to gender equality standards.
- Collect supplier data on women's enterprises and gender-responsive enterprises.²²
- Work with partners to articulate both the business case and the human rights case for gender-responsive procurement.

4.3 UN promotion of gender-responsive procurement²³

United Nations Global Marketplace (UNGM) has integrated a gender indicator in its online procurement platforms to help UN procurement officials report on their sustainable procurement performance. The gender indicator “relates to sustainability considerations that aim at the empowerment of women and girls and the promotion of equal treatment of people irrespective of their gender—for instance through gender mainstreaming, which refers to the practice of assessing the different implications of activities for people of different genders.”

United Nations Global Marketplace 2020.

05

A SELECTION OF INTERSECTIONAL GOOD PRACTICES

05

A Selection of Intersectional Good Practices

What specific lessons can be learned from other successful initiatives, research, or practice?

Life Cycle Approach²⁴

- Services that public administrations can offer to a teenager who is going to college are going to be different from the services that the government can offer to a woman entrepreneur or a woman in need of social services due to gender-based violence.
- Specific services targeted to women with major life events, such as birth, education, unemployment, marriage, separation, migration, retirement, serious illness, and death, as well as Gender Based Violence and Financial inclusion require multiple interactions with a variety of government services, which currently makes working across organisations or sectors to integrate services difficult.

Life Cycle Specific services²⁵ targeted to women

- Adolescent girl
- School
- Employment
- Adult marriage / healthy children
- Early childcare and care of the elderly
- Security of Place
- Work Life balance
- Lifelong learning
- Wealth / child investment
- Secure old age

Interviews and Focus Groups

- Focus groups are critical to apply human centric design and agile government principles - two methodologies or frameworks that guide best practice for interaction with communities and can result in more useful and robust services as well as ones that are more inclusive and resilient.

Appropriate Technology

- Developing a technology that works for the community without the need for connectivity, e.g., services that work for where they are is paramount. **An Inclusive digital solution**
- The [Amplio Talking Book](#)²⁶ is an easy-to-use audio device designed for people with low literacy skills. Battery operated, delivers hours of content on-demand, in any language. Initially they recorded agricultural information for communities, with women being one of their main target groups. Subsequently they provided opportunities for community members to record their own agricultural information on the talking devices, which are then accessible to anyone in the community who uses the device.

Monitoring & Evaluation / Iteration & Follow up

- With community codesign at the core, an **iterative feedback loop** increases robustness and also increases engagement.

“We've measured the use of the app and access to the digital public services across time. When the community was involved in these co-design processes, they also used the app and accessed information much more often than those people who were not involved, even though the app was accessible to them.”

Recognizing and Celebrating Community Participation

- Acknowledging that the people in the community helped make the digital public service possible can be a powerful method for making sure the community comes back and engages on improving this and other projects.

Expansion into Other Communities

“We're trying to expand the project to other world communities and even though the app is already created, when we work with a new community, we try to customize it to the new communities, and engage people in this process. And then acknowledge that everyone has had a say in this.”

06

CONCLUSION

06

CONCLUSION

CALL TO ACTION: In these last pages, we hope we have brought to life some of the fundamental and practical principles that can help bring a Gender Responsive Lens, making digital public services stronger. We have shared examples and practices for day-to-day work for practitioners working on service design, including the value and necessity of having more inclusive, diverse and multi-disciplinary teams and the insights that community inclusion will bring. We hope to engage with you further as we continue to explore what strong digital public services look like, how to create enabling environments for strong digital public services and intersectional solutions.

As multipliers and organizations working with governments and digital ministries – if you are inspired by these examples, please reach out to us. If you have examples to share, or if you want to know more about GovStack’s work please contact us at info@govstack.global. We hope to continue engagement with you as we advance together towards a more effective and impactful twenty-first century digital public service design.

07

GLOSSARY & RESOURCES

07

Glossary

Sex is a biological construct that defines males and females according to physical characteristics and reproductive capabilities.

Gender The social differences between people throughout the life cycle that are learned and – though deeply rooted in every culture – are changeable over time and have wide variations both within and between cultures.

GENDER STEREOTYPES

Oversimplified, and often biased, beliefs about an individual's characteristics, preferences, and abilities on the basis of their perceived gender or assigned sex.

i.e.: "only girls like pink"

GENDER NORMS

The informal rules and expectations held amongst social groups that determine how behaviours and interactions will be judged, accepted or sanctioned based on gender.

.e.: "men are strong and don't cry"

GENDER ROLES

How individuals are expected to conduct themselves based on their gender or assigned sex, determined by the norms in place. Gender roles can influence everything from the clothing we wear to the career choices we make.

i.e.: "a woman's place is in the kitchen"

Social Inclusion The process of improving the terms on which all members of a community take part in society, irrespective of their gender, ethnicity, language, (dis)ability, religion, sexual orientation, or other key characteristics. **Source:** Iris Group

Intersectionality* is a concept that links together social categorizations, such as gender, race, age, ability, class, sexual orientation. It is regarded as creating overlapping and interdependent systems of discrimination and disadvantage.

The combination of these different factors, and how they show up in individuals, are called **intersectional identities**.

* a term first coined in 1989 by professor Kimberlé Crenshaw

WHY DOES INTERSECTIONALITY MATTER?

As we work toward gender transformative innovation and gender equality, taking an intersectional lens, considering an individual holistically by acknowledging all their intersectional identities, encourages us to consider all the ways that an individual might experience discrimination or oppression. It forces us to think about gender, not as a standalone identity category, but rather in combination with a multitude of additional factors, while recognizing that those with multiple minoritized identities are more likely to experience multiple forms of discrimination, often in a compounding way.

Studies have shown that cross-cultural teams are more creative and innovative, better at problem-solving, and they also make fewer mistakes. Focusing on intersectionality can be a catalyst for building a more diverse, skilled participant base and lead to increased inclusion and equity. Through consideration and application of an intersectional lens, we can prioritize uplifting those most marginalized and support their participation and inclusion in the solutions, products, and processes we create.

Looking to dive deeper into intersectionality?

- Short video on [Intersectionality 101](#) by Learning for Justice
- Watch Kimberlé Crenshaw's TED Talk "[The Urgency of Intersectionality](#)"

Acknowledgements: We would like to thank everyone who generously contributed knowledge to this white paper. Experts present at the initial Round Table were Mila Gasco-Hernandez, Alison Gillwald, Silvana Kostenbaum, Rachel Lawson, Yolanda Martinez, Araba Sey, Nora Hauptmann, Niharika Gujela, Caitlin Kraft-Buchman, Farina Owusu. Contributors who enriched the whitepaper with their input throughout the process were Puja Raghavan and Aparajita Dubey.

About The GovStack Initiative

The GovStack Initiative was founded by Estonia, Germany, International Telecommunication Union (ITU) and Digital Impact Alliance (DIAL). It is a multi stakeholder initiative, focused on accelerating e-government transformation worldwide, and drawing on expertise from contributors across private sector, civil society, and governments. GovStack seeks to enable every citizen to exercise their right to government services by creating the global toolbox for e-government through sustainable, citizen-centric, and responsive digital government services.

Resources

- [From gender-responsive to gender-transformative public services](#)
- [OECD: www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf](http://www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf)
- [UNDP:www.undp.org/sites/g/files/zskgke326/files/2021-12/UNDP-UPitt-2021-Gender-Equality-in-Public-Administration-Executive-Summary-EN2.pdf](http://www.undp.org/sites/g/files/zskgke326/files/2021-12/UNDP-UPitt-2021-Gender-Equality-in-Public-Administration-Executive-Summary-EN2.pdf)
- [GSMA | Gender Gap - Mobile for Development](#)
- [Power on: How we can supercharge an equitable digital future | UN Women – Headquarters](#)
- [Inclusive Ocean Data for Decision-Making Guidebook](#)
- [Community Engagement Resource Center | Urban Institute](#)
- [Gender Innovation Guide Action Coalition Tech & Innovation for Gender Equality x IDEO](#)
- [User-Centered Policy: Organization Assessment Beek Center Georgetown University](#)
- [Bureaucratic Decision-Making: Impediments to Citizen Participation | Polity: Vol 12, No 4](#)
- [The Four Fundamental Principles of Human-Centered Design and Application – Don Norman's JND.org](#)
- [Defining Agile Government - National Academy of Public Administration](#)
- [Design From the Margins | Belfer Center for Science and International Affairs](#)
- [Gender-disaggregated data - Organisation for Economic Co-operation and Development](#)
- [Data Feminism D'Ignazio & Klein MIT Press 2020](#)
- [What is open data Europa EU](#)
- [Rethinking gender-responsive procurement: Enabling an ecosystem for women's economic empowerment | Digital library: Publications](#)
- [UN Women Power of Procurement https://www.unwomen.org/en/digital-library/publications/2017/3/the-power-of-procurement](https://www.unwomen.org/en/digital-library/publications/2017/3/the-power-of-procurement)
- [UN Global Marketplace Gender Responsive Procurement](#)
- [The Scottish Approach to Service Design \(SAatSD\) - gov.scot](#)
- [Addressing Population Ageing in Asia and the Pacific Region: A Life-Cycle Approach UNFPA](#)
- [Amplio | Talking Books](#)
- [The Gendered Challenges of E-Governance in Kenya | GenderIT.org](#)
- [Community Toolbox: Chapter 40. Maintaining Quality Performance | Section 4. Establishing Oversight Mechanisms.](#)
- [Explainable machine learning for public policy: Use cases, gaps, and research directions](#)
- [Inclusive Ocean Data for Decision-Making Guidebook](#)

- Community Engagement Resource Center: <https://www.urban.org/research-methods/community-engagement-resource-center>
- Rethinking Gender Responsive Procurement: <https://www.unwomen.org/en/digital-library/publications/2021/07/rethinking-gender-responsive-procurement>
- The Promise of Co-Design for Public Policy: <https://onlinelibrary.wiley.com/doi/10.1111/1467-8500.12310>
- Bureaucratic Decision Making: Impediments to Citizen Participation: <https://www.journals.uchicago.edu/doi/10.2307/3234304>
- The Power of Procurement: How to source from women-owned businesses: <https://www.unwomen.org/en/digital-library/publications/2017/3/the-power-of-procurement>
- Addressing Population Ageing in Asia and the Pacific Region: A Life Cycle Approach: <https://asiapacific.unfpa.org/en/publications/addressing-population-ageing-asia-and-pacific-region-life-cycle-approach>
- UN Women: Gender Responsive Procurement: https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP
- Levers of Change: <https://www.un.org/en/food-systems-summit/levers-of-change#:~:text=A%20lever%20of%20change%20can,change%20beyond%20its%20immediate%20focus.>
- What is Open Data?: <https://data.europa.eu/en/dataeuropa-academy/what-open-data>
- Community Networks in Brazil: <https://cetic.br/en/>
- Advancing Learning and Innovation on Gender Norms (ALIGN): <https://www.alignplatform.org/>
- Design from The Margins: <https://www.belfercenter.org/publication/design-margins>
- Digital Divide persists: <https://www.pewresearch.org/short-reads/2021/06/22/digital-divide-persists-even-as-americans-with-lower-incomes-make-gains-in-tech-adoption/>
- GSMA Connected Women Commitment Initiative 2020-2023