

GAIN'S PROGRAMMATIC GENDER STRATEGY



JULY 2019

1. EXECUTIVE SUMMARY

Gender relations and the unequal power held by men and women affect and are affected by interactions within households, communities, markets, and food systems. Indeed, gender inequality and women's disempowerment are root causes of malnutrition. Furthering gender equity is thus central to achieving GAIN's goal of improving nutrition, particularly for the most vulnerable. However, GAIN's programmes currently have too limited a gender focus: while some have implicit gender objectives, others do not consider the ways in which they impact or may be impacted by the social relations between men and women, girls and boys. This lessens their potential effectiveness and sustainability. Through this revised strategy, GAIN therefore seeks to make all its programmes gender aware and, where relevant and feasible, move towards gender-sensitive or -transformative programming—always with the end goal of improving nutrition. The strategy sets out the actions needed to make this organisational change, including a process for considering gender at every step in the programme cycle as well as within evaluation and learning. New project design will be especially targeted, as well as building the skills and capacities of GAIN staff. The strategy discusses the resources needed to implement this change, and how GAIN will approach the issue of gender in our partnerships. Finally, it gives a clear process through which the attainment of this policy will be monitored over time. The Senior Management Team intends that one year after strategy approval, we will have completed the assessment of at least four (of nine) programme areas and prioritised at least two for significant movement to more gender-sensitive programming.

2. BACKGROUND

GAIN, the Global Alliance for Improved Nutrition, works to advance nutrition outcomes by improving the consumption, by all people and especially the most vulnerable to malnutrition, of nutritious and safe food. Our vision is ambitious—the challenges confronting the world's food systems are daunting, and system-wide changes are required to 're-set' trajectories to improve nutrition. Because of the magnitude and complexity of the problem, we often choose to work by shaping the higher-level drivers of food systems, such as the rules and incentives that influence the selection and volumes of foods that private-sector companies produce and bring to market, or the pace of technological or other innovation in the sector. Gender relations in households, communities, and the broader food supply chain are pre-eminent among these higher-level drivers of nutrition outcomes.

In addition to its system-level engagements, GAIN also works to deliver programmes on the ground, primarily in the nine countries where we have an established presence. These projects are important both because they directly impact the lives of vulnerable populations and because they serve to demonstrate the viability and impact of different intervention models. As of mid-2019, GAIN was implementing approximately 80 projects distributed across nine programme areas. Some of our programme areas, such as Large-Scale Food Fortification, reach huge numbers of

vulnerable persons, male and female, across the world¹; others, such as Workforce Nutrition, have more limited reach but are characterised by a very deliberate targeting to women.

GAIN already has strong policies on diversity and inclusion in the workplace, and we aim for excellence in all of our projects and programmes. We recognise that most of them will never reach their full potential for impact, scale, and sustainability if gender issues are not purposively tackled. With the present strategy, we aim to strengthen all of our programmatic work, taking a step further towards our vision of a world without malnutrition, where all people have access to and consume nutritious and safe food.

3. WHY DOES A GENDER FOCUS MATTER TO GAIN?

Population groups vulnerable to malnutrition are central to GAIN's mission. Women and girls are more likely to live in poor households² and bear a disproportionate share of the burden of under- and over-nutrition, at least among adults^{3 4}. When malnutrition occurs during pregnancy and lactation, it has adverse consequences for not only women but also for their children, perpetuating an inter-generational cycle of malnutrition⁵.

In addition, gender inequality is a root cause of malnutrition for all, always important and sometimes overshadowing all other causes. In both South Asia and sub-Saharan Africa, women's status has a large and significant positive impact on children's nutritional status⁶. Gender roles and relationships determine the distribution of resources and responsibilities between men and women, and thus both reflect and determine power relations between them⁷ - this is true within households, communities, workplaces, and markets. Within each of these spheres, women may lack the decision-making power and access to resources to make optimal nutrition choices for themselves and their families. A recent trial in Burkina Faso⁸ has provided direct evidence that improving women's empowerment (in the context of a nutrition-sensitive agriculture programme) can reduce rates of wasting in young children.

¹ We aim to reach a billion people with fortified staple foods by the end of our current strategy period.

² Munoz Boudet AM et al. Gender differences in poverty and household composition through the life-cycle: a global perspective. Policy Research working paper; no. WPS 8360. Washington, D.C.: World Bank Group, 2018.

³ Marcoux A. Sex differentials in undernutrition: a look at survey evidence. *Pop Devt Rev* 2002; 28(2): 275-84.

⁴ Kelly T et al. Global burden of obesity in 2005 and projections to 2030. *Int J Obes* 2008; 32: 1431-7.

⁵ United Nations Standing Committee on Nutrition. Maternal nutrition and the intergenerational cycle of growth failure. Chapter 3 in: 6th report on the World Nutrition Situation. Geneva: United Nations Standing Committee on Nutrition, 2010.

⁶ Smith LC et al. The importance of women's status for child nutritional status in developing countries. Research Report no.131. Washington D.C.: International Food Policy Research Institute, 2003.

⁷ de Pryck DJ. Good practice policies to eliminate gender inequalities in fish value chains. Rome: Food and Agriculture Organisation of the United Nations, 2012.

⁸ Heckert J, Olney DK & Ruel MT. Is women's empowerment a pathway to improving child nutrition outcomes in a nutrition-sensitive agriculture program? Evidence from a randomized controlled trial in Burkina Faso. *Soc Sci Med* 2019; 233: 93-102.

Chandini's story. Chandini is a seventeen-year old girl who lives in a small village in Rajasthan, India. She has been married for two years, and has a baby girl of eighteen months. She is now pregnant for the second time. Like many other women in Rajasthan, Chandini is thin and suffers from anaemia. Even though she is six months pregnant, she has been working in the fields helping to harvest the family's small plot of wheat, and has to prepare the meals for the whole family. She is always the last one to eat, after her husband, mother-in-law, and child. She is also avoiding eating fat ('ghee') and chickpea flour because her family believe that these are risky for pregnant women. She is hungry before she goes to bed but does not like to complain. Chandini's young husband Abhijeet wants to do the right thing by his wife and young family but is unsure of the best way to contribute—last month he used a little extra cash to buy her a traditional adornment for her face. All the family unwittingly contribute to the perpetuation of malnutrition in Rajasthan.

Moreover, women are present at every stage of the food system, but differ from men in roles, resources, and rights. They often lack equal access to the inputs, services, and information needed to optimise their contribution⁹. Markets tend to exacerbate existing power inequalities, rather than lessen them. Given the major role that women play in food production¹⁰, processing, and sale, not to mention their almost complete dominance of food preparation, this underinvestment equates to considerable lost potential. Greater equity can thus help to increase the food system's ability to efficiently deliver safe and nutritious food for all.

Cathy's story. Cathy is a young entrepreneur from Tanzania. Ten years ago, she started selling a tasty snack made from dried vegetables in the Central Business District of Dar es Salaam. Her product was attractive to office workers in the area, who also appreciated her customer orientation and attention to hygiene. For the last three years, she has been trying to grow her business by packaging her product and transporting it to other outlets for sale. But she needs credit and technical assistance to expand her operations. When she visits the bank to enquire about her eligibility to receive credit, she feels that she is not taken seriously by the male staff. While other business people in the area get invited to trainings and join associations, it seems to Cathy that she has been mostly ignored.

At the macro level, where women do not have equal access to resources or equal opportunities to take part in decision-making, there are direct economic as well as social costs. Gender equity is thus a means to economic growth, which is itself a powerful force to help end undernutrition. For all of these reasons, gender is a "centrality issue" for malnutrition, and to ensure impact for GAIN's programmes, as well as to maximise the positive influence of GAIN on the world, we must take gender into account throughout our programmes.

⁹ Peterman A, Behrman J & Quisumbing A. A review of empirical evidence on gender differences in non-land agricultural inputs, technology, and services in developing countries. ESA Working Paper no. 11-11. Rome: Food and Agriculture Organization of the United Nations, 2011.

¹⁰ ESA Working Paper No. 11-02. The role of women in agriculture. Rome: Food and Agriculture Organization of the United Nations, 2011.

4. WHAT DOES GENDER EQUITY MEAN FOR GAIN?

GAIN'S UNDERSTANDING OF GENDER EQUITY

*Gender equality*¹¹ refers to the existence of equal rights, responsibilities, and opportunities for women and men, girls and boys^{12 13}. This includes equal sharing of responsibilities within the household food economy as well as equal opportunities to play productive roles within the broader food system. At GAIN we strive for not only this but also for equal outcomes - i.e., increasing the consumption of nutritious and safe foods for all. This means that where a particular group starts at a disadvantage, we seek interventions that compensate the differences. Our vision is one of gender equity.

Since GAIN's mandate is to improve nutrition, we work to address gender issues not to achieve gender equity for its own sake, but rather because it is instrumental to improving nutrition. As a result, the focus on gender will vary across our programmes, depending on what exactly they aim to achieve and where gender equity fits within our country- and programme-specific theories of change.

Our experience tells us that social change is slow and social norms deeply embedded. Gender equity is thus a long-term aspiration, to which GAIN hopes to contribute by strengthening food systems alongside partners that work to more directly address gender issues¹⁴.

CURRENT APPROACH TO GENDER IN GAIN'S PROGRAMMES

As of mid-2019, GAIN's programmes vary widely in terms of if and how they take gender into account. For example, large-scale food fortification interventions have historically not taken gender into account—they have been gender-blind. On the other hand, programmes focused on maternal, infant, and young child nutrition have targeted women and more specifically aimed at improving the nutritional intake of pregnant and lactating mothers, thereby addressing gender-specific nutritional vulnerabilities. Similarly, behaviour change communication projects, for example in the Workforce Nutrition programme, often consider gender in their strategies, emphasising certain foods for pregnant and lactating women. In some cases, they may take the existing local gender norms into account when designing their approaches. These are examples of gender-sensitive approaches.

In general, GAIN does not currently have a systematic approach to including gender considerations within programme design. However, promoting gender equity does happen implicitly. For example, the Marketplace for Nutritious Foods programme specifically encourages female entrepreneurs to apply to the Innovation Accelerator programme, the Sun Business Network deliberately shortlisted equal numbers of women and men for boot camp trainings for the Nutripitch competition, and the Postharvest Loss Alliance for Nutrition made deliberate efforts to encourage women to attend trainings. There is thus a foundation for GAIN becoming more gender-sensitive in its work... but also considerable progress to be made.

COMPLEMENTARITY WITH GAIN'S INTERNAL POLICIES

Safeguarding the vulnerable is a core behaviour at GAIN, expected from all staff. To identify and tackle gender biases, GAIN has recently updated and implemented various internal policies, such

¹¹ A table of relevant terminology is provided in **Annex 1**.

¹² <https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

¹³ GAIN recognises the existence of non-binary genders and the use of male/ female in this document is not meant to exclude these groups.

¹⁴ While the focus of this document is on gender, GAIN recognises the intersections of gender with social categorisations such as age, sexuality, race, ethnicity, religion, disability, and economic status, which jointly determine disadvantage, vulnerability, or discrimination. While strengthening our ability to act on gender is our urgent priority, we will gradually articulate our approach to other inclusion issues over the coming years.

as the Workplace Gender Equity and Diversity Policy, the Safeguarding Policy, and the Code of Conduct. The Workplace Gender Equity and Diversity Policy addresses all aspects involving staff recruitment, promotion, management, training, career development, and accountability. It prohibits discrimination against individuals based on age, gender, marital or civil partnership status, pregnancy, maternity, family responsibilities, political beliefs, race, ethnicity, religion, disability, sexual orientation, or gender identity. The Code of Conduct underpins ethical behaviour across all areas. The Director of Strategic Operations and Head of Human Resources manage, supervise, and update all internal processes and policies; ultimately, all staff are responsible for their own compliance with the code and internal policies.

Thanks to these efforts, GAIN has improved its performance on gender equity in the workplace and has been categorised as a high performer by the Global Health 5050 Report 2019¹⁵, which analyses the gender policy position of almost 200 organisations that influence global health and scores them according to the depth of their commitment. This new Programmatic Gender Strategy complements our internal policies, ensuring that GAIN's commitment to gender equity is visible both within and outside the organisation.

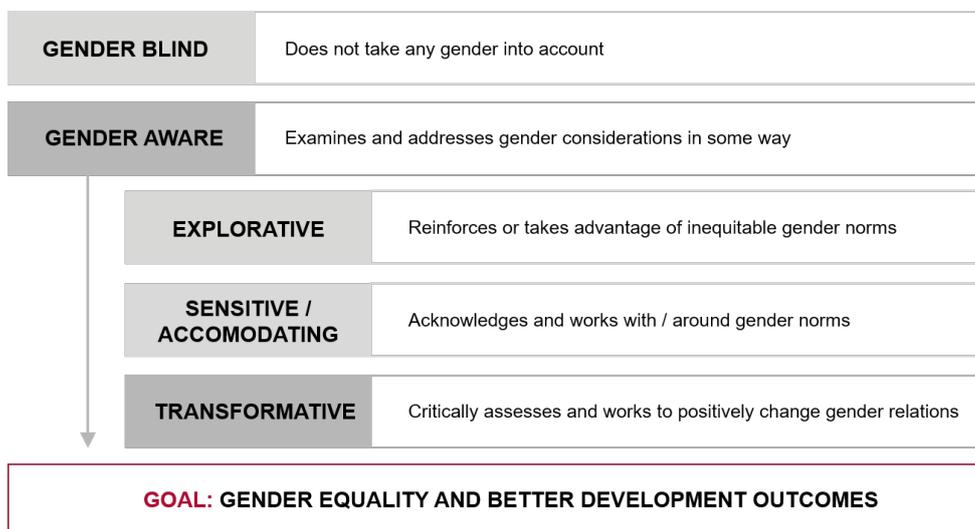
5. AIM, APPROACH, AND CHANGE PROCESS

AIM

GAIN will integrate a gender focus into all steps of the programme cycle (proposal development, programme design, implementation, monitoring, evaluation, and reporting of results).

Given the diversity of programmes within GAIN and the varying processes through which they aim to impact nutrition, this will result in different approaches for different programme areas (see **Figure 1 and Annex 1** for definitions of key terms).

Figure 1. Continuum of gender in programming.



Adapted from the Interagency Gender Working Group via the Gender Practitioners Collaborative

Some GAIN programmes, such as Large-Scale Food Fortification, will thus likely aim to be *gender-aware* without significant adaptations of their design (in this case, to address gender inequities in the fortified staple supply chain, for example). In other programme contexts, however, gender-related social norms and roles are so entrenched that nutrition cannot be improved without tackling

¹⁵ Global Health 5050. 2019. 2019 Report. [ONLINE] Available at: <https://globalhealth5050.org/2019-report/>. [Accessed 1 May 2019].

them. In such cases GAIN might pursue *gender-transformative* approaches with the end goal of improving nutrition. Taken together, we anticipate that the majority of our programming will be *gender-sensitive*: integrating specific solutions to address the unique needs, interests and concerns of girls and women within food systems but not aiming to overturn underlying social norms, which is outside of GAIN’s mandate. No GAIN programmes will be *gender-blind* or *gender-exploitative*.

OVERALL APPROACH

In planning, designing, implementing, and monitoring its projects and programmes, GAIN shall:

- Be informed by a context-specific gender analysis, always considering the different concerns, capacities, and needs of (diverse groups of) women and men within their socio-cultural context.
- Adopt approaches that take into account gender-related barriers and inequalities as needed to improve access to safe and nutritious foods.
- Work to advance equitable market participation for the benefit of women and men, boys and girls.
- Track how project outputs and activities impact gender inequities in access to nutrition.

GAIN will thus integrate gender into programme design, monitoring, and learning, as explained in detail in the following sections. As we do this, we will be guided by the following core principles:

Analysis-based	GAIN’s programmes will be based on analysis of the different needs, aspirations, capacities, and contributions of women and men, girls and boys, and how they affect access to nutrition.
Do-no-harm	GAIN will not work on programmes that that exploit existing or create new gender-related vulnerabilities or inequalities. ¹⁶
Increased awareness	GAIN staff will be equipped to understand how GAIN programmes may impact on and be impacted by gender.
Support learning	GAIN will track metrics on gender vulnerabilities and empowerment to understand how market-based strategies influence gender equity and will contribute to global learning on gender, markets, and food systems.
Transparent reporting	GAIN will regularly report to our Board and other external stakeholders on how our programmes take gender into account.
Re-balance portfolio	GAIN will actively pursue opportunities to initiate projects which have potential to advance the gender strategy

CHANGE PROCESS

Shifting GAIN’s work to take more conscious account of gender in our programmes will require concerted effort by all staff and leadership at all levels of the organisation.

¹⁶ GAIN will attempt to be particularly attentive to any signs of gender violence in its projects or partner communities.

The new Programmatic Gender Strategy will be shared with staff immediately upon Board approval, using diverse platforms such as all-staff meetings, country team meetings¹⁷, the annual Staff Gathering, and the Programme Services Team's bi-monthly all-staff update. It will be also part of the induction process for all new programme staff. It will be shared externally on GAIN's new website and disseminated using all of GAIN's various social media channels. A particular effort will be made to reach GAIN's donors and implementing partners.

Rolling out the Strategy will be the responsibility of all GAIN staff, and all Project Managers (and their managers) will be held to account for implementing it during their annual performance reviews. With the support of training resources, staff will be expected to familiarise themselves with the concepts and basic skills that will help them integrate gender equity in their work. Managers must ensure their team members understand the principles of GAIN's strategy and are equipped to implement it. Gender equity will be championed at the SMT level and through cluster leads and Quads¹⁸. Staff who have gone out of their way to deliver on the Strategy will be publicly recognised. Through this approach, GAIN will make gender equity an intrinsic part of the organisation's structure, work, and culture.

The Programmatic Gender Strategy GAIN will also build the capacity of key staff through mentoring and individual professional development plans where appropriate. The commitments of this strategy will be integrated into the detailed strategies of each programme area.

In training staff and developing programmatic approaches, GAIN will take advantage of excellent work already completed by other development organisations (e.g., UN Women, the Gender Practitioners' Collaborative, the Gates Gender Equality Toolbox, etc.) rather than develop its own materials.

A small Gender Programming Committee (GPC) will be established, comprised of staff experienced in gender action. The GPC will include one representative from Country Programmes, one from the Programme Services Team, and one from Knowledge Leadership, overseen by the Director, Programme Services. It will include both men and women. This Committee will lead the work described in the following section.

6. CONSIDERATIONS FOR PROGRAMME IMPLEMENTATION

PROJECT DESIGN

The GPC will prioritise the integration of gender into newly designed projects, as this is considerably more straightforward to accomplish than the re-engineering of projects which have already been agreed with donors and contracted with partners.

Which gender issues should be considered within analysis and subsequent project design will vary by programme area—e.g., the type of gender analysis to conduct for a project related to Nutritious Food Financing will be different to one for Adolescent Nutrition. After the launch of this strategy, the GPC will therefore undertake **an assessment of each of GAIN's programme areas** with the aim of developing gender-based guidelines pertinent to each area. These guidelines may include guidance on theories of change, indicators, gender analyses, and how gender might be integrated into project design. Each year, the GPC and GAIN's Senior Management Team will prioritise a small number of programme areas to move to more gender-sensitive approaches. (An overview of different potential approaches, and criteria for categorising them, is given in **Annex 2**).

¹⁷ These meetings will be particularly important to bring in local cultural, ethnic and religious specificities.

¹⁸ Quads are GAIN's basic unit of project management, bringing together one representative from each of Country Programmes, Programme Services, Knowledge Leadership, and Finance. Together they plan and oversee the execution of each of GAIN's projects.

The GPC will **orient key staff** on how to practically apply these guidelines, including by leading sessions at major staff events such as the Staff Gathering and the Annual Programme Review. Simple checklists will be developed. Every project management unit will ensure that these steps are followed and that the principles of the gender policy are understood, promoted, and sustained throughout a given programme.

When undertaking a new project in a programme area that has been prioritised, GAIN will work, with partners as appropriate, to **undertake a project-specific gender analysis**. The depth and complexity of this analysis will be informed by the level of prioritisation of the relevant programme area, the specificities of the project context, and donor and partner requirements. Wherever feasible, a very basic gender analysis should be conducted at the proposal design stage and used to inform proposal content. Proposals may include specific requests for resources to improve gender sensitivity.

LEARNING

While knowledge on how gender shapes food access and choice has advanced considerably over the past decades, there remain large gaps. Advancing knowledge on gender equity within food systems is both instrumental to and central to achieving GAIN's mission. GAIN will seek to advance gender knowledge through its programmatic learning, research, and evaluation (described below).

All GAIN programme areas are currently developing their prioritised learning agendas. Where feasible and when appropriate, gender-related learning questions will be included in the relevant programmatic learning agendas.

7. RESOURCES

Implementing this policy will require both human and financial resources. In terms of human resources, the design and implementation of the Programmatic Gender Strategy will be supervised by the Director of Programme Services. The GPC will ensure its roll-out and implementation across all programme areas, as discussed above, and the members of the GPC will have this role protected within their annual work plans. As a long-term goal, GAIN will aim to add to its specialised human resources for gender programming, financing this through budgets within new proposals.

Within each individual project, financial resources may be required to support gender analysis, gender integration within programming (as warranted), and gender integration within monitoring and evaluation. Going forward, it will be important to ensure that donor budgets include adequate resources for gender activities at all stages of the programme cycle.

8. OUR PARTNERS

GAIN works with a range of partners who help to design, fund, implement, connect, evaluate and communicate projects to accomplish mutually agreed goals and achieve impact. Our decisions on partnership are guided by organisational standards (**GAIN Principles of Engagement**). According to these Principles, GAIN never works with organisations (or their subsidiaries) who breach our policies for safeguarding of vulnerable persons, or who produce pornography. For all partnership engagements, GAIN conducts a due diligence assessment of the potential partner's values, practices, legality, policies, and memberships at a global level, as well as reputational aspects of the partnership. We will not work with organisations that oppose our standards or values, including organisations that are known to be gender exploitative.

Over and above these minimum standards, GAIN will favour partners that have the same (or more robust) gender standards as we do, demonstrated by, for example, a gender policy or staff gender training. This is especially true of **expert organisations specifically engaged to support GAIN's gender work**, whom we will hold to the Global Gender Practitioners Collaborative's Minimum Standards for Mainstreaming Gender Equity¹⁹. We will expect them to have organisational gender policies, mechanisms for tracking and reporting discrimination and abuse, and to be committed to gender-sensitive or -transformative programme approaches. In working with organisations with strong expertise in gender equity within programming and research, GAIN will also learn from their experiences to enhance our own capabilities.

We recognise that many of GAIN's partners—critical to meeting our nutrition objectives—will meet our minimum gender standards but no more. We will dialogue with these partners and regularly encourage them to work towards higher standards.

9. MONITORING AND EVALUATION

Standards for gender programming will be set at programme area level and will be used to guide design, implementation and monitoring of all related projects.

The strategy will be **monitored** at the level of each project annually and then consolidated to programme area and country level to track progress within teams. It will further be consolidated across the organisation for reporting to the Senior Management Team and Board. This process will be integrated within GAIN's existing Performance Measurement Framework reporting.

Metrics will be developed and tracked at project level.

Where appropriate and feasible within project, **evaluations** will include a gender evaluation component. We hope to distinguish between: reach, benefit, and empowerment of women²⁰. Reach and benefit are already operationalised in GAIN's Performance Measurement Framework; empowerment will be assessed only where consistent with the specific objectives of the project. Key steps for implementing a gender-sensitive approach to evaluation are included in **Annex 3**.

Staff and partner organisations will be reminded that any actions in a GAIN project which exploit gender vulnerabilities are in breach of GAIN's Code of Conduct and must be reported. The Senior Management Team will monitor all such reports and share with the Board.

10. TIMELINE

Immediately on approval of this strategy, GAIN will constitute the Gender Programming Committee. After one year, we intend to have completed the assessment of at least four (of nine) programme areas and prioritised at least two for significant movement to more gender-sensitive programming. This should be clearly reflected in new project design.

¹⁹ <http://genderstandards.org/standards>

²⁰ Theis & Meinzen-Dick. Reach, benefit, or empower: clarifying gender strategies of development projects. Accessed at: <http://www.ifpri.org/blog/reach-benefit-or-empower-clarifying-gender-strategies-development-projects>

ANNEX 1. KEY TERMINOLOGY

Gender	A social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. Includes the expectations held about the characteristics, aptitudes and likely behaviours of women and men (femininity and masculinity). Of note, gender-based roles and attributes change over time and vary with different cultural contexts ²¹ . GAIN recognises that gender identities are not necessarily binary.
Gender aware	Knowing that there are differences and inequalities between men and women, which can influence their ability to actively participate in society.
Gender blind	Not recognising that the roles and responsibilities of men/boys and women/girls vary and are partially dictated by their specific social, cultural, economic, and political contexts and backgrounds ²² .
Gender equality	The equal rights, responsibilities, and opportunities of women and men, girls and boys, irrespective of being born male or female. Gender equality recognises the diversity of different groups of women and men. It is not just a women's issue; it must also involve and fully engage men ²³ .
Gender equity	The process of being fair to men and women, boys and girls, and importantly the equality of outcomes and results ²⁴ .
Gender exploitative	Reinforcing or taking advantage of inequitable gender norms ²⁵ .
Gender neutral	Not distinguishing between genders in the design, implementation, or monitoring of programmes or policies ²⁶ .
Gender sensitive	Programmes and policies that are aware of and address gender differences ¹⁶ .
Gender transformative	Programming and policies that work to transform gender relations to achieve gender equality and other goals to which gender equity is instrumental ¹⁶ .

²¹ https://www.unicef.org/protection/57929_92681.html.

²² <https://www.unicef.org/gender/training/content/resources/Glossary.pdf>.

²³ <https://www.hivos.org/assets/2019/02/HI-19-10-GEDI-Strategy.pdf>

²⁴ <https://www.unicef.org/gender/training/content/resources/Glossary.pdf>.

²⁵ <https://www.fhi360.org/sites/default/files/media/documents/minimum-standards-mainstreaming-gender-equity.pdf>

²⁶ Haghghian Roudsari A, Vedadhir A, Amiri P, et al. Psycho-Socio-Cultural Determinants of Food Choice: A Qualitative Study on Adults in Social and Cultural Context of Iran. Iran J Psychiatry. 2017;12(4):241–250.

ANNEX 2. TYPES OF GENDER PROGRAMMING

	Gender blind	Gender aware	Gender sensitive	Gender transformative
Definition	Disregarding gender as a significant factor in interactions between people.	Knowing that there are differences and inequalities between men and women.	Acknowledging differences and inequalities between men and women as requiring attention and taking steps to address them.	Challenging existing inequitable practices, norms, policies, and programmes underpinning gender inequity, with the aim of improving gender equity and other goals that are dependent upon it.
Gender within programme documentation (proposal, log frame, budget, etc)	Gender is not mentioned in any programme document.	Gender is mentioned in programme documents but does not inform design of the programme, indicators, etc.	Gender is mentioned in programme documents and informs design of the programme, indicators, etc.	Gender issues are integrated throughout the programme documents and are a key focus in programme activities and indicators.
Gender analysis	Gender is not integrated as part of the situation analysis.	Gender is part of the situation analysis but not a main focus.	Gender is part of the situation analysis and/or a standalone gender analysis is conducted.	An in-depth gender analysis is a central part of the programme design.
Proposed intervention strategies	The programme does not identify differences between girls and women, boys and men.	The programme identifies differences between girls and boys, women and men, but does not address these differences.	The programme identifies differences between women and men, boys and girls, and develops solutions that work within existing gender norms to ensure inclusion of all gender groups.	The programme challenges negative social norms and aims at transforming power relations to improve nutrition.
Programme data and indicators	Data are not disaggregated by sex.	Data are disaggregated by sex.	Data are disaggregated by sex and specific gender-relevant indicators, if included.	Data are disaggregated by sex and specific gender-relevant indicators are included, some of which address gender norms.
Boys and men	Programme does not work with men or boys to promote gender equity.	Programme does not work with men or boys to promote gender equity.	Programme may work with men and boys to promote gender equity in the programme context.	Programme works with men and boys as agents of change to promote gender equity in programme context.
Human and financial resources	No specific human or financial resources are allocated for gender equity within the programme.	No specific human or financial resources are allocated for gender equity within the programme.	Specific human and financial resources are allocated to ensure gender sensitivity of the programme.	Specific human and financial resources are allocated to address the root causes of gender inequity in the programme context. Budget includes gender analysis, gender training, a gender specialist, and specific gender-related activities.

ANNEX 3. KEY STEPS FOR IMPLEMENTING A GENDER-SENSITIVE APPROACH TO EVALUATION PLANNING, DATA

Stage	Action	Questions for reflection
Evaluation planning	Ensure gender-related competence of internal GAIN staff leading evaluation	Have an internal staff leading the evaluation received appropriate training on gender-sensitive monitoring and evaluation? Do the internal staff leading the evaluation process see the value in conducting a gender-sensitive evaluation?
	Defining terms of reference with gender-sensitivity components	Are potential impacts on gender dynamics considered in the design of the evaluation? Are the evaluation criteria aligned with issues outlined in the initial project gender analysis framework? Will the resulting data be gender disaggregated?
	Ensuring the participation of gender experts or gender-competent staff	Does the selected evaluation team have the skills necessary to conduct a gender-sensitive evaluation? Does the evaluation team consider the appropriate gender breakdown among their staff?
	Identifying key stakeholders for evaluation	Which stakeholders are important to involve in the evaluation of the project, vis-à-vis gender equity? What is the gender breakdown of the stakeholders who will be involved in the evaluation?
Evaluation design and data collection	Defining gender-sensitive indicators	Are specific indicators relevant to gender included in the evaluation? Are these indicators reflecting issues highlighted in the initial project gender analysis? Are indicators included to measure both intended and unintended impacts on gender dynamics? Will the collected data be gender-disaggregated?
	Devising methods and participatory tools with gender-sensitive focus	Are women and men (and girls and boys, if relevant) included in the sample or study population? Are potential gender-related obstacles to the participation of targeted groups identified and addressed (e.g., by revising timing or methods)? Do the planned methods capture the experience of marginalised or 'invisible' participants?
	Collecting data in a gender-sensitive manner	Is the data collection process aligned to cultural context, as relates to gender? - Are specific gender perspectives or dimensions considered in data collection processes according to cultural context?
Learning dissemination	Reporting and disseminating findings and learnings from a gender-sensitive perspective	How will gender relevant findings be integrated in the final report? How will these be communicated to the stakeholders of relevance for gender equity?
	Communicating findings and ensuring these are used to inform future projects	What are the implications of results for better considering gender in future projects? What are the implications of results for the wider gender-in-food-systems learning agenda? How, if relevant, will these learnings be incorporated into future project design?

Sources: Espinosa, 2013, UN Women, 2014, DFID, 2008, CIDA, 2001, FAO, 2014