

A Collaboration Between:



Assessing Gender-Transformative Capacity for Nutrition Programming

An Organizational Guide

With financial support from:



*[Gender-Transformative Framework for Nutrition](#)





Photo courtesy of Nutrition International

Acknowledgments

The development of this tool was a co-creative effort made possible with the support, advice, and expert contributions of many individuals and organizations.

This tool is the product of a long-standing partnership between the University of Toronto, Bruyère Health Research Institute, and Nutrition International, with financial support from the Government of Canada and the Canadian Partnership for Women and Children's Health (CanWaCH).

The project brought together contributions from:

- **Bruyère Health Research Institute:** Dr. Alison Riddle, Alissa McInnis, Leila Dusabe, and Olivia Magwood
- **University of Toronto:** Dr. Daniel Sellen, Emma Wedekind, Jenna Hickey, Shatabdi Goon, and Victoria Sauveplane-Stirling
- **Nutrition International:** Caroline Mukeku, Danielle Bishop, and Dr. Sara Wuehler

We acknowledge the engagement, insights, and expertise across all phases of the tool's development provided by members of the **Gender-Transformative Framework for Nutrition (GTFN) Coalition**, made possible through the support of the collaborating organizations: Action Against Hunger Canada, Bruyère Research Institute, CARE Canada, HealthBridge, Nutrition International, Save the Children Canada, and World Vision Canada. We sincerely thank Abena Thomas-Mambwe for her exceptional leadership in convening the coalition and coordinating their invaluable contributions throughout the process.

The following individuals and partner organizations provided guidance and expertise:

A **Co-Designer Working Group** steered the initial design of the project and guided the conceptualization and co-creation process to ensure the tool's relevance and usability.

- Abena Thomas-Mambwe (Scaling Up Nutrition Secretariat, World Vision Canada)
- Alice Yugi (World Vision International)
- Dr. Behnouth Ahranjani (HealthBridge Canada)
- Christine Makena (Nutrition International Kenya)
- Ermias Mekuria (Nutrition International Ethiopia)
- Farhana Hafiz Tania (Nutrition International Asia Regional Office)
- Finian Ali (Scaling Up Nutrition)
- Nazneen Rahman (CARE USA)
- Ruba Cheaib (Nutrition International Canada)

An **Expert Cadre** provided critical oversight and expert recommendations to strengthen the tool's design and application.

- Ajita Vidyarthi (PLAN Canada)
- An Nguyen (HealthBridge Vietnam)
- Clare Timbo (Orbis Canada)
- Elena Gonzalez (UNICEF)
- Elise Kendall (CARE USA)
- Hanan Muharram (Nutrition International Canada)
- Jean Pierre Zeelie (Save the Children Canada)
- Dr. M Islam Bulbul (National Nutrition Services Bangladesh & Scaling Up Nutrition)
- Maya Israeloff-Smith (CARE Canada)
- Melani O'Leary (Grand Challenges Canada)
- Miriam Chang (World Vision Canada)
- Tanit Iglesias Zayas (Action Contre la Faim France)

A dedicated **Task Force** composed of members from both the Co-Designer Working Group and the Expert Cadre was dedicated to ensuring that the development of this tool met the highest standards of gender-transformative practice and providing invaluable practical guidance. Our thanks to: Ajita Vidyarthi, An Nguyen, Dr. Behnouth Ahranjani, Christine Makena, Clare Timbo, Elena Gonzalez, Ermias Mekuria, Hanan Muharram, Dr. M Islam Bulbul, Miriam Chang, Nazneen Rahman, and Tanit Iglesias Zayas.

A **Nutrition International Ethiopia** tool piloting and testing team who providing invaluable feedback for refinement.

Finally, sincere thanks go to all contributors who provided insights and guidance throughout the development process. Your expertise and dedication have been instrumental in bringing this tool to life.

Copyediting: Eileen Hoftyzer

Design: DCM/PunchAbove

Suggested Citation: Dusabe, L.¹, McInnis, A.¹, Hickey, J.², Sauveplane-Stirling, V.², Wuehler, S.³, Sellen, D.², & Riddle, A.¹. (2025). Assessing Gender Transformative Capacity for Nutrition Programming: An Organizational Guide. Bruyère Health Research Institute / University of Toronto / Nutrition International, Canada.

Affiliations: 1. University of Toronto. 2. Bruyère Health Research Institute 3. Nutrition International.

Except where otherwise noted, content in this document is licensed under a Creative Commons (attribution, non-commercial, no derivatives, international 4.0) licence. <https://creativecommons.org/licenses/by-nc-nd/4.0/legalcode>

This document was edited using AI tools to enhance its clarity, flow, and readability.



Table of Contents

Acronyms.....	4
Introduction.....	5
Background.....	6
What Is the Gender-Transformative Framework for Nutrition?	6
Why Was This Guidance Developed?	6
Objectives.....	7
Guidance Overview.....	8
How Should This Guidance Be Used?	9
Key Definitions.....	10
Building Block Self-Assessment.....	11
Introduction.....	11
Instructions.....	11
Building Blocks Overview.....	13
Prioritization and Action Planning.....	23
Prioritization Exercise.....	23
Action Planning Exercise.....	26
Action Planning Template.....	27
Example Actions.....	28
Case Study: Using the Gender-Transformative Guide at the Country Level.....	37
Conclusion.....	40
Appendices.....	41
Appendix A: Building Block Criteria.....	41
Appendix B: List of Additional Resources.....	49



Acronyms

GTFN	Gender-Transformative Framework for Nutrition
NGO	Non-Governmental Organization
HR	Human Resources
MEAL	Monitoring, Evaluation, Accountability and Learning
M&E	Monitoring & Evaluation
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
MOU	Memorandum of Understanding



Photo courtesy of Nutrition International



Photo courtesy of Nutrition International

Introduction

Gender-transformative approaches to nutrition are essential to address the root causes of gender inequalities that contribute to poor nutrition outcomes. By challenging harmful norms, redistributing power, and promoting equity, these approaches help create sustainable improvements in health and well-being for all.

This tool offers practical guidance to help organizations establish the necessary foundations for implementing effective, gender-transformative nutrition policies and programs.

This organizational guide offers practical guidance to help organizations establish the necessary foundations for implementing effective gender-transformative nutrition policies and programs. It enables users to assess and strengthen organizational policies and practices by applying a gender-transformative lens across key operational areas. These areas are presented as building blocks, each with defined focus areas and criteria to help organizations evaluate their current status and identify priority areas for improvement.

The guide also offers direction on developing a prioritization and action plan to address identified gaps and provides practical examples and resources to support effective implementation. By utilizing this guide, organizations can evaluate their current practices, identify barriers, and develop targeted strategies to enhance their capacity to deliver equitable and impactful gender-transformative nutrition policies and programs.



Photo courtesy of Nutrition International

Background

What Is the Gender-Transformative Framework for Nutrition?

The Gender-Transformative Framework for Nutrition (GTFN) is a comprehensive approach to integrating gender considerations into nutrition programs. Developed by a coalition of Canadian organizations, the framework is grounded in the belief that gender equality and nutrition are mutually reinforcing: gender equality enhances nutritional outcomes, and in turn, improved nutrition fosters gender equality. The GTFN aims to ensure that nutrition policies and programs are inclusive, equitable, and effective in meeting the diverse needs of all genders.

The GTFN acknowledges that unequal power structures and systemic inequalities disproportionately impact the health and nutrition of women and girls worldwide. It also recognizes that other priority populations—such as those facing discrimination based on race, ethnicity, socio-economic status, disability, or other intersecting factors—experience heightened vulnerability. While addressing these inequalities, the GTFN also emphasizes that men and boys have distinct nutritional needs that must be considered, and their engagement is crucial in achieving optimal health outcomes for all. This guide is designed to drive transformative change in institutional practices, fostering more equitable systems where everyone can thrive..

Why Was This Guidance Developed?

For organizations to successfully implement gender-transformative nutrition policies and programs, they must have the right structures, policies, and practices in place. This includes strong leadership commitment to gender equality, staff with gender expertise, and systems that integrate gender considerations into program design, implementation, and evaluation. Without these foundations, organizations may struggle to effectively address systemic inequalities. Recognizing these challenges, this guide offers practical suggestions to help organizations develop the necessary capacity to deliver impactful gender-transformative nutrition programming.



Figure 1. GTFN Infographic: The GTFN modularizes the multisectoral dimensions of malnutrition captured in the UNICEF Framework and provides an analysis of each domain using the three empowerment components: agency, resources, and opportunity structure. The seven domains that outline the relationship between diet and disease, as it relates to nutrition (GTFN, 2020).



Objectives

This guidance aims to support organizations in building a strong foundation for implementing gender-transformative nutrition policies and programs through the GTFN.

The objectives of this guidance are to:

- Outline the key organizational foundations required to implement gender-transformative nutrition policies and programs effectively using the GTFN.
- Help organizations assess their current readiness and identify areas to strengthen their capacity for delivering gender-transformative nutrition programming.
- Share examples that showcase the best practices in this area.
- Offer additional resources and references to support further learning and implementation.



Photo courtesy of Nutrition International

Guidance Overview

This guidance is structured into three key sections, each designed to support organizations in effectively implementing gender-transformative nutrition programming:

Key Definitions

This section introduces key concepts and terms used throughout the guide. Familiarizing users with these definitions helps ensure a clear understanding of the guidance process and provides a helpful reference point for applying gender-transformative approaches.

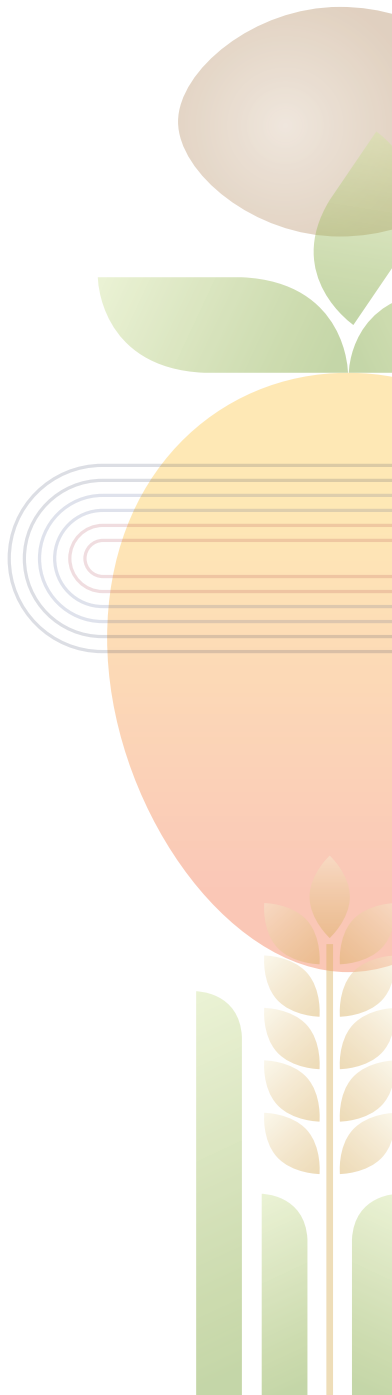
Building block self-assessment

In this section, users are guided through an assessment of their organization's building blocks using the gender continuum. This framework evaluates how organizational policies, practices, and programs either reinforce, accommodate, or transform gender inequalities. Each building block includes defined criteria to help users assess their organization's current status and identify areas for improvement. This self-assessment enables organizations to determine where they fall on the gender continuum, ranging from gender-discriminatory to gender-transformative.

Prioritization and action planning

This section helps users prioritize the building blocks that require improvement. It guides organizations in developing an action plan to address gaps, enhance underdeveloped areas, and sustain effective practices.

To support the action planning process, this section also provides practical examples of best practices, along with a case study of an organization that has put this guidance into practice. These tools are designed to help organizations identify clear steps for strengthening each building block and improve their capacity to implement gender-transformative nutrition programming.



How Should This Guidance Be Used?

This guidance is designed for organizations involved in developing and delivering nutrition interventions. It can be applied at various levels—by an entire organization, a specific team or department, or a country office—and can be adapted to meet the unique needs and context of each user.

The primary audience comprises organizations directly involved in nutrition programming, including non-governmental organizations (NGOs), international development organizations, and community-based organizations. However, the guidance may also be valuable for other groups working to advance gender-transformative nutrition approaches, including government agencies, donor organizations, and academic institutions.

To maximize its effectiveness, the guidance should be applied collaboratively, with input from representatives across relevant teams and departments. This inclusive approach ensures a comprehensive assessment and encourages shared ownership of strategies to strengthen gender-transformative capacity.

We recommend designating a facilitator to lead the implementation of this guidance. Ideally, this person should be knowledgeable about promoting gender equality and implementing gender-transformative nutrition programs. To promote organizational change, the facilitator may collaborate with a steering committee comprising representatives from relevant departments.

We recommend integrating the use of this guidance with existing strategic planning or organizational review cycles.

This guidance acknowledges the varying resource capacities between smaller and larger organizations. Smaller organizations may lack the resources to invest in all the identified building blocks and should not be compared to larger well-funded organizations. Furthermore, larger organizations and intergovernmental agencies often have more to learn about inclusivity and best practices.

Key Definitions

The **gender continuum** describes four stages of organizational practice concerning gender equality:

1. **Gender-discriminatory:** An organization's policies and practices are considered gender-discriminatory when they fail to recognize or address the different needs, roles, and impacts of policies and practices on various genders. Such organizations overlook gender differences in decision-making, programming, and policy design, resulting in inequities and missed opportunities to promote gender equality and inclusion. At worst, they intentionally or unintentionally reinforce inequalities.
2. **Gender-unaware:** An organization's policies and practices are considered gender-unaware when they acknowledge the existence of gender differences and disparities but take no active steps to address or change them. While these organizations may recognize gender norms, roles, and relations, they do not actively challenge or respond to them.
3. **Gender-aware:** An organization's policies and practices are described as gender-aware when they actively respond to and address gender differences and inequalities. While they aim to reduce disparities through gender-specific strategies and interventions, they do not address the deeper root causes of inequality. Gender-aware practices focus on meeting the practical needs of different genders and promoting participation and benefits.
4. **Gender-transformative:** An organization's policies and practices are considered gender-transformative when they go beyond addressing disparities to actively challenge harmful social structures, cultural norms, and power dynamics that perpetuate gender inequalities. Gender-transformative practices aim to create long-term, sustainable change by addressing the root causes of inequality and empowering all genders to have equal power, control over resources, and decision-making opportunities.

Intersectionality is the concept that different aspects of a person's identity—such as gender, race, class, age, ability, and sexual orientation—interact and overlap to shape their experiences and opportunities. It recognizes that people may face multiple connected forms of discrimination or disadvantage based on how these identities combine. For example, a woman who is also part of a racial minority or has a disability may experience layered barriers that differ from those faced by others. Understanding intersectionality helps ensure that programs and policies are inclusive and responsive to the diverse realities of individuals.

Priority populations refer to groups that experience heightened vulnerability or face systemic barriers that impact their health and nutrition outcomes. While this guidance emphasizes the importance of prioritizing **women and girls**, it also recognizes that other groups — including marginalized populations based on race, ethnicity, socioeconomic status, disability, and other intersecting factors — may face significant disadvantages. Additionally, this term acknowledges that **men and boys** also have distinct nutritional needs and can play an essential role in advancing gender equality and improving nutrition outcomes.

Social justice refers to the fair and equitable distribution of resources, opportunities, and rights within a society. It involves addressing systemic inequalities and removing barriers that disadvantage certain groups based on factors such as gender, race, class, ability, or other social identities. Social justice aims to ensure that all individuals can live with dignity, participate fully in society, and have equal access to the benefits and protections that support their well-being and development.



Photo courtesy of Nutrition International

Building Block Self-Assessment

Introduction

The **building block self-assessment** is a key component of this guidance, designed to help organizations evaluate their capacity to implement gender-transformative nutrition policies and programs. This assessment enables organizations to reflect on their current practices, identify strengths, and pinpoint areas for improvement.

The assessment is intended to be flexible: Organizations can choose to assess all building blocks or focus on selected areas based on their priorities. Each building block represents a fundamental area of organizational performance that is critical for advancing gender-transformative approaches. The following section outlines the assessment process, while **Appendix A** provides detailed tables of criteria to assess each building block. Users can access these tables directly through embedded hyperlinks for more straightforward navigation.

Instructions

To effectively complete the self-assessment, follow these steps:

1. Conduct the assessment as a group activity.

The self-assessment is designed to be a **collaborative group activity** that engages participants from across your organization. Using a team-based approach ensures the assessment draws on diverse perspectives, experiences, and insights, ultimately providing a more accurate and comprehensive evaluation.

- **Form a representative group:** Assemble a group of staff members representing different teams, departments, and leadership levels. Including individuals with varied roles will provide richer insights into organizational practices and promote shared ownership of the assessment results.
- **Discuss the scope of the assessment:** As a group, decide which **building blocks** to assess. Some organizations choose to assess all building blocks, while others prioritize specific areas that align with their strategic goals or current gaps.

2. Understand the gender continuum.

The self-assessment is structured around the **gender continuum**, which categorizes organizational practices and policies into four stages:

- **Gender-discriminatory:** Practices and policies reinforce gender inequalities or exclude priority populations.
- **Gender-unaware:** Some gender considerations are present, but efforts to include gender considerations are minimal, inconsistent, or superficial.
- **Gender-aware:** The organization integrates gender considerations into practices and policies, addressing gender disparities.
- **Gender-transformative:** The organization actively challenges harmful norms and power structures to drive systemic change, with a focus on gender and intersectionality.

Familiarizing the group with these categories will help ensure a consistent and accurate assessment process.

3. Familiarize yourself with the building blocks and criteria.

Each **building block** represents a core area of organizational performance essential for effective gender-transformative programming. The following section provides an overview of the building blocks.

Each building block is assessed using defined **criteria** (provided in **Appendix A**) that describe what performance looks like at each stage of the gender continuum. Carefully reviewing these criteria will help the group determine how your organization's current practices align with different stages.

4. Conduct the self-assessment.

For each selected building block:

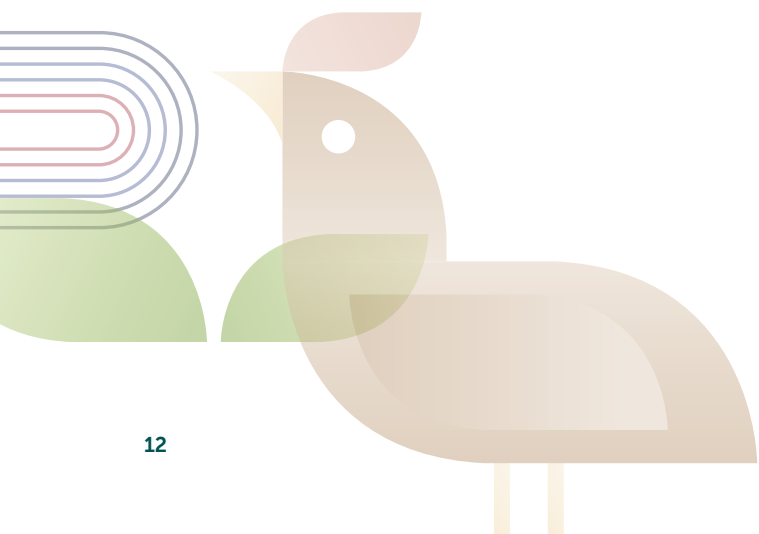
- **Facilitate group discussions:** Encourage open dialogue to reflect on your organization's current practices, policies, and behaviours.
- **Consider gender and intersectionality:** Discuss how your organization's practices address (or overlook) gender inequalities and the needs of women, girls and **priority populations**, including structurally excluded and underserved populations.
- **Assign a score on the gender continuum:** As a group, select the stage that best reflects your organization's current performance for each criterion:
 - › **Gender-discriminatory**
 - › **Gender-unaware**
 - › **Gender-aware**
 - › **Gender-transformative**

Taking a consensus-based approach to scoring can help ensure your assessment reflects diverse perspectives across the organization.

5. Document the evidence.

To ensure your assessment is accurate and actionable, capture evidence that supports your scoring decisions.

- Use the **scoring sheet template** (pg. 25) to record your assigned score for each building, block and document specific examples of policies, actions, or practices that justify your assessment.
- Consider drawing on internal documents, employee feedback, and insights from stakeholders and program beneficiaries to provide a well-rounded evaluation.
- As part of your documentation, identify areas where improvements are needed and where successful practices can be further strengthened.



Building Blocks Overview

Building Block 1: Organizational Culture and Leadership

This building block focuses on how an organization's leadership and internal culture support gender-transformative nutrition programming. Strong leadership and a positive organizational culture are key to driving meaningful change by promoting gender equality, challenging harmful norms, and addressing structural barriers within the organization and its programs.

Assessment Area	Description	Key Considerations
Active involvement of leadership	Refers to how actively leadership promotes and supports gender-transformative approaches. Leaders play a crucial role in driving systemic change by championing gender equality within their organizations and their programs.	Are leaders actively promoting gender-transformative approaches? Do leaders encourage staff at all levels to prioritize gender equality in their work?
Inclusivity in decision-making	Focuses on leadership's efforts to create space for diverse voices—especially those of women and priority populations—to participate in decision-making processes. Inclusive leadership helps ensure a broader range of perspectives is heard and valued.	Are decision-making processes inclusive of diverse perspectives? Does leadership actively challenge traditional power dynamics? Are marginalized voices encouraged to contribute to decisions that affect them?
Policy development and implementation	Assesses whether leadership is developing, implementing, and monitoring gender-focused policies that promote gender equality and support gender-transformative approaches.	Are gender equality policies developed and actively implemented (not just on paper)? Are accountability mechanisms in place to ensure these policies are followed? Are systems in place to track the progress and impact of gender policies within the organization?

Building Block 2: Human Resource Practices

This building block focuses on how an organization's human resource (HR) practices support gender-transformative approaches. Strong HR practices help ensure that an organization recruits, supports, and retains a diverse and gender-balanced workforce while fostering an inclusive and safe work environment. These practices are essential for promoting gender equality within the organization and improving nutrition program outcomes.

Assessment Area	Description	Key Considerations
Recruitment	Refers to recruitment processes that are designed to attract a diverse pool of candidates with the skills and experience needed to implement gender-transformative nutrition programs.	Are recruitment processes designed to encourage applications from diverse groups, including women and priority populations? Are job descriptions and interview practices free from gender bias and inclusive of gender-related competencies? Are hiring panels diverse? Do they promote fair and inclusive selection processes?
Retention and supportive work environment	Focuses on strategies that promote employee well-being, address individual needs, and cultivate an inclusive and supportive work environment. Creating a positive work environment helps employees thrive and stay engaged, and reduces turnover.	Are flexible work arrangements available to support employees with caregiving responsibilities or other needs? Are there mentorship programs, career development opportunities, and clear pathways for advancement, particularly for women and priority populations? Does the organization provide resources to support employee well-being and work-life balance?
Health and safety	Examines the organization's efforts to protect employees from risks, with a focus on vulnerabilities associated with gender, race, ethnicity, and other intersectional factors. A safe and secure work environment is essential for employee well-being.	Are clear policies in place to prevent and respond to harassment, discrimination, and violence in the workplace? Are safety protocols designed to address the unique risks faced by women and priority populations? Are employees aware of the available reporting mechanisms? Are these mechanisms safe and accessible to all staff?

Assessment Area	Description	Key Considerations
Representation in executive and leadership roles	Ensures that leadership roles—including senior management, leadership teams, and boards—reflect gender balance and include individuals from diverse backgrounds. Achieving representation in leadership promotes diverse perspectives in decision-making.	Does the organization have clear targets or strategies to achieve gender parity in leadership roles? Are women and priority populations meaningfully engaged in leadership decisions? Are efforts in place to mentor and prepare under-represented groups for leadership roles?

Building Block 3: Training and Capacity Building

This building block focuses on how an organization equips its staff with the knowledge, skills, and support needed to design and deliver gender-transformative nutrition programs. Practical training, capacity building, mentorship, and supervision are crucial for ensuring that staff can identify and address gender inequalities while challenging harmful norms and promoting equity.

Assessment Area	Description	Key Considerations
Orientation	Ensures that new staff receive an introductory workshop that builds a shared understanding of the organization's values, gender equality commitments, and diversity and inclusion practices. This helps set expectations for upholding gender-transformative approaches in their work.	Does the orientation process introduce staff to the organization's gender policies and commitments regarding gender? Are new employees trained to identify and challenge harmful gender norms in their work? Does the orientation include information on promoting diversity, inclusion, and equity in programs and workplace practices?
Skills Development	Focuses on ensuring staff have access to ongoing training opportunities to develop skills for designing and delivering gender-transformative nutrition programming. This includes strategies to reduce barriers that may prevent women and priority populations from accessing training opportunities.	Are staff trained to integrate gender considerations into nutrition programming? Are gender-related topics integrated into ongoing professional development programs? Are training programs designed to be inclusive and accessible to all staff, including women and priority populations? Are measures in place to support women and priority populations in overcoming barriers to professional development?



Building Block 4: Program Design and Implementation

This building block focuses on how effectively an organization integrates gender considerations into the design and implementation of its nutrition programs. Embedding gender-transformative strategies throughout program planning and delivery is crucial for addressing the distinct needs of different genders, promoting gender equality, and achieving sustainable change. Strong program design and implementation practices ensure resources are allocated appropriately and strategies are in place to dismantle structural barriers and promote inclusion.¹

Assessment Area	Description	Key Considerations
Gender and social inclusion analysis	Explores how power, gender norms, and intersecting identities shape access to resources and opportunities. It identifies root causes of inequality and informs programs to challenge harmful norms, address structural barriers, and promote transformative, inclusive change for all groups.	Does the organization conduct a gender and social inclusion analysis during program planning? Are the specific challenges faced by women, girls, and other priority populations identified and addressed? Does the analysis examine how gender norms, roles, and power dynamics influence an individual's access to resources, decision-making, and participation in programs and society? Are data disaggregated by gender and other social factors to inform program design?
Program design	Focuses on how well gender considerations are integrated into the program's objectives, activities, and strategies. Programs should tailor interventions to address identified gender gaps and promote gender equality.	Are gender-specific objectives and outcomes clearly defined in the nutrition program's design? Are activities designed to address the unique needs of different genders and priority populations? Are strategies in place to challenge harmful gender norms and promote social change?

¹ While this guidance supports organizations in assessing their current capacity to integrate gender-transformative approaches, developing gender-transformative programming is beyond its scope. However, plans are underway to create a dedicated tool that will provide step-by-step guidance for designing gender-transformative nutrition programs. Additionally, organizations seeking to identify gendered root causes of malnutrition can refer to a separate tool in this series (Applying the GTFN: A Systems-Based Approach to Defining Nutrition Challenges) that provides practical guidance for applying systems-based thinking and root cause analysis to uncover underlying gender inequalities that drive nutrition outcomes.



Photo courtesy of Nutrition International

Assessment Area	Description	Key Considerations
Program implementation	Assesses whether gender equality strategies are consistently applied during the implementation phase of nutrition programs.	Are gender-transformative strategies embedded in day-to-day program delivery? Are staff trained and equipped to apply gender-transformative approaches during implementation?
Gender and social justice expertise	Ensures the organization has qualified staff or access to expertise that can guide the design, implementation, and evaluation of gender-transformative nutrition programs. Dedicated expertise helps ensure accountability and strengthens program impact.	Does the organization employ staff with expertise in gender equality, social justice, or inclusive programming? Are program teams equipped with the skills and knowledge to integrate gender considerations into their work? Is a designated focal point or team responsible for ensuring gender-transformative strategies are applied effectively?
Partnership and inclusion	Examines how well the organization involves women, girls, and priority populations in the design and decision-making processes of nutrition programs. Meaningful collaboration ensures programs are relevant, inclusive, and effective.	Are women, girls, and priority populations actively engaged in shaping program objectives, strategies, and activities? Are participatory methods used to ensure that diverse voices are heard and valued? Are efforts made to ensure these groups have decision-making power within the program?



Building Block 5: Monitoring, Evaluation, Accountability, and Learning (MEAL)

This building block focuses on how organizations apply feminist principles to track progress, measure impact, ensure accountability, and foster learning to improve gender-transformative nutrition programs. Integrating feminist approaches into MEAL processes ensures that power dynamics, social inequalities, and marginalized voices are intentionally considered throughout program design, implementation, and evaluation.

Assessment Area	Description	Key Considerations
Monitoring	Focuses on tracking program activities, participation, and access to resources using feminist principles such as inclusion and participation. Monitoring should ensure that marginalized voices are heard and their experiences are reflected in data collection.	Does the organization track participation by gender, age, disability, and other social factors to identify inequalities? Are women, girls, and priority populations engaged in defining what success looks like and how it should be measured? Are qualitative methods such as storytelling, testimonies, or participatory data collection used to amplify the voices of women, girls, and priority populations?
Evaluation	Focuses on assessing the impact of nutrition programs on gender equality outcomes, guided by feminist principles of power-sharing and reflexivity . ² Evaluation should focus on social change, empowerment, and shifts in power dynamics.	Are evaluation methods participatory, ensuring that women, girls, and priority populations have a say in shaping the evaluation process? Are evaluators trained to recognize and address power imbalances during data collection and analysis? Are evaluation findings used to highlight and dismantle systemic barriers that limit gender equality and social justice in nutrition programs?

2 Reflexivity is the practice of critically examining your own beliefs, values, and positionality and how these may influence your work, relationships, and decision-making. It involves ongoing self-awareness and a commitment to recognizing bias and power dynamics.



Photo courtesy of Nutrition International

Assessment Area	Description	Key Considerations
Accountability	Focuses on ensuring the organization is held accountable for its gender equality commitments by embedding feminist values such as transparency, inclusion, and shared power into its accountability processes.	Are women, girls, and priority populations actively engaged in accountability processes to ensure their voices are heard and considered? Are mechanisms in place to create safe spaces where participants—particularly women, girls, and priority populations—can share feedback without fear of harm or retaliation? Are findings from accountability processes publicly shared to promote organizational transparency?
Learning	Focuses on embedding feminist principles of reflexivity, collaboration, and continuous improvement to ensure the organization adapts its programs based on insights from experience, data, and participant feedback.	Does the organization create safe spaces for staff to reflect on their assumptions, biases, and practices when implementing gender-transformative programming? Are lessons learned from monitoring and evaluation used to shift power dynamics, strengthen gender-transformative practices, and improve nutrition outcomes? Are staff, partners, and communities actively engaged in conversations about what is and isn't working and what can be improved?

Building Block 6: Advocacy, Communications, and Marketing

This building block focuses on how organizations use advocacy, communication, and marketing strategies to promote gender equality in nutrition programming. These strategies are essential for raising awareness about gender inequalities in nutrition, engaging stakeholders, and empowering beneficiaries. By integrating gender considerations into advocacy, communications, and marketing, organizations can amplify the impact of their nutrition programs, challenge harmful norms, and drive sustainable change.

Assessment Area	Description	Key Considerations
Advocacy	Focuses on promoting gender equality in nutrition programming through campaigns, policy dialogues, and grassroots initiatives. These efforts aim to challenge harmful norms, address systemic inequalities, and influence stakeholders to support gender-transformative nutrition strategies.	Does the organization advocate for gender equality as part of its nutrition programming? Are advocacy efforts designed to challenge gender norms that limit access to nutritious food or health care? Does the organization engage with governments, donors, or policy-makers to promote gender-transformative approaches in nutrition? Are tools such as success stories, reports, or campaigns used to demonstrate the impact of gender-transformative nutrition programming?
External and internal communications	Focuses on how organizations communicate gender equality in nutrition, both publicly and internally. This includes developing messages that highlight how gender inequalities affect nutrition outcomes and sharing diverse voices and experiences.	Are social media posts, press releases, and other public communications designed to promote gender equality in nutrition? Does the organization actively highlight how harmful gender norms impact nutrition outcomes (e.g., unequal food distribution in households or limited access to nutrition services for women and priority populations)? Are internal communication channels used to build staff awareness of gender equality in nutrition programming?
Marketing	Focuses on developing marketing strategies that promote gender equality in nutrition programs. This includes collaborating with women, girls, and priority populations to develop inclusive campaigns that challenge harmful norms and foster positive behavioural change.	Does the organization engage women, girls, and priority populations in designing marketing campaigns that address gendered barriers to nutrition? Are marketing strategies designed to empower beneficiaries by challenging social norms that limit access to nutritious food or health services? Does the organization use storytelling to highlight the impact of gender-transformative nutrition programming and showcase the voices of those most affected by nutrition inequalities?

Building Block 7: Finance and Procurement

This building block focuses on how organizations allocate resources and manage procurement processes to support gender-transformative nutrition programs. Ensuring sufficient funding and equitable procurement practices is essential for promoting gender equality; addressing the needs of women, girls, and priority populations; and enhancing the overall impact and sustainability of nutrition programs.

Assessment Area	Description	Key Considerations
Budgets and financing	Ensures financial resources are allocated specifically to support gender-transformative nutrition programs. This includes budgeting for activities that promote gender equality, building staff capacity, and ensuring teams have the resources needed to implement these programs effectively.	Are dedicated funds allocated to support gender-transformative activities in nutrition programs? Does the budget allocate resources for training, capacity building, and staff support to implement gender-focused initiatives? Are transparent processes in place to ensure that resources are allocated fairly and effectively to address gender inequalities in nutrition programming?
Procurement	Ensures that procurement processes actively promote gender equality and create opportunities for women and priority populations. This includes designing inclusive procurement policies, building partnerships with diverse suppliers, and using data to address gender gaps in procurement.	Are procurement policies designed to create opportunities for small businesses, women-led enterprises, or other priority populations? Does the organization partner with women-led businesses, public sector actors, and private sector partners to promote inclusive procurement practices? Are procurement decisions informed by data on gender disparities to understand the challenges women and priority populations face in accessing procurement opportunities? Are staff trained to integrate gender equality principles into procurement processes?

Building Block 8: Partnerships and Resource Mobilization

This building block focuses on how organizations build equitable partnerships and secure funding to support gender-transformative nutrition programs. Strong partnerships and effective resource mobilization are essential for advancing gender equality, addressing harmful norms, and dismantling structural barriers that limit nutrition outcomes for women, girls, and priority populations.

Assessment Area	Description	Key Considerations
Equitable partnerships	Focuses on building inclusive, collaborative partnerships grounded in decolonial practices. Partnerships should prioritize working with organizations—particularly those led by women, young people, and priority populations—that share a commitment to promoting gender equality and challenging harmful gender norms.	Does the organization actively seek partnerships with women- and youth-led organizations that promote gender equality? Are partnerships built on principles of equity, mutual respect, and shared decision-making? Does the organization provide support (e.g., financial, technical, or capacity-building) to strengthen partner organizations and enhance their ability to deliver gender-transformative nutrition programs?
Resource mobilization	Focuses on engaging with donors and stakeholders to secure funding that supports gender-transformative nutrition programming. This includes advocating for dedicated resources to address gender inequalities and structural barriers.	Does the organization actively seek funding from donors committed to gender equality and nutrition outcomes? Are funding proposals designed to secure resources for activities that promote gender equality and address harmful norms? Are partnerships with donors leveraged to strengthen advocacy efforts and sustain long-term funding for gender-transformative initiatives?

Prioritization and Action Planning

This section helps organizations prioritize focus areas that require improvement, particularly those identified as **gender-discriminatory** or **gender-unaware**, as these practices reinforce harmful norms and limit progress toward gender equality. Prioritizing these areas is critical to ensuring nutrition programs align with gender-transformative approaches.

The action planning process helps organizations identify focus areas for improvement that align with their specific needs, resource capabilities, and desired impact. By following this process, organizations can develop targeted strategies to address gaps and improve their capacity to implement gender-transformative nutrition programming.

Prioritization Exercise

The purpose of this exercise is to identify and prioritize the most urgent and impactful areas for improvement based on the results of the self-assessment.

1. Prepare for the exercise.

- **Identify participants:** Bring together a diverse group of staff from across the organization. Include those responsible for the focus areas being assessed, as well as individuals who can provide insights from different roles, teams, or leadership levels. Consider including individuals with technical expertise or field experience and those involved in implementing nutrition and gender-related programs.
- **Review self-assessment results:** Begin by reviewing the focus areas rated as gender-discriminatory or gender-unaware during the self-assessment. Ensure all participants understand why these areas were rated as such and what gaps were identified.

- **Set the stage:** Start by connecting the exercise to your organization's broader mission, vision, and goals related to gender equality. Ask participants to reflect on the following guiding question: Which improvements will have the most meaningful impact on advancing gender equality within our organization and its nutrition programs?

2. Review and adapt the prioritization criteria.

Introduce the criteria: Explain the purpose of the prioritization criteria:

- a. **Impact:** Will improving this area significantly advance gender equality?
- b. **Feasibility:** Can this improvement be realistically achieved, given current resources?
- c. **Expertise:** Does the organization have the necessary skills to implement improvements in this area?
- d. **Urgency:** How critical is it to act now to prevent harm or take advantage of key opportunities?
- e. **Efficiency:** Will this improvement create meaningful change with minimal resource investment?

Adapt the criteria:

- Encourage participants to discuss which criteria are most important based on the organization's goals, capacity, and current priorities.
- Adjust the criteria or assign **weightings** if some criteria are seen as more relevant than others.

Example: An organization focused on immediate impact may prioritize **efficiency**, while one that addresses long-standing inequalities may emphasize **impact** and **urgency**.

3. Assess each focus area.

Ask participants to individually assess each focus area against the agreed-upon criteria:

Using the template provided (pg. 25), participants should assign a score from **1 to 5** for each focus area, where:

1 = Low alignment with the criteria

5 = Strong alignment with the criteria

Encourage evidence-based scoring. Participants should briefly explain their scores, including examples or rationales to support their assessments.

Example: When scoring for **feasibility**, a participant might note that while staff have relevant expertise, additional funding would be required to make meaningful improvements.

4. Compile and calculate scores.

Collect the completed scoring sheets from all participants.

For each focus area:

- Add the individual scores to calculate the **total score**.
- If criteria are weighted, apply the designated weight before calculating the total.
- Divide the total score by the number of participants to determine the **average score** for each focus area.

5. Review and discuss the results.

Present the average scores for each focus area.

Facilitate a group discussion by asking:

- *Do the top-scoring areas align with our organizational priorities?*
- *Are there lower-scoring areas that still deserve attention?*
- *Do we need to reconsider any scores based on new insights?*

Encourage participants to reflect on whether any focus areas could serve as “**quick wins**”—simple, low-resource actions that could create immediate positive change.

6. Rank the priorities.

Once key focus areas are identified, ask participants to rank their **top five** priorities in order of importance, with one being the highest priority.

Use a weighted scoring system to calculate rankings:

1st place = 5 points

2nd place = 4 points

3rd place = 3 points

4th place = 2 points

5th place = 1 point

Sum the points for each option to determine the group’s collective ranking.

7. Achieve consensus.

Present the compiled rankings to the group and open a discussion to reflect on the results.

Encourage participants to consider which focus areas are likely to have the most significant impact on advancing gender equality and whether the top-ranked areas are realistic, given the organization’s current resources and priorities.

Use this dialogue to address any concerns, discrepancies, or differing viewpoints, and work together to reach a consensus on the final list of priority focus areas.

Scoring Sheet Template

1. **Assign a score:** For each focus area, rate each criterion from 1 (**low alignment**) to 5 (**strong alignment**) based on your assessment.
2. **Apply the weights (optional):** Multiply each score by the assigned weight for that criterion (see weight row in the table).
3. **Add a comment:** Briefly explain your reasoning in the Comments column.
4. **Flag quick wins:** Mark “Yes” in the Quick win? column if the focus area could be improved quickly with minimal resources.
5. **Submit:** Return your completed sheet to the designated lead.

Focus area	Impact	Feasibility	Expertise	Urgency	Efficiency	Total score	Quick win?
Example weights (if applicable)	x3	x2	x1	x2	x1		
Example focus area: Skills development	5 x 3 = 15	4 x 2 = 8	4 x 1 = 4	5 x 2 = 10	3 x 1 = 3	40	Yes
Example comments	Builds internal capacity quickly; training modules already exist; good momentum.						
Weights (if applicable)							
Focus area:							
Comments							
Focus area:							
Comments							
Focus area:							
Comments							
Focus area:							
Comments:							



Photo courtesy of Nutrition International

Action Planning Exercise

Now that you've identified your top focus areas for improvement, the action planning exercise helps you determine concrete actions that move your organization toward gender-transformative practice. Through structured action planning, you'll define clear goals, outline necessary steps, assign responsibilities, and determine how progress will be tracked, ensuring practical, measurable improvements aligned with your organizational capacity and priorities.

Refer to the suggested actions in the 'Example Actions' section and the list of additional resources in **Appendix B** to help identify and tailor actions to your context.

1. Describe the current state.

Select a focus area from your prioritization results. Briefly describe how the organization currently performs in this area and where it sits on the gender continuum (e.g., gender-discriminatory, gender-unaware, or gender-aware). Highlight any relevant gaps or challenges.

2. Define the desired result.

Describe the change you want to see in this area. Your desired result should directly address the identified gaps and reflect progress toward gender-transformative practice.

3. Identify key actions.

List the practical steps your organization can take to move from the current state to the desired result. Refer to the best practices and resources mentioned in the 'Building Blocks Overview' section above and adapt them to meet your organization's specific needs, structure, and available resources.

4. Set SMART goals.

For each action, define a SMART goal:

- **Specific** – Clearly defines what will be done
- **Measurable** – Includes indicators to track progress
- **Achievable** – Feasible with your current resources
- **Relevant** – Aligns with your gender and nutrition goals
- **Time-bound** – Has a clear deadline or timeframe

5. Identify resources.

Outline the human, financial, and material resources needed for implementation, including key team members, estimated costs, and any external support required (e.g., training or consultants).

6. Plan for monitoring and accountability.

Define how progress will be tracked. Include indicators, timelines and **person(s) responsible** so that it aligns with row title Where possible, use your existing MEAL systems, such as quarterly progress reviews or annual assessments.

Action Planning Template

Use this template to plan improvements for your selected focus areas. For each focus area, describe the current state, define the desired result, and outline the key actions needed to move toward gender-transformative practice. Set SMART goals, identify resources, assign responsibilities, and define how progress will be monitored.

Focus area	Example: Skills development	
Current state	Training courses are ad hoc and do not include gender topics	
Desired result	Gender and nutrition are integrated into onboarding and ongoing training	
Key actions	Develop gender training module; update onboarding; offer quarterly sessions	
SMART goal(s)	By Q4, 100% of new staff will have complete gender and nutrition orientation	
Resources needed (staff, budget, tools)	Training coordinator; \$1,000 for materials; HR support	
Timeline	July–December	
Responsible person(s) & M&E plan	HR manager & gender focal point; % trained; feedback survey; annual review	

Example Actions

This section highlights key actions that organizations can take to implement gender-transformative approaches across both organizational and program levels effectively. Appendix B provides links to resources for deeper insight and practical guidance.

Building Block 1: Organizational Culture and Leadership

Action area	Action to move along the continuum
1.1. Active involvement of leadership	• Provide ongoing training for senior leaders on gender-transformative and intersectional leadership, power dynamics, and inclusion. • Establish accountability structures linking leadership to gender equality outcomes (e.g., recruitment, pay equity, promotion). • Appoint gender experts or an advisory board to guide strategic planning and implementation. • Tie leadership incentives (e.g., bonuses) to measurable progress on gender and social justice goals. • Designate executive-level gender champions to lead by example and promote inclusive practices.
1.2. Inclusivity in decision-making	• Establish diverse cross-functional committees that represent a range of identities and roles. • Audit participation to ensure involvement is equitable and all voices are respected. • Rotate committee membership regularly to share leadership and expand inclusion. • Track and report on the representation and influence of women and priority populations in decision-making spaces.
1.3. Policy development and implementation	• Develop internal policies grounded in gender-transformative and feminist principles, encompassing key areas such as HR, advocacy, partnerships, and communications. • Establish mechanisms to translate policies into action (e.g., gender markers, scorecards, key performance indicators, inclusion reviews). • Review and update internal policies regularly (every two to three years) to ensure alignment with evolving best practices and standards.

Building Block 2: HR Practices

Action area	Action to move along the continuum
2.1. Recruitment	- Recruit staff committed to gender equality and social justice, with emphasis on departments lacking diversity. - Proactively identify qualified candidates from under-represented groups. - Ensure that hiring panels are diverse and gender-balanced. - Train recruiters to recognize and address unconscious bias during selection.
2.2. Retention and workplace well-being	- Offer parental leave to all staff, including those on fixed-term contracts. - Implement flexible and remote work arrangements. - Ensure part-time staff have access to equal opportunities, resources, and support. - Monitor workload distribution to avoid burnout. - Develop reintegration plans for staff returning from leave or extended absences. - Promote and model healthy work–life balance practices across the organization.
2.3. Health and safety	- Create and communicate clear codes of conduct on harassment, bullying, and workplace safety. - Deliver regular training on gender-related safety risks in both office and field contexts. - Establish anonymous and accessible reporting mechanisms, including digital platforms for field staff. - Appoint safeguarding officers and departmental focal points. - Provide mental health support through internal or external counselling services.
2.4. Representation in executive and leadership roles	- Collect and analyze leadership data disaggregated by gender and other identities to identify gaps. - Implement mentorship and coaching programs for under-represented groups. - Ensure diverse candidates are appointed based on merit and are supported to succeed in leadership roles.

Building Block 3: Training and Capacity Building

Action area	Action to move along the continuum
3.1. Orientation	• Include gender equality values in offer letters and onboarding materials, emphasizing the organization's commitment to and the employee's role in advancing these values. • Deliver mandatory training on gender-transformative principles for all new staff. • Introduce new hires to the gender focal point or advisor during onboarding. • Include a session on reporting mechanisms for discrimination, harassment, and other forms of inequality.
3.2. Skills development	• Provide role- and department-specific training on gender-transformative approaches. • Offer regular (e.g., biannual) workshops led by internal or external gender experts. • Include sessions on diversity, inclusion, and organization-specific policies related to gender. • Promote peer learning and collaboration across offices and teams. • Encourage participation in external gender equality events and training. • Introduce gender training at a project launch to ensure shared understanding from the outset. • Share curated online resources for ongoing learning.

Building Block 4: Program Design and Implementation

Action area	Action to move along the continuum
4.1. Gender and social inclusion analysis	• Collect disaggregated data (e.g., sex, age, education, ethnicity, location, religion) and analyze differences across priority populations. • Identify gender gaps in access to resources, decision-making, and participation in community life. • Use findings to uncover root causes of inequality and inform program design. • Conduct focus group discussions or key informant interviews to complement quantitative data with lived experiences. • Include an analysis of local gender norms and power dynamics affecting nutrition outcomes.
4.2. Program design	• Define SMART gender goals and indicators at the planning stage. • Tailor activities to address identified gaps and integrate proven gender-transformative practices. • Involve community members and other key stakeholders throughout the design process. • Validate program objectives with representatives from priority populations before finalization. • Budget for gender equality activities from the outset.
4.3. Program implementation	• Assess staff and partners' understanding of gender goals; offer refresher training as needed. • Ensure all training materials are accessible, inclusive, and adapted to local languages. • Align program delivery with gender-transformative goals and provide ongoing mentorship and support. • Utilize checklists or reflection tools to monitor gender integration throughout the implementation process. • Assign focal points to track gender-related progress and identify barriers in real time.

Action area	Action to move along the continuum
4.4. Gender and social justice expertise	• Hire or partner with gender experts and local organizations with relevant experience. • Integrate gender advisors throughout the program cycle. • Provide regular training and support to build internal capacity. • Establish a peer learning network or community of practice to share knowledge across teams. • Include gender expertise as a selection criterion in partner contracts or Terms of References.
4.5. Partnerships and inclusion	• Engage women and priority populations early in project planning to develop culturally appropriate and inclusive programs. • Involve women, youth, and priority populations in decision-making bodies, such as steering committees. • Design accessible feedback mechanisms and participatory evaluation tools with community input. • Co-create program indicators with stakeholders to reflect their lived experiences and priorities. • Host regular listening sessions or community dialogues throughout the project life cycle. • Provide training or stipends to support the meaningful participation of women and priority populations.

Building Block 5: Monitoring, Evaluation, Accountability, and Learning (MEAL)

Action area	Action to move along the continuum
5.1. Monitoring	• Co-develop gender-sensitive indicators with priority populations to reflect community-defined goals and objectives. • Track gender-transformative key performance indicators (e.g., shifts in decision-making or power dynamics). • Include gender and intersectionality indicators in routine data collection. • Monitor shifts in social norms through data on attitudes and behaviours. • Disaggregate all monitoring data by sex, age, and other relevant factors. • Build the capacity of staff and partners to collect and accurately interpret gender data.
5.2. Evaluation	• Evaluate program effects on roles, access to resources, and social norms. • Conduct gender analyses at baseline, midline, and endline to assess change over time. • Use mixed-methods evaluations to capture both quantitative and qualitative impacts of gender. • Involve women and priority populations in shaping evaluation questions and tools.
5.3. Accountability	• Engage women and priority populations in decision-making and accountability mechanisms. • Promote participatory approaches that ensure community ownership. • Monitor participation in program decisions and activities, with a focus on promoting inclusion. • Share results and explain how community feedback shaped decisions. • Establish anonymous channels for safe feedback, including digital options. • Publicly recognize when community input leads to program changes.
5.4. Learning	• Capture lessons on norm change and the role of diverse stakeholder engagement. • Utilize data to refine MEAL tools and strategies and enhance their effectiveness in addressing power imbalances. • Highlight the long-term value of gender-transformative approaches. • Share insights on how gender indicators link to broader development outcomes. • Create space for internal reflection sessions on gender learning across teams. • Document and share learning products (e.g., briefs, webinars) with partners and donors.

Building Block 6: Advocacy, Communications, and Marketing

Action area	Action to move along the continuum
6.1. Advocacy	• Lead policy dialogues with government and stakeholders on gender-transformative nutrition policies. • Share data and success stories to highlight the impact of policy change. • Organize national campaigns to promote gender equality in nutrition and health. • Develop gender-focused policy briefs, talking points, and advocacy materials. • Provide training for government staff and program implementers on gender-responsive advocacy. • Include gender experts in advocacy task forces or coalitions. • Use gender-sensitive indicators to track advocacy outcomes such as policy changes and public engagement.
6.2. Communications (internal and external)	• Share success stories and long-term outcomes of gender-transformative programming through diverse media. • Use accessible platforms (e.g., SMS, radio, mobile) to challenge harmful norms and share key messages with relevant stakeholders. • Regularly report program progress using testimonials from priority populations. • Train staff in feminist communication principles to ensure inclusive and rights-based messaging. • Feature women and priority populations as experts and storytellers. • Align all messaging with core organizational values on gender equality and social justice.
6.3. Marketing	• Ensure diverse representation in all marketing content, avoiding stereotypes and harmful norms. • Use inclusive, respectful language in promotional materials. • Update outdated visuals and messages that reinforce traditional gender roles. • Build a diverse and inclusive marketing team to reflect varied perspectives. • Co-create marketing campaigns with women and priority populations. • Monitor public feedback to assess whether marketing promotes inclusion and equity.

Building Block 7: Finance and Procurement

Action area	Action to move along the continuum
7.1. Finance	• Allocate specific funding to address gender-transformative capacity gaps and support gender equality outcomes. • Provide staff training on gender-responsive budgeting practices. • Include gender advisors in budget and proposal planning to ensure alignment with gender equality goals. • Set clear budget targets or percentages dedicated to gender-transformative initiatives. • Include gender-related budget lines in partner agreements to ensure accountability. • Track spending on gender equality initiatives and evaluate return on investment.
7.2. Procurement	• Assess procurement plans to ensure goods and services support gender equality and empowerment goals. • Prioritize contracts with women-owned and priority population-led businesses. • Organize training and mentorship programs for under-represented vendors to enhance their competitiveness. • Monitor the long-term impact of capacity building on supplier participation. • Adopt inclusive procurement policies that promote equity across the supply chain. • Track and publicly report procurement spending by vendor type (e.g., women-led, small business). • Offer feedback to vendors on how to meet inclusive procurement criteria.

Building Block 8: Partnerships and Resource Mobilization

Action area	Action to move along the continuum
8.1. Partnerships	• Identify partners' priorities and commitments to gender equality and social justice. • Assess partner capacity on gender-transformative programming and provide targeted support. • Embed gender equality in project planning discussions, Memorandums of Understanding (MOUs), and partnership agreements. • Offer regular training and resources to strengthen partners' understanding of gender and power dynamics. • Prioritize partnerships with women-led or equity-focused organizations. • Facilitate joint learning exchanges where partners can share best practices and challenges.
8.2. Resource mobilization	• Build strong relationships with donors that prioritize gender equality and social justice. • Diversify funding sources to reduce reliance on donors that deprioritize gender-transformative goals. • Regularly review donor frameworks and reporting tools to align with evolving gender priorities. • Use data and research to advocate for the inclusion of gender-sensitive indicators in funding agreements. • Allocate internal funds to support gender-focused activities when external funding is limited. • Host learning events to share impact data and advocate for increased gender-transformative funding. • Share case studies and best practices with donors to promote replication and scale-up.



Photo courtesy of Nutrition International

Case Study: Using the Gender-Transformative Guide at the Country Level

Background

A country office of a large international NGO recognized that, although gender equality was an organizational priority, many day-to-day practices at the country level were not actively advancing gender-transformative nutrition programming. Staff observed gaps in recruitment, onboarding, training, and partnership practices that negatively impacted their ability to create inclusive programs and work environments.

To address these gaps, the country team used the *Organizational Guide for Assessing Gender-Transformative Capacity in Nutrition Programming* to reflect on their internal operations and identify practical steps they could take within their local context. Although many HR and policy decisions were made at headquarters, the country team found the tool helpful for identifying areas they could influence directly and for initiating conversations with global teams about broader changes.



Step 1: Building Block Self-Assessment

The country office established a small working group comprising representatives from various programming, gender, HR, MEAL, communications, and procurement teams. The working group began by reviewing the gender continuum and building block definitions to develop a shared understanding.

Each member reviewed the tool individually and then participated in a group discussion to assess **all eight building blocks** using the self-assessment tables. The members focused on what was happening **locally**—not just formal policies but also day-to-day practices, informal norms, and staff experiences.

Example results:

- **Recruitment:** *Gender-unaware*
Job postings were not widely promoted to diverse audiences, and selection panels lacked diversity.
- **Orientation:** *Gender-unaware*
New staff were not introduced to the organization's gender commitments during onboarding.
- **Workplace well-being:** *Gender-transformative*
The office offered flexible work arrangements and on-site childcare support.
- **Monitoring:** *Gender-aware*
Disaggregated data were collected but not systematically used to inform decisions.

The team documented scores, examples, and gaps using the guidance worksheet and referred to staff surveys, recruitment data, and onboarding materials for their rationale.

Step 2: Prioritization of Focus Areas

After identifying focus areas that were gender-discriminatory or gender-unaware, the team held a half-day session with additional staff to prioritize where to focus improvement efforts.

They reviewed five prioritization criteria—**impact, feasibility, expertise, urgency, and efficiency**—and decided to weigh them equally. Each participant scored the focus areas individually and briefly explained their ratings.

After compiling and reviewing scores, the team agreed to prioritize two areas:

- **Recruitment**, because it was feasible to improve locally and could drive lasting change in staff diversity.
- **Orientation**, because small changes to onboarding could quickly build awareness of gender equality and improve internal culture.

These decisions reflected both the scoring results and the group's discussions about what was realistic and meaningful at the country level.

Step 3: Action Planning

The team developed a practical action plan using the tool's planning template, focusing on the steps they could take **within their existing authority and resources**.

Step 3: Action Planning

The team developed a practical action plan using the tool's planning template, focusing on the steps they could take within their existing authority and resources.

Focus area	Recruitment	Orientation
Current state	A limited representation of women and priority populations is observed in specific departments. Hiring does not proactively reach diverse candidates, and no formal outreach partnerships are in place.	Orientation does not include any gender content; staff are unaware of the organization's gender commitments.
Desired result	More inclusive recruitment increases gender and diversity representation, especially in departments with gaps.	All new staff understand gender equality commitments from day one.
Key actions	Partner with local women's groups and community organizations to promote job openings and attract diverse applicants.	Update orientation materials and sessions to include gender principles and expectations.
SMART goal(s)	Hire at least three women and two candidates from priority populations into under-represented departments by December 2026.	Revise materials and begin delivering updated orientation, including gender content, to all new hires by January 2026.
Resources needed	Staff time (HR lead & gender focal point); minimal budget for outreach (transport, printing, community engagement); list of community partners	Gender focal point to draft content; HR to revise delivery; no additional cost if integrated into existing onboarding
Timeline	April 2025 – December 2026	August 2025 – December 2025
Responsible person(s) & M&E plan	Lead: HR coordinator Support: Gender focal point, hiring managers M&E: Disaggregated recruitment data reviewed quarterly by HR with gender focal point	Lead: HR coordinator Support: Gender focal point M&E: Confirmation form signed during onboarding; quarterly review of orientation content updates

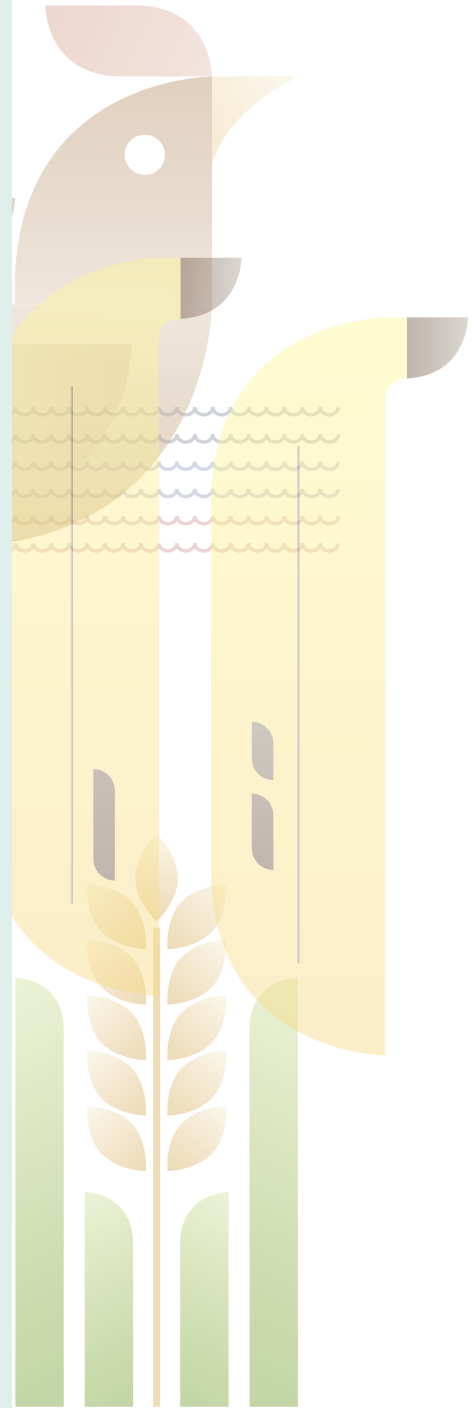
Conclusion

This guidance is designed to support organizations on their journeys toward gender-transformative nutrition programming. By assessing foundational building blocks, identifying areas for improvement, and developing clear actionable plans, organizations can move beyond intention to meaningful change.

Achieving gender equality in nutrition is not a one-time effort but an ongoing process that requires commitment, reflection, and collaboration. Whether used at the organizational, team, or country-office level, this guidance is designed to be flexible and adaptable, helping you build on strengths, address gaps, and foster more equitable and inclusive systems.

As you implement the prioritized actions, we encourage you to periodically revisit this guidance to assess progress, share learning, and continue advancing your organization's capacity to challenge harmful norms and create a lasting impact for all, especially women, girls, and other structurally excluded groups.

Together, we can create nutrition programs—and institutions—that are genuinely gender-transformative.



Appendices

Appendix A: Building Block Criteria

Building Block 1: Organizational Culture and Leadership

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
1.1. Active involvement of leadership from all levels	Leadership does not promote gender equality or social justice and can even tolerate or reinforce existing inequalities. No accountability mechanisms are in place.	Leadership acknowledges the importance of gender equality but takes limited or no concrete steps to achieve it. Accountability mechanisms are weak or unenforced.	Leadership actively promotes gender equality and social justice, with clear actions and strong accountability systems in place.	Leadership embeds gender equality and social justice into all organizational efforts, drives systemic change, and empowers staff to challenge the status quo. Feedback mechanisms ensure leadership is held accountable.
1.2. Inclusivity in decision-making	Decision-making excludes women and priority populations. Inclusivity is not valued, and no accountability systems are in place.	Women and priority populations may be represented but lack real influence. Accountability mechanisms are inconsistent.	Women and priority populations are meaningfully included in decision-making processes, with intentional efforts made to ensure their active participation. Strong accountability measures are in place.	Decision-making processes are fully inclusive and power-sharing. Women and priority populations lead or co-lead decisions, with strategies and robust systems in place to overcome resistance and hold leadership accountable for achieving transformative outcomes.
1.3. Policy development and implementation	Policies ignore gender and social justice disparities and fail to meet the needs of women and priority populations. No gender policy exists or is being developed; resistance to change may be present.	Gender and social justice are frequently mentioned in policy documents, but they often lack depth and are not effectively integrated into meaningful implementation. Accountability is weak or inconsistently applied.	Policies clearly address gender and social justice issues, with defined goals, actions, and mechanisms in place to monitor implementation. Leadership is responsible for results.	Policies are intentionally designed to transform harmful norms and systems. The organization allocates resources, builds staff capacity, and tracks outcomes using transparent and accountable systems to ensure progress for women and priority populations.

Building Block 2: HR Practices

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
2.1. Recruitment	Recruitment processes exclude or disadvantage women and priority populations. Panels often lack diversity and may reflect biased views, leading to homogeneous hiring decisions.	Occasional efforts are made to include women and priority populations, but systemic biases in recruitment persist. Panels may be diverse, but their input is limited.	Recruitment is inclusive and equitable, addressing gender and intersectional gaps. Diverse panels are used, and all voices are valued in hiring decisions.	Recruitment is intentionally designed to eliminate bias and structural barriers. Diverse panels drive hiring decisions aligned with equity and inclusion goals.
2.2. Retention and workplace well-being	The workplace reinforces gender stereotypes and excludes or disadvantages priority populations. No flexible policies or support systems are in place. Pay gaps and barriers to advancement are common.	There is acknowledgment of inequities but limited action. Some support policies exist but are inconsistently applied. Advancement remains difficult for priority populations.	The organization promotes an inclusive and respectful culture. Flexible policies, parental leave, and equitable advancement opportunities are in place. Pay equity is monitored and addressed.	The workplace is structured to dismantle harmful norms and actively support all staff equitably. Inclusive policies are fully implemented, pay equity is achieved, and priority populations are mentored and promoted into leadership.
2.3. Health and safety	Health and safety risks for women and priority populations are ignored. Unsafe conditions, including harassment or violence, are tolerated. No trusted reporting systems exist.	Risks for women and priority populations are acknowledged but not adequately addressed. Protections may exist but are poorly enforced. Reporting systems are not trusted or accessible.	Health and safety policies account for employee's diverse needs, including those related to gender. A zero-tolerance approach is enforced, with safe, trusted reporting mechanisms and inclusive protections.	Policies actively prevent risks and tackle the root causes of unsafe conditions. A culture of safety and inclusion is part of everyday work. Reporting systems are easy to access, support survivors, and lead to real improvements.
2.4. Representation in executive and leadership roles	Leadership lacks gender and social diversity. No actions are taken to promote inclusive leadership. Stereotypes and biases are reinforced through promotions and leadership culture.	Diversity in leadership is acknowledged but not addressed. Representation of women and priority populations is tokenistic, with limited influence or decision-making power.	Leadership is increasingly diverse and inclusive, with efforts to remove barriers and promote women and priority populations through targeted programs and leadership development.	Leadership reflects equitable representation. The organization actively addresses power imbalances and employs long-term strategies such as inclusive recruitment and succession planning to sustain a diverse leadership team.

Building Block 3: Training and Capacity Building

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
3.1. Orientation	Orientation ignores gender equality and may reinforce stereotypes. There is no training on gender sensitivity, and no effort is made to include women and priority populations.	Gender may be mentioned briefly but is not meaningfully integrated. Basic conduct policies exist but do not focus on addressing bias or promoting inclusion. Participation of women and priority populations is tokenistic.	Orientation highlights gender equality and inclusion as core values. New staff receive training on gender sensitivity and unconscious bias. Diverse voices are included in content and delivery.	Orientation actively challenges harmful norms and centres gender equality and social justice. Comprehensive training is included, and diverse leadership sets the tone for an inclusive culture from day one.
3.2. Skills development	No training is offered on gender, inclusion, or intersectionality. Training excludes or overlooks the needs of women and priority populations and reinforces traditional gender roles.	Gender-related issues may be occasionally mentioned, but no dedicated training sessions explicitly address these issues. Access is open but not actively encouraged or supported for women and priority populations.	Gender and intersectionality training is regularly offered and designed to build inclusive practices. Women and priority populations are encouraged and supported to access all skill-building opportunities.	Gender and intersectionality training is embedded across all programs. Training challenges norms, promotes equity, and empowers women and priority populations to access and lead in areas where they have been under-represented.

Building Block 4: Program Design and Implementation

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
4.1. Gender and social inclusion analysis	No analysis is done to inform programs. Gender and intersectional differences are often overlooked, and programs are assumed to have a uniform impact on everyone.	Analysis is optional, lacks clear guidance, and does not explore power or structural inequalities.	Analysis is built into program design and explores roles, power imbalances, and disparities affecting priority populations.	Analysis is integrated throughout the program cycle and used to challenge harmful norms and systems that drive inequality.

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
4.2. Program design	Gender and intersectionality are dismissed. Programs often overlook inequality and exclude women and priority populations from goal-setting.	Gender considerations are inconsistently applied. Outcomes are vague or tokenistic. Participation from women and priority populations is limited or superficial.	Programs are designed to meet the specific needs of women and priority populations. Clear outcomes are defined, and inclusive input shapes the design process.	Programs aim to transform harmful norms and systems. Women and priority populations co-create program goals, and outcomes are focused on long-term, structural change.
4.3. Program implementation	Gender and social justice are ignored. No staff training, safety measures, or inclusive practices are in place. Resources are distributed inequitably.	Gender equality and safety are mentioned but not prioritized. Staff training is minimal. Safety protocols exist but are weak. Resources for women and priority populations are insufficient.	Gender equality and safety are fully integrated. Staff receive regular training. Women and priority populations are included in decision-making processes, and resources are allocated to meet their specific needs and requirements.	Programs actively promote safety and equality while transforming harmful norms. Women and priority populations lead implementation. Comprehensive training, safety, and resource strategies ensure inclusion and long-term impact.
4.4. Gender and social justice expertise	Gender and social justice expertise is dismissed or excluded from programming.	Expertise is occasionally utilized, but it has little influence on decisions or outcomes.	Expertise is integrated across program design, delivery, and evaluation to ensure gender and social justice are addressed.	Expertise drives programming, shaping strategies that challenge harmful norms and advance equality throughout all phases of the program.
4.5. Partnership and inclusion	Women and priority populations are excluded from partnership and inclusion efforts. More privileged groups lead decisions, and no feedback is sought or used.	Women and priority populations may be invited to participate, but their involvement is limited and rarely influences decisions. Feedback may be collected but is not acted upon.	Partnership and inclusion efforts ensure the meaningful participation of women and priority populations. Their input is regularly used to inform and improve programs.	Women and priority populations lead partnership and inclusion efforts, helping to shape decisions and shift power dynamics. Strong feedback mechanisms ensure their perspectives drive transformative change.

³ Safety in program implementation refers to the physical, emotional, and psychological safety of both staff and participants. This includes preventing and responding to harassment, discrimination, and gender-based violence, as well as ensuring inclusive spaces where priority populations feel respected, heard, and protected.

Building Block 5: Monitoring, Evaluation, Accountability, and Learning

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
5.1. Monitoring	Monitoring ignores gender and intersectionality. Disaggregated data is not collected, and women and priority populations are excluded.	Some disaggregated data and gender indicators are collected, though inconsistently. Women and priority populations may be included, but their input has little influence.	Monitoring encompasses gender and intersectional indicators, utilizing disaggregated data to understand the differential impacts. Reflexivity and transparency are introduced, and women and priority populations are meaningfully engaged in shaping what gets measured.	Monitoring is grounded in feminist principles—capturing shifts in power, equity, and voice. Women and priority populations lead or co-lead monitoring activities. Data is used not just to track progress but to question systems and drive collective, rights-based transformation.
5.2. Evaluation	Gender and intersectionality are ignored in evaluations. There is no analysis of how programs affect different groups. Women and priority populations are excluded from the process.	Gender and intersectionality may be mentioned, but they are not a priority. Recommendations are superficial. Women and priority populations may be consulted, but their input has limited influence.	Evaluations examine how programs affect various groups and influence power dynamics. Women and priority populations play a crucial role in shaping evaluation questions. Findings are used to inform practice and promote equity.	Evaluations employ feminist and participatory approaches that prioritize lived experiences, challenge systemic barriers, and amplify the voices of marginalized individuals. Women and priority populations play crucial roles in shaping frameworks, co-analyzing data, and co-creating transformative recommendations.
5.3. Accountability	No one is responsible for gender or social justice outcomes. Failures are often overlooked, and programs may inadvertently reinforce existing inequalities.	Some accountability exists, but responsibility is unclear. Results rarely lead to action.	Gender accountability is built into roles and processes. Leadership and staff are responsible for equitable outcomes, and feedback from priority populations informs decision-making.	Accountability mechanisms uphold feminist values of shared power and collective responsibility. Priority populations hold implementers accountable. There are clear pathways for redress, and failure to advance equity triggers structural and strategic change.

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
5.4. Learning	Gender and social justice learning is ignored or seen as irrelevant. Lessons are not documented or shared.	Learning occurs occasionally but is not prioritized or applied in a meaningful way.	Learning about gender equality and social justice is intentional and used to improve programs. Safe spaces are created for staff and partners to reflect on power, identity, and privilege.	Learning is continuous, collective, and political. Feminist learning practices centre on reflection, humility, and voice. Insights from priority populations are elevated and utilized to challenge dominant narratives and inform the reshaping of strategies across the organization and sector.

Building Block 6: Advocacy, Communications, and Marketing

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
6.1. Advocacy	Advocacy efforts ignore gender equality and social justice. Issues affecting women and priority populations are not addressed, and they are excluded from shaping advocacy strategies.	Gender equality and social justice are mentioned but treated as side issues. Women and priority populations may be consulted, but they have limited influence.	Advocacy focuses on addressing gender and intersectional inequalities. Women and priority populations are actively involved in shaping messages, strategies, and goals.	Advocacy is grounded in feminist values, aiming to shift power and transform systems. Advocacy strategies are co-created and led by women and priority populations who drive the agenda for long-term structural change.
6.2. Communications (internal and external)	Communications reinforce stereotypes and exclude women and priority populations. Messaging does not reflect diverse identities or challenge harmful norms.	Some inclusive language or imagery is used, but efforts are inconsistent or tokenistic. Representation of women and priority populations lacks depth or influence.	Communications consistently use inclusive language and reflect diverse voices and experiences. Women and priority populations are featured meaningfully and actively engaged in shaping messages.	Communications challenge harmful gender norms and narratives. Messaging is co-created and led by women and priority populations to ensure their perspectives drive transformative storytelling and social change.

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
6.3. Marketing	Marketing reinforces stereotypes and excludes or misrepresents women and priority populations. Campaigns target privileged groups and ignore diverse needs.	Marketing includes some inclusive imagery or messaging, but representation is superficial. Campaigns rarely challenge traditional norms or focus on equity.	Marketing is inclusive, representative, and tailored to the needs of women and priority populations. Campaigns challenge stereotypes and promote diversity, equity, and inclusion.	Marketing is used as a tool for transformation, designed and led by women and priority populations. Campaigns actively shift narratives, challenge structural norms, and amplify the voices of those who have been historically excluded.

Building Block 7: Financing and Procurement

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
7.1. Budgets and financing	Budgeting ignores gender and social justice. Resources are disproportionately allocated to programs that reinforce inequality. There is no effort to address disparities.	Gender and social justice may be mentioned, but funding for related initiatives is minimal or inconsistent. These considerations are not part of core financial planning.	Budgets include targeted funding to address gender and intersectional gaps. Gender equality and social justice are integrated into financial strategies, and resources are allocated equitably to support women and priority populations.	Financial planning is rooted in feminist principles and long-term transformation. All funding decisions aim to shift power, dismantle barriers, and invest in initiatives that promote equity for women and priority populations. Budgeting is participatory and transparent.
7.2. Procurement	Procurement practices ignore equity and favour privileged suppliers. Businesses led by women and priority populations are excluded or overlooked. No support is provided to help these businesses access opportunities.	Procurement involves some suppliers led by women and priority populations; however, policies often lack a clear intent or strategy to promote equity. Inclusion is inconsistent and unsupported.	Procurement processes are inclusive, with clear efforts to engage and support diverse suppliers. Policies promote fair access, and capacity-building initiatives are provided to support women and priority populations in achieving success.	Procurement is used as a tool for systemic change. Practices prioritize partnerships with diverse suppliers and are co-designed with them. Long-term support helps challenge market inequalities and create a more inclusive economy.

Building Block 8: Partnerships and Resource Mobilization

Assessment area	Gender-discriminatory	Gender-unaware	Gender-aware	Gender-transformative
8.1. Partnerships	Gender equality and social justice are not considered when selecting partners. Collaborations are formed without regard for shared values, and partners receive no support to strengthen their gender commitments.	Gender equality and social justice may be mentioned in partnership discussions but are not central. The organization occasionally shares resources but does not consistently support its partners in building capacity.	The organization seeks partners that share its values of gender equality and social justice, and it encourages others to strengthen their commitments to these values. It shares tools and resources to support partner growth and mutual learning.	Partnerships are grounded in feminist values of equity, power-sharing, and solidarity. The organization prioritizes partnerships with women-led and rights-based organizations. It co-develops gender-transformative goals and builds long-term capacity with partners through collaborative, trust-based relationships.
8.2. Resource mobilization	Resource mobilization ignores gender and social justice. Funding is often secured for programs that reinforce inequalities. Donors who prioritize equity are not engaged.	Gender and social justice may be mentioned in funding proposals but not prioritized. The organization occasionally collaborates with equity-minded donors but does not actively seek out transformative funding opportunities.	The organization actively seeks funding that supports gender equality and social justice. It partners with donors who prioritize these values and tailors proposals to address intersectional needs.	A vision for systemic change drives resource mobilization. The organization collaborates with donors to co-create gender-transformative funding opportunities, build long-term partnerships that challenge inequities, and advance justice for priority populations.

Appendix B: List of Additional Resources

Building Block 1: Organizational Culture and Leadership

1. Catalyst. (2021). Women in leadership: What leaders can do to drive gender equality. <https://www.catalyst.org/insights/2024/foster-latine-womens-success>
2. European Institute for Gender Equality. (n.d.). Gender balance in leadership and decision-making. <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/gender-balance-leadership-and-decision-making>
3. Global Affairs Canada. (2024). Feminist international assistance gender equality toolkit for projects. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng
4. International Labour Organization. (2009). Gender equality at the heart of decent work. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_norm/@arelconf/documents/meetingdocument/wcms_105119.pdf
5. McKinsey & Company & LeanIn.org. (2024). Women in the workplace 2024: The 10th anniversary report. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>
6. Plan International. (2024). Global policy: Gender equality and inclusion. https://plan-international.org/uploads/2024/05/GLO-Global_Gender_Equality_Inclusion_Policy-IO-Final-ENG-Feb24-1-1.pdf
7. Andraos, N. (2015). Toolkit for compliance with USAID policy on gender equality: Guidance for USAID/ Lebanon and implementing mechanisms. United States Agency for International Development. https://encompassworld.com/wp-content/uploads/2017/02/Gender-Compliance-Toolkit_final.pdf
8. United Nations Development Programme. (2014). UNDP gender equality strategy 2014–2017: The future we want – Rights and empowerment. UNDP. <https://www.undp.org/publications/gender-equality-strategy-2014-2017>

9. UN Women & UN Global Compact. (2010). Women's empowerment principles: Equality means business. UN Women. <https://www.unwomen.org/en/digital-library/publications/2011/10/women-s-empowerment-principles-equality-means-business>

Building Block 2: HR Practices

1. Alliance for Financial Inclusion. (2024). A toolkit for increasing gender diversity and women's leadership in financial regulatory institutions. <https://www.afi-global.org/wp-content/uploads/2024/10/A-Toolkit-for-Increasing-Gender-Diversity-and-Womens-Leadership-in-Financial-Regulatory-Institutions.pdf>
2. Australian Department of Foreign Affairs and Trade. (n.d.). Preventing sexual exploitation, abuse, and harassment. <https://www.dfat.gov.au/international-relations/themes/preventing-sexual-exploitation-abuse-and-harassment>
3. Australian Volunteers International. (2022). Preventing sexual exploitation, abuse, and harassment (PSEAH) policy. https://www.australianvolunteers.com/assets/documents/Resource-page/AVI-PSEAH-Policy_Aug-2022.pdf
4. Boehm, J., Blumberg, E., Fischer-Colbrie, L., Hillenbrand, M., Menon, J., Mokhethi, K., Samu, H., & Houck, F. (2021). Delivering gender equality: A best practices framework for male-dominated industries (Adapted version). BEAM Exchange. https://beamexchange.org/media/filer_public/d3/b9/d3b9b784-685a-4595-a324-85a4b4206b5f/delivering-gender-equality-best-practices-framework_1.pdf
5. Caribbean Regional Fisheries Mechanism. (2021). Promoting gender equality in recruiting and hiring: Approaches for consideration in CRFM. CRFM Technical & Advisory Document No. 2020-0X. http://ns1.crfm.net/~uwohxjxf/images/CRFM__Tech__Advisory_Doc_No_2020-0X_Promoting_Gender_Equality_in_Recruiting_and_Hiring_-_approaches_for_consideration_in_CRFM_6_Jan_2021.pdf

6. European Institute for Gender Equality. (n.d.). Gender equality in recruitment and career progression. https://eige.europa.eu/gender-mainstreaming/toolkits/gear/gender-equality-recruitment-and-career-progression?language_content_entity=en
7. European Institute for Gender Equality. (n.d.). Measures against gender-based violence, including sexual harassment. <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/measures-against-gender-based-violence-including-sexual-harassment>
8. European Institute for Gender Equality. (n.d.). Work-life balance and organisational culture. <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/work-life-balance-and-organisational-culture>
9. Persaud, C. (2025). Gender and security: Guidelines for mainstreaming gender in security risk management. Global Interagency Security Forum (GISF). <https://gisf.ngo/wp-content/uploads/2025/03/Gender-and-Security-EN.pdf>
10. Uppsala University. (2013). Gender equality plan 2013–2015. European Institute for Gender Equality. http://eige.europa.eu/sites/default/files/upsala-univ_gep_2013-2015.pdf
4. USAID Advancing Nutrition. (2021). Gender training: Accompanying PowerPoint presentation. Gender training for Nutrition. Accessed January 1, 2025.
5. USAID Advancing Nutrition. (2021). Gender training guide. Gender training for Nutrition tool kit. Accessed January 1, 2025.

Building Block 4: Program Design and Implementation

1. Action Against Hunger Canada. (2022). Gender-transformative approach toolkit. https://actionagainsthunger.ca/app/uploads/2024/02/GTA-toolkit_July-2022_final_v.1.pdf
2. Angulo, J., Smith, D., Stones, E., Ghelani, S., Kaur, K., Rizzo, T., & Santillán, D. (2021). Gender, youth, and social inclusion analysis document review. USAID/Uganda MCHN Activity, EnCompass LLC. https://encompassworld.com/wp-content/uploads/2021/12/USAID-MCHN_GYSI-Documents-Review-Report2.pdf
3. Cole, S. M., Kantor, P., Sarapura, S., & Rajaratnam, S. (Eds.). (2015). Gender-transformative approaches to address inequalities in food, nutrition, and economic outcomes. International Food Policy Research Institute. Stakeholder engagement-Participatory approach (p. 11)
4. European Institute for Gender Equality. (n.d.). Gender analysis: How does gender analysis work? <https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-analysis#toc-how-does-gender-analysis-work>
5. European Institute for Gender Equality. (n.d.). Gender planning. Gender planning
6. European Institute for Gender Equality. (n.d.). Gender mainstreaming in the policy cycle. https://eige.europa.eu/gender-mainstreaming/policy-cycle?language_content_entity=en#toc-plan
7. European Institute for Gender Equality. (n.d.). What is gender mainstreaming? <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>
8. Food and Agriculture Organization of the United Nations. (2020). Toolkit for gender analysis of livestock value chains. <https://openknowledge.fao.org/server/api/core/bitstreams/e818ef43-f9a6-48b0-a764-1c29571e040c/content> (p. 115)

Building Block 3: Training and Capacity Building

1. Andrae, K., Cordier, S., & Veitch, G. (n.d.). Gender equality training manual. HelpAge International. <https://www.helpage.org/silo/files/gender-equality-training-manual.pdf>
2. Boehm, J., Blumberg, E., Fischer-Colbrie, L., Hillenbrand, M., Menon, J., Mokhethi, K., Samu, H., & Houck, F. (2021). Delivering gender equality: A best practices framework for male-dominated industries (Adapted version). BEAM Exchange. https://beamexchange.org/media/filer_public/d3/b9/d3b9b784-685a-4595-a324-85a4b4206b5f/delivering-gender-equality-best-practices-framework_1.pdf (pp. 44–56)
3. European Institute for Gender Equality. (n.d.). Training on gender equality and institutional change. <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/training>

9. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 3: Gender equality expertise and project team responsibilities. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_3
10. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 10: Project implementation plan and gender equality strategy. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_10
11. International Agency for the Prevention of Blindness. (2020). Gender analysis: A rough guide and toolkit. https://www.iapb.org/wp-content/uploads/2020/10/Gender_Analysis_Rough_Guide_and_Toolkit.docx.pdf
12. Lau, J., Ruano-Chamorro, C., Lawless, S., & McDougall, C. (2021). Gender transformative approaches for advancing gender equality in coral reef social-ecological systems: Good practice and technical brief. CARE. https://careclimatechange.org/wp-content/uploads/2021/06/GTAs-and-Coral-Reefs_technical-brief_FINAL_13-Oct-2021.pdf
13. NDC Partnership. (2021). Gender-responsive NDC action plans: A practical guide. <https://ndcpartnership.org/sites/default/files/2023-09/gender-responsive-ndc-action-plans-practical-guide-march-2021.pdf>
14. Nutrition International. (2022). Gender considerations in project design: A briefing note on the gender coding scales and gender equality continuum. <https://www.nutritionintl.org/wp-content/uploads/2022/08/Gender-Considerations-Briefing-Note-FINAL-1.pdf>
15. Nutrition International. (2021). Sex- and gender-based analysis (SGBA): A toolkit for nutrition programs. <https://www.nutritionintl.org/wp-content/uploads/2021/07/SGBA-Toolkit-Nutrition-International.pdf>

Building Block 5: Monitoring, Evaluation, Accountability, and Learning

1. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 14: Evaluating project performance on gender equality. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_14
2. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 12: Monitoring performance on gender equality. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_12
3. Lau, J., Ruano-Chamorro, C., Lawless, S., & McDougall, C. (2021). Gender transformative approaches for advancing gender equality in coral reef social-ecological systems: Good practice and technical brief. CARE. https://careclimatechange.org/wp-content/uploads/2021/06/GTAs-and-Coral-Reefs_technical-brief_FINAL_13-Oct-2021.pdf
4. Oxfam Canada. (2020). Feminist monitoring, evaluation, accountability and learning (MEAL). <https://www.oxfam.ca/wp-content/uploads/2020/06/Oxfam-Canada-Feminist-MEAL-Guidance-Note-English.pdf>
5. UNICEF. (2019). UNICEF guidance on gender equality in evaluation. <https://www.unicef.org/evaluation/media/1221/file/UNICEF%20Guidance%20on%20Gender.pdf>
6. Wakefield, S., & Koerppen, D. (2017). Applying feminist principles to program monitoring, evaluation, accountability and learning. Oxfam. <https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620318/dp-feminist-principles-meal-260717-en.pdf?sequence=4>

Building Block 6: Advocacy, Communications, and Marketing

1. Affiat, R. A., Vaz, F., & Rahmadhani, P. (2022). Gender transformative communication: A toolkit. Friedrich-Ebert-Stiftung (FES), Gender Justice Hub Asia. <https://library.fes.de/pdf-files/bueros/nepal/19016.pdf>

2. Cullerton, K., Donnet, T., Lee, A., & Gallegos, D. (2018). Effective advocacy strategies for influencing government nutrition policy: A conceptual model. *International Journal of Behavioral Nutrition and Physical Activity*, 15(1), 83. <https://doi.org/10.1186/s12966-018-0716-y>
3. Kantar. (n.d.). How can advertising drive gender equality? <https://www.kantar.com/inspiration/advertising-media/how-can-advertising-drive-gender-equality>
4. Koç Holding. (2021). Mainstreaming diversity and gender equality in marketing communications. HeForShe. https://www.heforshe.org/sites/default/files/2021-05/hfs_proven_solutions_koc_holding.pdf
5. UN Women. (2024). Toolkit to promote gender equality in marketing and advertising. <https://arabstates.unwomen.org/sites/default/files/2024-03/toolkit-unw-d2.pdf>
6. UNICEF. (2019). Promoting positive gender roles in marketing and advertising in the context of COVID-19: Key considerations for business. <https://www.unicef.org/media/67561/file/Promoting-Positive-Gender-Roles-in-Marketing-and-Advertising.pdf>
4. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 8: Budget to achieve gender equality outcomes. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_8
5. UN Women. (2022). Building gender-responsive procurement: Lessons from research and practice. <https://www.unwomen.org/sites/default/files/2022-11/Guidance-note-Building-gender-responsive-procurement-en.pdf>
6. European Institute for Gender Equality. (n.d.). Gender-responsive public procurement. https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-responsive-public-procurement?language_content_entity=en

Building Block 7: Finance and Procurement

1. UN Women. (n.d.). Gender-responsive budgeting: Analysis of budget programmes from gender perspective. <https://eca.unwomen.org/sites/default/files/Field%20Office%20ECA/Attachments/Publications/Country/Ukraine/EN%20manual%20GRB%20AnalysisPRINT-100.pdf>
2. UN Women. (2015). Handbook on costing gender equality. <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2015/Handbook%20on%20Costing%20Gender%20Equality.pdf>
3. UN Women. (2016). Transformative financing for gender equality. <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2016/FPI%20Brief-Gender-Financing.pdf>
1. Global Affairs Canada. (n.d.). Gender equality toolkit for projects – Tool 2: Engaging partners on gender equality. https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng#tool_2
2. Inter-Agency Standing Committee. (2018). The gender handbook for humanitarian action. https://interagencystandingcommittee.org/sites/default/files/migrated/2019-02/2018-iasc_gender_handbook_for_humanitarian_action_eng_0.pdf (Resource mobilization, p. 110)
3. Morgan, R., Theobald, S., & Caffrey, M. (2021). Gender equality and social inclusion toolkit for health partnerships. People in Need & Tropical Health and Education Trust (THET). <https://resources.peopleinneed.net/documents/1017-thet-gesi-toolkit.pdf>
4. NDC Partnership. (2023). Gender strategy. <https://ndcpartnership.org/sites/default/files/2023-09/ndcpartnershipgenderstrategy.pdf>
5. UNGEI. (2021). Gender in education in emergencies: 4.2 Gender in EiE resource mobilization. United Nations Girls' Education Initiative. https://www.ungei.org/sites/default/files/2021-05/4.2_Gender_in_EiE%20_resource_mobilization.pdf

Building Block 8: Partnerships and Resource Mobilization



Photo courtesy of Nutrition International

