



**PROGRAM
GENDER
EQUALITY
STRATEGY**

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Executive Summary

Nutrition International (NI) is a global nutrition organization, headquartered in Ottawa, which aims to transform the lives of vulnerable people, especially women, adolescent girls and children, by improving their nutritional status and health, as these groups often have the greatest unmet needs.

Access to good nutrition is a universal human right. Nutrition International believes that good nutrition and gender equality are mutually reinforcing; improving nutrition is critical to achieving gender equality, and in turn improving gender equality leads to improved nutrition. The evidence is compelling:

- Girls with access to good nutrition are better able to learn. Well-nourished girls with access to education learn more and earn more over their lifetimes.
- When women come together as trained community health care workers, as mothers, and/or community decision-makers, they benefit their communities and themselves as they share their first-hand knowledge, collectively discuss and take action on existing nutritional barriers and engage in local health agendas.
- Men have many roles in society, as fathers, partners, brothers, teachers, health care providers and leaders. When children and adolescents see male role models displaying positive masculinities that enable more equitable distribution of household nutrition, health decision-making, caregiving or professional health-related responsibilities – it can have a multifaceted effect on promoting gender equality, women's empowerment and nutrition in the short and long term.
- When nutrition programming recognizes household gender power relations and responds by ensuring that both partners and all family members are informed and involved, and enabling the decision-making for improved nutrition, such as supporting optimal breastfeeding practices, or taking daily or weekly iron-folic acid supplements for anaemia prevention, they promote longer term advances in gender equality.

The NI Program Gender Equality Strategy is more than a document, it is a way of working. Grounded in the Sustainable Development Goals (SDGs), Global Nutrition Targets 2025 and global efforts to promote gender equality, Nutrition International's Program Gender Equality Strategy will mainstream gender equality in a phased approach. This will start with capacity building and organization-wide gender equality training for staff, as well as enhancing technical advice and quality assurance in gender analysis to inform designing, implementing, monitoring, and evaluating gender sensitive and responsive programs. NI will report on gender sensitive outcomes to track its own progress, and to serve as a model for other nutrition programs. Reviewing progress on an annual basis will guide how NI continues to strengthen capacity to promote gender equality, and will set the groundwork for the next stages of gender mainstreaming. This approach ensures that intersectional gender perspectives and attention to the goal of gender equality are central across all business models, programs, interventions and partnerships.

Good nutrition is so much more than a full stomach. It builds on the capacity to dream and the power to achieve. It's the difference between giving birth to a child and giving her life, between attending school and learning there, and between simply surviving and having the chance to thrive. At its core, nutrition is the difference between what could be and what never gets the chance. Overcoming gendered nutrition gaps can be a critical part of the path to girls and women's social and economic empowerment.

Understanding Core Gender Concepts

An understanding of core gender concepts is a key function of the gender mainstreaming process. Concepts included below are central to gender and development thinking and practice. These definitions are intended to help NI staff explore some of the key ideas and issues related to promoting gender equality and women and girls' empowerment.

Sex and gender are sometimes used interchangeably, but have different meanings and implications:

- **Sex** “refers to a set of biological attributes. It is primarily associated with physical and physiological features including chromosomes, gene expression, hormone levels and function, and reproductive/sexual anatomy. Sex is usually categorized as female or male but there is variation in the biological attributes that comprise sex and how those attributes are expressed”¹.
- **Gender** “refers to the socially constructed roles, behaviours, expressions and identities of girls, women, boys, men, and gender diverse people. It influences how people perceive themselves and each other, how they act and interact, and the distribution of power and resources in society. Gender is usually conceptualized as binary (girl/woman and boy/man) yet there is considerable diversity in how individuals and groups understand, experience, and express it”². The World Health Organization (WHO) acknowledges that “gender norms, roles and relations influence people’s susceptibility to different health conditions and diseases and affect their enjoyment of good mental, physical health and wellbeing. They also have a bearing on people’s access to and uptake of health services and on the health outcomes they experience throughout the life-course.”³

Gender equality “refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development”⁴.

Gender equity “means being fair to women and men. To ensure fairness, measures are often needed to compensate for historical and social disadvantages and/or biological differences that prevent women and men from otherwise operating as equals. Equity leads to equality”⁵.

Women and girls’ empowerment “The empowerment of women and girls’ concerns women gaining power and control over their own lives. It involves awareness-raising, building



self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. The process of empowerment is as important as the goal. Empowerment comes from within; women empower themselves.... Empowerment of women cannot be achieved in a vacuum; boys and men must be brought along in the process of change. Empowerment should not be seen as a zero-sum game where gains for women automatically imply losses for men”⁶ .

Gender mainstreaming “is a process of assessing the implications of any planned action for women and men, girls and boys. This means that gender analysis will inform all initiatives, by assessing the relative needs and the roles and implications of any planned actions, policies or programs for women, men, girls and boys. This approach considers social and economic differences between men and women, and power dynamics, to ensure that proposed policies and programs have intended and fair results for women and men, boys and girls, and consider how actions contribute to gender equality and women’s empowerment”⁷ .

Purpose of Nutrition International’s Program Gender Equality Strategy

Nutrition International (NI), formerly Micronutrient Initiative, envisions a world where everyone, everywhere is free from malnutrition and able to reach their full potential. In doing so, NI looks to transform the lives of vulnerable people, especially women, adolescent girls and children. The potential to transform is closely linked to overcoming gender inequalities. For NI to have maximum catalytic impact, these inequalities must be considered in all of its programming.

The purpose of NI’s Program Gender Equality Strategy is to provide guidance to its staff and partners to ensure that NI is identifying and responding to gender inequalities that lead to increased nutritional needs or lead to inequitable access to nutrition and health services.

“NI believes that improving nutrition is critical to achieving gender equality, and that improving gender equality leads to improved nutrition.

Background

Nutrition International has a 25-year legacy of working to improve the nutrition, health, survival and well-being of the most vulnerable – often women and girls. One billion women and girls are held back by malnutrition. Much of NI’s work has contributed to overcoming gender inequities in nutrition; yet, a more intentional and systematic approach to mainstreaming gender equality into NI’s work offers potential to improve leverage, influence and coverage for deeper impact.

NI believes in and pursues a “no missed opportunities” approach across sectors and delivery platforms to improve nutrition. Nutrition is a relatively recent addition to global goals and requires a multi-sectoral response through both nutrition-specific and nutrition-sensitive interventions. This means working with partners from different sectors, and facilitating opportunities to better integrate nutrition into their programs. This approach is also relevant for gender equality. It is important to NI to contribute to an evidence base

and provide examples of how gender equality and nutrition can mutually bolster the 2030 Agenda. NI believes that greater impact can be achieved by working in partnership to address gender equality and nutrition synergistically.

There is an enabling environment and support from donors to mainstream gender equality into nutrition programs. With NI's Program Gender Equality Strategy and intensified focus on women, adolescent girls and children, as well as Canada's Feminist International Assistance Policy, now is the time for NI to intentionally deepen its strategic approach to mainstreaming gender equality into nutrition programming and across all business models. In doing so, NI will contribute to building a world where all are able to reach their full potential.

Rationale

Access to good nutrition is a basic human right and a fundamental component of human dignity. When women and men are empowered to claim their rights, it leads to improved health and nutrition for themselves and a better quality of life for their families and communities. The participation and support of men and boys alongside women and girls in reaching gender equality is essential. However, achieving gender equality is impossible when women and girls around the world are twice as likely to suffer from malnutrition.

Nutrition International has considered evidence in four areas for the basis in developing its Program Gender Equality Strategy:

1. Social norms can lead to gender inequalities in nutrition.
2. Women and girls can have increased nutritional needs during the lifecycle and may be at a greater risk of food insecurity.
3. When mothers are empowered and educated, their families have better nutrition; adequate nutrition is essential to grow, learn, earn and lead.
4. Improving nutrition for women, adolescent girls, and children lays the foundation for their current and future education, productivity and economic empowerment.

Social norms can lead to an inequitable access to food; women and girls often eat least and last. Culture gives food status and meaning; yet, social norms related to household hierarchies, dynamics, accepted structures and power can combine to create inequalities in food production, procurement and, most saliently, intra-household food distribution and consumption. Although men and boys generally need greater energy and protein intake than women and girls, pregnant and lactating women have among the greatest nutritional needs, due to their sex-specific biology. Menstruating women and adolescent girls also have increased iron needs, due to monthly losses. Despite this, women and girls in many contexts often receive smaller portions, eat less nutritious food, while men and boys are favoured with proteins or more nutritious and micronutrient-rich foods⁸.

Gender inequalities put women and girls at greater risk of food insecurity and poor nutrition. In settings where access to, and availability of, nutritious foods is sub-optimal, and food insecurity affects men, women and children, considering gender alone will not result in adequate nutrition for women and girls. Biological sex differences in the increased need for critical micronutrients mean that women, adolescent girls and children may experience this risk of food insecurity and adequate nutrition inequitably.



While food-based strategies are part of a long-term approach for overcoming food insecurity, micronutrient supplements and other nutrition-specific interventions provide an important and urgently needed role in equalizing the biological and gender-driven nutrient gaps that women, adolescent girls and children experience throughout their lifecycles.

Empowered, educated women and girls bring about better nutrition for families. The power of women to make and influence key decisions is essential to improving nutrition outcomes. Unfortunately, early marriage and early pregnancy can not only negatively impact a girl or woman's health and nutritional status, but also hinder her educational and economic opportunities. Adolescent girls who marry early are less likely to know about and advocate for their own nutritional needs and have less optimal feeding practices for their children⁹. Improved access to education can mean girls are not subjected to early marriage, and they are more likely to delay their first pregnancy. Pregnancy during adolescence entails risks for the survival and health of both the adolescent mother and her baby¹⁰.

The strongest underlying determinants of country-level stunting prevalence are female secondary education enrollment rates and the ratio of female-to-male life expectancy¹¹. Foundational work for the importance of gender equality for nutrition showed that improved female education was responsible for nearly 43 percent of the total global reduction in undernutrition between 1971 and 1995¹³. NI not only wants girls to be able to attend school, but to have maximal opportunity to learn, by reducing anaemia and improving nutrition. Greater and sustained educational opportunities for girls also leads to better knowledge about nutrition, and can lead to better lifelong health choices, both for themselves and potentially for their families.

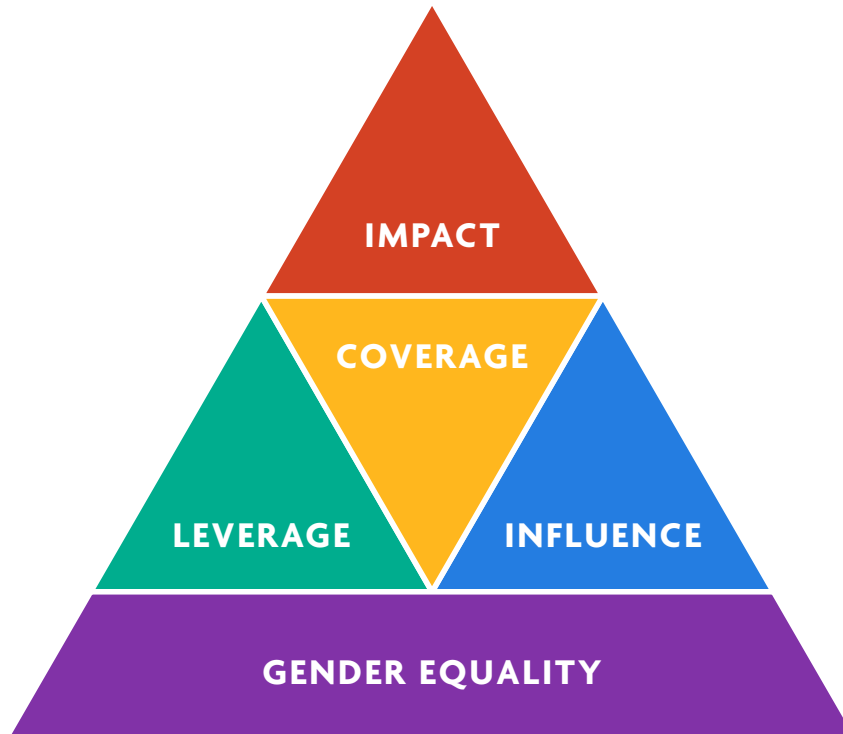
Improving nutrition for children, adolescent girls and women, lays the foundation for their current and future education, productivity, prosperity and economic empowerment. Nutrition interventions can be equalizers where there are gendered gaps in nutrient needs or access to good nutrition across the lifecycle. Investing in a mother's nutrition is good for the entire family, especially during pregnancy¹⁴. Improving nutrition and gender equality throughout the lifecycle of girls and women impacts more than one individual; it can result in positive change for her community, her children, her spouse, her extended family, and potentially her children's children. Nutrition can be a catalyst for advancing many of the SDGs. Gender barriers related to early marriage, adolescent pregnancy, child protection and security, and lack of access to menstrual hygiene management, for example, need to be specifically addressed to ensure girls remain in school. For young girls and adolescents, gender equality means addressing their increased need for iron and risk of anaemia; it means ensuring they have the nutrition they need to stay in school, to learn and to have equal opportunities for academic achievement as their brothers. Only then can economic advantages of educated women take hold and lead to social and cultural benefits later in life.

Scope of NI's Program Gender Equality Strategy

Nutrition International achieves **impact** through large scale **coverage** of proven, low cost, and effective nutrition interventions, **leveraging** investments and non-traditional platforms, and **influencing** evidence-based decision-making for nutrition. **Gender equality** cements these three complementary pillars for a stronger impact (**Figure 1**).

NI's Program Gender Equality Strategy provides the overall guidance for its program approach to promoting gender equality across all NI programs and business models. This document outlines specific commitments, expected actions, and implementation mechanisms to ensure that NI, including its staff and partners, are intentionally contributing to gender equality.

Figure 1. How Nutrition International achieves impact



Path to Mainstreaming Gender Equality

The objective of the NI Program Gender Equality Strategy is to ensure that NI implements gender sensitive and responsive nutrition programs, informed by gender analyses, which contribute to promoting gender equality, women's empowerment and improving nutrition.

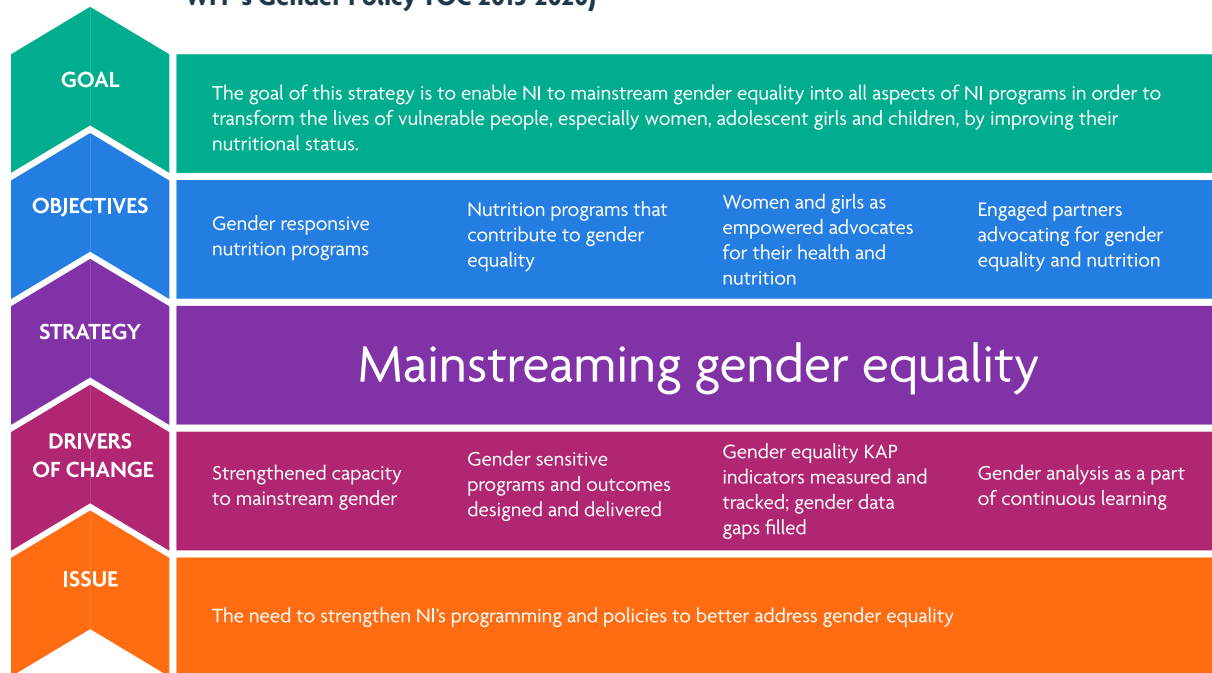
- Considerations for gender equality and women's empowerment will be integrated into decision-making at every step of the project and program cycle.
- Building capacity of staff and partners to design and implement gender sensitive and responsive nutrition programs is key to reaching this objective.
- In addition, measuring NI's progress in gender mainstreaming and incorporating gender analysis into ongoing learning will be critical to achieving results.



NI aims for women and girls to be empowered advocates for their own health and nutrition. Self-efficacy of women and girls as well as engagement and collaboration with allies are key. Engaging men and boys in gender equality issues will be essential to deliver gender sensitive and responsive nutrition programs. NI also joins its voice with those of its partners to advocate for promoting gender equality through nutrition programs.

Figure 2 describes the path to promoting gender equality through nutrition programs, which is aligned with the strategic objectives of NI's broader Strategic Plan 2018-2024.

Figure 2: Nutrition International's path to mainstreaming gender equality (modeled on WFP's Gender Policy TOC 2015-2020)



Approach

Nutrition International takes a mainstreaming approach to promoting gender equality, which ensures that gender perspectives and the goal of gender equality are central to all activities.

Gender mainstreaming refers to the process of assessing the implications of any planned action for women and men, girls and boys. For NI, this includes research, policy development, advocacy, legislation, resource allocation, partner selection, design and planning, implementation, and monitoring and evaluation of programs and projects. By mainstreaming gender equality into all aspects of its work, NI will consider the common and unique needs, perspectives and experiences of women, girls, men and boys in the design, implementation, monitoring and evaluation of policies and programs. Gender analysis will help identify how individuals and groups can benefit from interventions and contribute to gender equality and women's empowerment. This analysis will also examine social norms that may influence whether interventions are accepted by all members of communities, and how individuals and groups can be enablers. This approach has potential to increase support for interventions and lead to equitable benefits, as well as to reduce the perpetuation of gender inequalities.

Intentional gender analysis will be central to mainstreaming gender equality. Gender analysis is conducted to understand and respond to gender inequalities in nutritional status and health, inequitable access to programs and services, benefits experienced from programs and the broader social determinants of nutritional needs and access to services.

Gender mainstreaming is an approach and process, rather than the end goal. The ultimate goal is gender equality; the process of gender mainstreaming should be based on attainable and measurable milestones. NI, in partnership with national governments and implementing agencies and partners, will ensure that technical capacity and resources are appropriate to set realistic goals aligned with gender sensitive indicators and ensure that gender is mainstreamed into the work it does and the results it achieves.

NI commits to supporting staff to consider and promote gender equality in its programs. NI will ensure staff have the tools and guidance needed to implement the strategy and that the internal policy environment supports gender equality. NI will work to build capacity of its staff and partners.

Gender Reflection and NI Program Gender Equality Review. NI will assess and monitor efforts to mainstream gender and will conduct an annual exercise of reflecting on the progress made in increasing the gender sensitivity and responsiveness of projects and programs, using NI's Annual Project Gender Equality Review Tool, with the goal of increasing the number of projects with improved gender sensitivity and responsiveness each year.

Women's Empowerment and Inclusion: NI follows a “**nothing about her, without her**” approach, meaning that the voices of girls, adolescent girls and women will guide NI's efforts to promote gender equality. Through a phased approach, NI will work towards gender equality and women's empowerment across all of NI's program models and will encourage partners to also magnify the voices of the vulnerable, especially adolescent girls and women. Men and boys have a key role in advancing gender equality and women's empowerment; their engagement and support for programs is also essential.

Advocacy and Influence: NI will advocate for equality and empowerment for women and girls and will raise awareness of the gender gaps that exists in nutrition. NI will join partners to highlight how nutrition for women and girls is a critical missing piece to girls' and women's educational opportunities, economic empowerment and equitable poverty reduction.

Gender sensitive nutrition programming attempts to remedy gender inequalities in health and nutrition activities. It is an approach that recognizes nutritional and health inequalities as well as the discriminatory social-cultural structures and roles that contribute to them. Gender sensitive programming attempts to decrease these nutrition inequalities at the output level, but not necessarily change social relations and power structures.

Gender responsive nutrition programming is identified at the outcome level. It not only recognizes the gender inequalities that exist in nutritional and health status or access to nutrition and health services and the social-cultural and political factors that contribute to them, but also attempts to improve gender equality by overcoming and modifying some of these barriers.

Gender transformative programming attempts to re-define gender roles and relations between women and men. It is focused on achieving gender equality and changing the power dynamics and social structures that lead to gender inequality: promote shared power, control of resources, decision-making, and support for women's empowerment.

Adapted from UN Women Gender Equality Glossary



Implementation Priorities for Program Gender Equality Strategy

Grounded in the Sustainable Development Goals (SDGs), Global Nutrition Targets 2025 and Canada's Feminist International Assistance Policy, Nutrition International's Program Gender Equality Strategy will mainstream gender equality in a phased approach. This will include organization-wide gender equality training for staff, enhancing technical advice and quality assurance in gender equality in programming services, harmonizing gender data and monitoring and evaluation mechanisms, all of which will contribute to gender-related results that will set the groundwork for the next stages of work in this area. NI will report on gender sensitive outcomes to track its own progress as well as to serve as a model to others. This approach ensures that gender perspectives and attention to the goal of gender equality are central across all business models, programs, interventions and partnerships.

NI's implementation priorities for gender mainstreaming include:

- **Supporting deeper consideration of gender equality into all aspects of NI programs:** NI will mainstream gender equality into all aspects of its programs. This means we will consider the implications for gender in all our work.
- **Strengthening capacity to promote gender equality and women's empowerment:** NI will develop technical resources to support mainstreaming gender equality; and guidance on gender equality will also be integrated into existing tools, templates and guidelines. NI will provide guidance for staff and partners on how to plan for, and source, gender expertise. NI has a Gender and Behaviour Change Technical Advisor, and NI will provide guidance to country teams on sourcing gender expertise. We will also have a capacity building strategy for gender mainstreaming. The gender focal group will receive additional training and will serve as a resource to other colleagues and partners.
- **Designing and delivering gender sensitive and responsive nutrition programming at scale:** Children, adolescent girls and women are often among the most vulnerable, but there is much diversity in these groups. NI will use an intersectional approach to sex- and gender- based analysis to understand the nutritional situation of women, men, girls and boys, and to understand how other social determinants, such as socio-economic status, race, religion, ethnicity, age, education, geographic location, and (dis)ability may exacerbate vulnerabilities. NI will strategically design programs and projects to inform and influence policies that will improve nutrition and – where there are gendered gaps – contribute to promoting gender equality and women's empowerment.
- **Delivering on gender sensitive outcomes (see below for examples):** NI will set and aim to achieve attainable and measureable gender sensitive targets at the intermediate and immediate outcome level. These outcomes need to be identified early on, and strategies to reach them developed, budgeted for and integrated into the implementation plans of NI and partners. A gender sensitive program has gender-sensitive indicators for outputs and activities, and a gender responsive program has indicators at the intermediate and immediate outcome level.

- **Measuring and tracking knowledge, attitudes, practices (KAP) related to promoting gender equality:** NI will continue to roll out the tracking of KAP indicators, including identifying the changes programs aim to make in shifting the knowledge, attitudes and practices of specific groups and individuals to promote gender equality and women's empowerment.

Examples of Gender Sensitive Indicators

Outcome: 1,000 Contribute to the reduction of maternal & child mortality in targeted regions (Not necessarily a gender sensitive ultimate outcome statement)

Intermediate outcome: 1,100 Improved equitable delivery of nutrition services for mothers, pregnant women, adolescent girls and newborns, and children under 2 years of age.*

Immediate outcome: 1,110 Increased equitable access to facility-based basic nutrition and nutrition-sensitive services for women, adolescent girls and children.*

**adding the term "equitable" implies that both sex-specific needs and the gendered barriers for accessing interventions will be considered.*

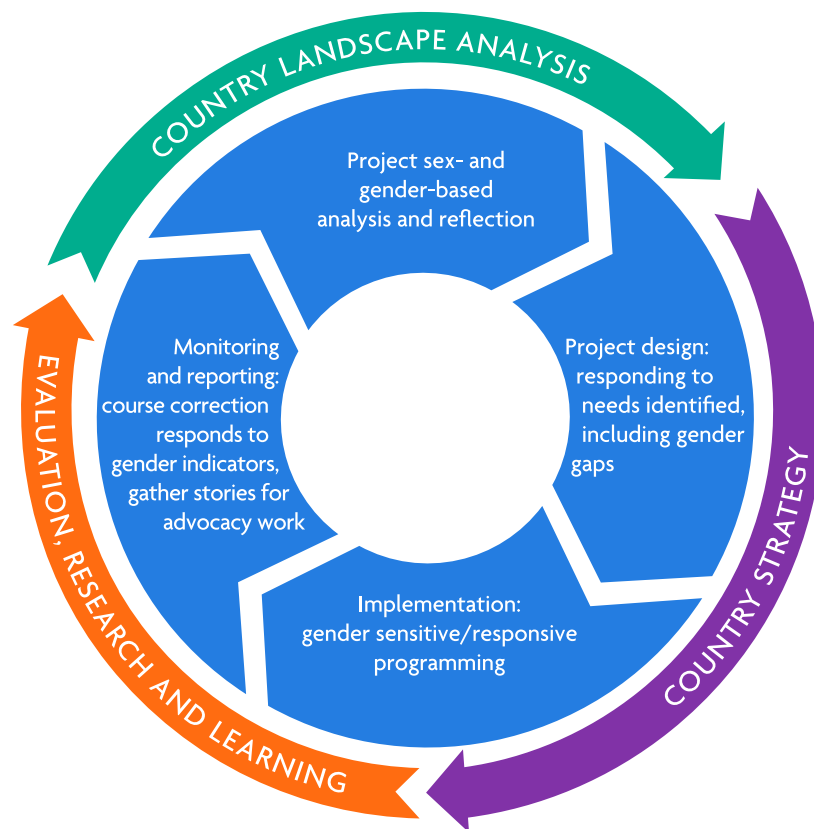
- **Tracking equitable participation in training and capacity building:** NI will work with partners to track equitable participation in training and capacity-building initiatives for nutrition programs and make note of opportunities and challenges to building gender parity in participation and decision-making, as well as how these reflect labour force and leadership and management opportunities.
- **Analysing gender as part of continuous learning:** Sex- and gender-based analysis will be intentional in NI's programming, and learnings will be captured throughout the programming cycle through: landscape assessment, formative research and design of Behaviour Change Interventions (BCI), implementation, monitoring (including gender sensitive indicators), course correction and evaluation.
- **Filling gender data gaps:** NI will advocate for data systems to provide the critical information to make gender sensitive program decisions and identify gender inequalities. For example, ensuring anaemia data specific to adolescent girls and boys (10-19 years of age) is available by supporting monitoring systems specific for key groups including adolescent girls in addition to collecting sex disaggregated data through Health Monitoring Information Systems (HMIS) and education systems. NI will work with partners to ensure that policies, programs and advocacy are evidence-based and respond to the needs identified by data analysis. NI will take a leadership role in researching, documenting and disseminating knowledge about the link between gender and nutrition.
- **Encouraging equitable participation:** NI will work towards designing and implementing programs that address inequalities in nutrition, by encouraging equitable participation of boys, girls, men and women as part of the solution to overcoming any inequalities. NI will look for ways of engaging with women's groups and girls' groups at local, national and global scale.
- **Advocating for the importance of improving nutrition of children, adolescent girls and women to advance gender equality:** NI advocates to make the most vulnerable voices heard, especially children, adolescent girls and women, as well as to generate momentum for community collaboration and collective engagement by women, men, girls and boys on improving gender equality through improved nutrition and improved nutrition through gender equality. NI will use positive program examples and highlight the stories, experiences and successes of promoting gender equality and improving nutrition through implementation of gender sensitive programs and policies.



Bringing Gender Equality Considerations into the Project Planning and Implementation Cycle

Figure 3 provides a summary of how Nutrition International aims to promote gender equality through its project cycle.

Figure 3: Mainstreaming Gender Equality into NI Project Cycle



1. **Landscape analysis.** This stage provides an opportunity to gather a context-specific understanding of how the health status or access to services differs by sex and/or gender. Gender analysis is also a tool for understanding how political, social and cultural systems and practices impact girls and women, men and boys with consideration for vulnerable groups. Understanding barriers to gender equality can lead to the design of more sensitive and responsive programs that are more likely to be effective in improving nutrition for those with greatest needs, and can guide strategies to increase community acceptance and demand for projects.
2. **Country strategy.** The development of country strategies should include the rationale that explains why particular areas of focus are important for a specific country context. The country strategy allows NI to respond to the findings of the gender analysis conducted during the landscape analysis when setting priorities and identifying key opportunities.

3. **Project design.** The stage when a specific project team decides how NI can respond to the needs identified. Through gender mainstreaming, this design will guide how to respond to the results of the gender analysis conducted during the landscape analysis, and will consider gender inequalities in health and nutritional status or needs, inequities in access to adequate health and nutrition services, and how gender issues will influence implementation and how the project might contribute to improved nutrition and gender equality and women's empowerment. Women and girls' ability to share experiences and participate in decision-making, and social relations between women, men, girls and boys will impact on delivery and acceptance of interventions.
4. **Project implementation.** When project implementation is gender sensitive and responsive, it will help achieve the priorities identified in the project design through activities and partner selection informed by sex- and gender-based analysis. Mainstreaming gender equality means considering gender in each aspect of project implementation plans, including contracts, partner selection, training and capacity-building plans, advocacy and policy change. Some activities will take on a deeper level of gender analysis such as formative research, which requires intentional analysis and reflection that will inform behaviour change interventions.
5. **Monitoring and reporting.** This allows for course correction on how goals are being achieved and also informs internal and external stakeholders on progress. Sex disaggregated data is collected and analyzed to understand which programs are reaching whom and whether projects are leading to greater gender equality goals as set out in the project design. The data can also be collected to see about equitable participation and who is being trained and included in project implementation. Qualitative indicators and data will also provide insight into the relationships and experiences of women, men, girls and boys, and why differences may exist. This data can include analysis of policy change as well as stories that highlight both the achievements and challenges with mainstreaming gender equality, as well as how gender impacts project implementation and results. This approach involves listening to those individuals that projects are aiming to reach as well as the women and men who are planning and delivering these interventions. Monitoring for course correction will be ongoing through partnerships with implementation partners. Organization-wide reporting and data analysis is done on an annual basis and gender analysis and reflection will be included .
6. **Research and evaluation.** This provides an opportunity to delve deeper into understanding the links between program results and gender, as well as how programs affect communities. NI will assess how nutrition programs can contribute to gender equality – with an emphasis on the most vulnerable – and how addressing gender equality influences program outcomes.

Implementation Plan for the NI Program Gender Equality Strategy

Mainstreaming gender equality into current processes for program planning and implementation will involve amending current Nutrition International program guidance and project planning cycle tools. This will enable intentional gender analysis and then guide project staff and partners to consider the results of this analysis, leading to gender sensitive projects and, where possible, gender responsive projects and programs.



The following **Nutrition International Tools and Guidelines** will be developed – or available tools will be provided – to support gender mainstreaming:

- Guidance for an intersectional approach to sex and gender-based analysis within landscape analysis and finding technical capacity in gender to support the process
 - Specific capacity-building tools will be developed to guide consultants, and partners across business models, including TAN, NTEAM and NLIFT
- Sex- and gender-based analysis will be integrated into formative research templates and tools
- Gender equality review tool for assessing gender responsiveness of NI programs and approaches across business models
- Guidance for assessing gender responsiveness of partners, with guidance on how to engage with local women's and girls' groups
- Guidance in gender equality for monitoring and reporting
 - This resource will include guidance for integrating gender analysis to inform gender sensitive and responsive program design (i.e. inputs, activities, outputs, outcomes and indicators, including sex disaggregated data)
- Gender equality considerations within upcoming NI Research and Evaluation Strategy
- Considerations for promoting gender equality are mainstreamed into NI Program Guidance Tools
- Program Gender Equality Strategy orientation materials will be made available for new NI staff and will be included in induction training

Dissemination Plan for the Nutrition International Program Gender Equality Strategy

- The updated **NI Program Gender Equality Strategy was endorsed by Nutrition International's** Executive Management Committee (EMC) and launched at the 2017 Joint Planning Meeting (November 2017).
- The updated **NI Program Gender Equality Strategy will be shared electronically** with all NI staff.
- **Capacity building in gender equality** and an orientation to the NI Program Gender Equality Strategy and gender mainstreaming approach will be provided to all NI staff.
- A **brief NI Program Gender Equality Strategy overview** of NI's vision for promoting gender equality and women's empowerment, NI Program Gender Equality Strategy and

gender mainstreaming approach will be made available to share with implementing partners and thought leadership partners.

- NI will **highlight and share positive examples** of how NI's work is addressing gender inequalities experienced by women and girls and show how responding to gender analysis has strengthened nutrition programs.
- **A Gender Focal Group** within NI will be identified with members from headquarters, regional offices and countries. Group members will serve as ambassadors and resources for implementing the NI Program Gender Equality Strategy; they will be focal points for elevating challenges and opportunities for advancing implementation of the NI Program Gender Strategy. The group will receive additional support and capacity building in gender.

Measuring the Implementation and Impact of the NI Program Gender Equality Strategy

1. A framework and guidance for project and program gender analysis throughout the project cycle will be developed and disseminated.
2. NI's Annual Project Gender Equality Review Tool will be developed to track progress in implementing the gender mainstreaming strategy by GIC (grant, intervention, country), business model, and global, regional and country level. NI's Annual Project Gender Equality Review Tool will be adapted and used across business models. Project components to be assessed for gender sensitivity and responsiveness in the tool include: project proposal, logic model and project monitoring frameworks, budgets, formative research, behaviour change intervention strategies and materials, capacity building plans, implementation plans, partner reports, partner selection, and annual reports.
3. On an annual basis, NI will assess and report on the progress in gender mainstreaming and level of implementation of the NI Program Gender Equality Strategy at the country, regional and organizational level, across all interventions and business models.
4. Gender equality indicators will be included in project monitoring, measuring both implementation and policy adherence where applicable.
5. Annual program and project results generated through performance monitoring systems will measure the effectiveness of the gender mainstreaming approach.
6. NI will adapt qualitative and quantitative participatory techniques to capture robust, contextually meaningful and comparable data across programs and countries.
7. With support of the Technical Advisor of Gender and Behaviour Change, gender related results from NI Program Gender Equality Strategy will be assessed for next stages of gender mainstreaming at NI.
8. NI will reflect and assess whether a gender mainstreaming approach continues to influence and guide the change the organization is seeking to make for the populations NI works to serve.



Annex A: Additional Definitions

Feminism “in its most simplified definition consists of two core tenets: the theory of the political, economic, and social equality of the sexes; and, an organized [often collective] activity on behalf of women’s rights and interests”¹⁵ . “Feminism is for everybody.”¹⁶

Gender analysis refers to the variety of methods used to understand the relationships between men and women, girls and boys, as well as their access to resources, their activities, and the constraints they face relative to each other. Gender analysis provides information that recognizes that gender – and its relationship to race, ethnicity, culture, class, age, disability and/or other status – is important in understanding the different patterns of involvement, behaviour and activities that women and men have in economic, social and legal structures. For NI, gender analysis allows a context-specific understanding of the gender issues and dynamics that affect program outcomes. NI uses gender analysis to identify project-specific gender equality priorities and shape program design, implementation, monitoring and evaluation.¹⁷

Gender dynamics include the relationships and interactions between and among boys, girls, women and men. Gender dynamics are informed by socio-cultural ideas about gender and the power relationships that define them. Depending upon how they are manifested, gender dynamics can reinforce or challenge existing norms.¹⁸

Intersectionality “examines gender in relation to other social stratifiers, such as class, race, education, ethnicity, age, geographic location, (dis)ability and sexuality, etc., how these markers dynamically interact, [and] how power plays out at multiple levels and through diverse pathways to frame how vulnerabilities are experienced”¹⁹ .

Annex B: Selected Resources

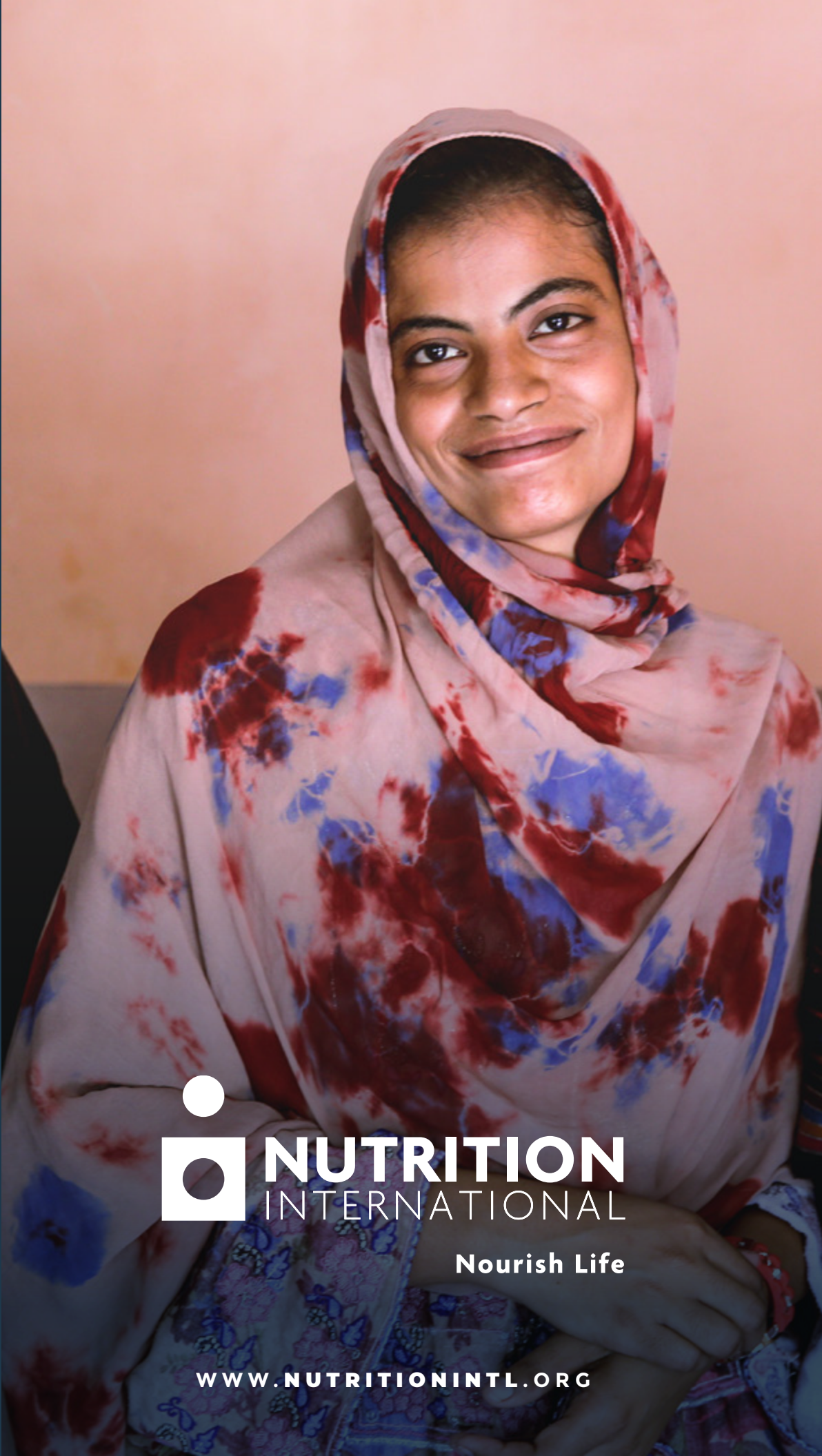
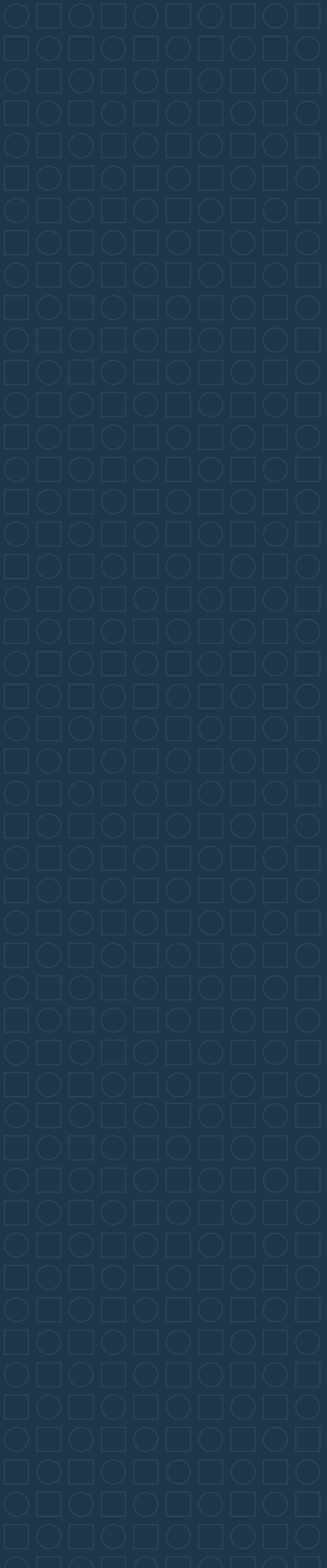
Beijing Declaration and Platform for Action Fourth World Conference on Women
<http://www.un.org/womenwatch/daw/beijing/platform/>
Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
<http://www.un.org/womenwatch/daw/cedaw/>
Criteria for Integration of Sex & Gender – Research with Human Participants
<http://www.cihr-irsc.gc.ca/e/49958.html>
DFID Strategic Vision for Gender Equality: A Call to Action for Her Potential, Our Future
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/685607/Strategic-vision-gender-equality.pdf
Engaging Men and Boys in Gender Equality and Health, UNFPA, 2010
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Gender mainstreaming for health managers: a practical approach, WHO, 2011
http://www.who.int/gender-equity-rights/knowledge/health_managers_guide/en/
Government of Canada – Gender Analysis Guidelines
<http://international.gc.ca/world-monde/funding-financement/policy-politique.aspx?lang=eng>
Government of Canada – Policy on Gender Equality
<http://international.gc.ca/world-monde/funding-financement/policy-politique.aspx?lang=eng#a3>
Government of Canada – What is Gender Analysis?
http://international.gc.ca/world-monde/funding-financement/gender_analysis-analyse_comparative.aspx?lang=eng
Status of Women Canada – Gender Based Analysis Plus
<http://www.swc-cfc.gc.ca/gba-acis/index-en.html>
WHO Gender Analysis Matrix (GAM)
http://www.who.int/gender/mainstreaming/GMH_Participant_GenderAnalysisMatrix.pdf



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