

Improving Nutrition Outcomes through Optimized Agriculture Investments

Gender Strategy (DRAFT)















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Acronyms

ATONU Improving Nutrition Outcomes Through Optimized Agricultural Investments
CEDAW Convention on the Elimination of All Forms of Discrimination against Women

CIPs Country Implementing Partners

SSA Sub-Saharan Africa

M&E Monitoring and EvaluationNGO Non Governmental OrganizationOSP Outsourced Service Providers

WEAI Women's Empowerment in Agriculture Index

I. Introduction

Gender Equality and Women's Empowerment: Why It Matters

At its most fundamental level, development is the process of engaging communities to improve social, health, economic, and political outcomes and to expand freedoms. Gender equality and women's empowerment¹ are essential components to the development process because to neglect a portion of those communities or to maintain social structures that benefit certain groups at the expense of others is to fail at those most basic objectives. Thus, awareness of the ways gender and empowerment inform access and impact of development objectives and implementation is essential to achieving program success. As Melinda Gates recently pointed out in a 2014 *Science Magazine* article outlining the relationship between women's empowerment, gender equality, and improved development outcomes, "No society can achieve its potential with half of its population marginalized and disempowered."²

Addressing gender equality has increasingly been tied to the promotion of more sustainable development outcomes; healthier, more resilient communities, and higher economic productivity. Removing barriers to women's educational and economic participation, in particular, generates large-scale productivity gains ranging from household to national level.

Improving women's status impacts families and societies in positive ways, raising not just women's outcomes but also children's health and educational outcomes and resulting in more inclusive, representative institutions and policies.³

Gender, Agriculture and Nutrition

Research on the relationship between women's empowerment and nutrition, particularly child nutrition, is continually expanding. Women are often the primary caregivers in a household, and intra-household dynamics that determine allocation of resources (including food) and their impact on individuals' well-being is increasingly becoming a subject of analysis.

The gender division of labor influences the amount of time women have to care for themselves and children, and women's power in decision making and household bargaining in farming and expenditure influences the ability to translate economic gains to nutritional improvements.⁴ For example, it is estimated that more than half of reductions in all child stunting from 1970 to 1995 can be attributed to increases in women's status.⁵ Some studies have found that women's discretionary income has greater impact on child nutrition and food security than men's⁶ and among agriculture interventions that have

Gender Dimensions of Agriculture and Nutrition

- Inequality in decision-making and access to assets and agricultural inputs, including technology for food production/processing and extension services.
- Disproportionate time use and labor burdens. Women heavily participate in food production, processing and preparation and agricultural labor.
- Agriculture policies rarely assess or address gender differences in access to services and impact.
- Bias along gender, age, and other factors of social difference in food allocation, particularly in times of scarcity
- Gender differences in food access, what foods are considered taboo or appropriate to eat.
- Lack of awareness for nutritional and rest needs for pregnant and lactating women.

These factors vary by socio-economic and cultural context and can be more or less prevalent in any given locality.

¹ These terms are defined in Annex 1

² Gates, 2014.

³ World Bank, 2012.

⁴ Gillespie et al., 2012.

⁵ Smith and Haddad, 2000.

⁶ United Nations Children's Fund, 2011; Smith et al., 2003.

improved nutrition, women's active involvement has been a consistent element.⁷

Women have consistently been found to be more likely than men to invest in their children's health and well-being, and the income and resources that women control wield disproportionately strong effects on health and nutrition outcomes generally. Women who are reached by agricultural programs that relay information on nutrition issues appear to be particularly effective at delivering improved nutrition outcomes. However, agricultural development interventions have also been found to affect strongly women's use of time as well as increasing their labor burden, without support for increasing women's role in decision-making and broader empowerment or encouraging behavior change for men or challenging punitive gender norms.

Some 80% of food produced in Africa passes through the hands of women, yet they often have limited decision-making authority about what to grow, what to sell, and how to spend household income. A lack of women's empowerment increases maternal under-nutrition and limits women's ability to practice positive care behaviors, such as attending antenatal visits or providing sufficient and nutritious complementary foods. In much of sub-Saharan Africa (SSA), men eat first and receive the household's most nutritious foods, such as meat, while women and children eat what remains. Gender norms often limit women's access to and control over productive resources, such as agricultural inputs, and leave them excluded from household decision-making, which negatively impacts children's health status. Research has shown that a child's chances of survival increase by 20% when the mother controls the household budget. 8 If women had the same access to productive resources as men, they could increase yields on their farms by up to 30%, which could reduce the number of hungry people worldwide by up to 17%.9

Women's Empowerment

Women's empowerment can be defined in various ways. Sen's (1999) definition is widely accepted and used in international development, which defines the concept as an expansion of women's individual agency – the ability to act and bring about change.

As such, empowerment incorporates multiple aspects, including:

- access to and decision-making power related to income, time, labor, assets, nutrition
- access to knowledge and capacity building
- participation in community and social life

Gender roles and social norms vary across cultures, and the goal of promoting gender equality is not to eliminate gender differences but to ensure that women and men have equal rights, opportunities and outcomes. Roles, priorities, needs and use of resources may differ between men and women, which will result in differences in the way women and men are affected by nutrition actions as well as other development interventions. The tendency of development activities to focus on women when addressing gender is a result of the historical and societal disadvantages experienced by compared to men. However, it is important to understand and be mindful of the ways in which gender roles impact men — both positively and negatively — and to capitalize on the instrumental role of men in closing gender gaps. Both men and women need to be involved in this process, acknowledging their respective roles and needs, and fostering mutual awareness and partnership.

⁷ Ruel and Alderman, 2013.

⁸ FAO, 2014.

⁹ FAO, 2013.

Agricultural development implementation projects, government delivery systems (such as extension), and private sector businesses reach smallholder farm families and deliver services at a massive scale on a regular basis. However, these interactions are generally devoid of any tailored nutrition interventions and can miss opportunities to contribute meaningfully to nutrition improvement. The lack of attention to nutrition in agricultural outreach is particularly disappointing since: (i) women make up the majority of agricultural laborers and (ii) men receive the majority of agricultural extension services, iii) men are generally the primary decision-makers regarding their household's access to and consumption of nutritious foods, and iv) smallholders rely on the food they grow to consume and for income generation. For these reasons, gender, nutrition and income generation aspects need to be considered in agricultural interventions, particularly with regard to commercial agriculture. Additionally, there is lack of well understood strategies for delivering crisp and relevant messages that are appropriately tailored to different audiences, including women and men, to reflect their unique roles in household agriculture and nutrition that vary according to local contexts.

Objective of the ATONU Gender Strategy

The *purpose* of this gender strategy is to support ATONU in achieving its overarching objectives of contributing to improved agricultural productivity and nutritional status among rural poor households, in particular among women of child-bearing age and young children in the first 1000 days of life after conception.

The *objective* of the gender strategy is to support the integration of gender throughout ATONU's work by providing an overarching framework of principles and guidance for implementing tools and programs that promote gender equity and women's empowerment. This gender strategy provides guidance to ATONU Work Packages and Country Implementing Partners (CIPs) to ensure that agriculture-nutrition tools, approaches, and investments developed and implemented by ATONU are gender-responsive, culturally-sensitive, participatory and improve the opportunities, capacities and resilience of both women and men. The strategy is also meant to ensure that the ATONU project builds and shares knowledge on the gender, nutrition and agriculture nexus in order to advance knowledge and practice in advocating for nutrition-sensitive agriculture projects and programs.

II. The ATONU Gender Approach

To achieve sustainable improvements in the lives and wellbeing of smallholder farm families ATONU will mainstream gender in all activities so that the design, implementation, monitoring and evaluation of agriculture-nutrition investments are gender-responsive and culturally sensitive. ATONU will suggest new approaches and lessons on how to effect positive behavior change with regard to gender and other forms of inequality; to empower women with the capacity to influence behavior change and nutritional outcomes; engage men in the support of women's empowerment, and to improve nutritional and agriculture outcomes. The ATONU project will endeavor to be responsive to both women's and men's roles, responsibilities, and priorities to effect sustainable change for small farming families. ATONU will identify practical, evidence-based policy and actions to be undertaken by key stakeholders and institutions towards a triple win: achieving food and nutrition security while ensuring environmental sustainability.

ATONU will work to empower women to influence behavior change to improve nutritional and agricultural outcomes, engage men to encourage more collaborative decision-making on agricultural and nutrition issues, and involve policy-makers to facilitate women's equitable access to services, assets, and information.

It should be noted that varying cultural norms around agricultural production and processing, food systems and food behaviors are highly gendered, which can mean that approaches that work well in one location are ineffective in another. Furthermore, gender interacts with other factors of social difference, such as age, ethnicity, location, class, and health status, which should be addressed in initiatives for the promotion of women's empowerment and gender equality. Therefore, tailored interventions are required that take into account context specific social roles and gender dynamics, along with the environmental realities, based on the unique needs of each community.

Guiding Principles of the ATONU Gender Approach

Implementation of the Gender Policy will be guided by the ATONU project core objectives, the Bill and Melinda Gates Foundation's Gender Impact Strategy for Agricultural Development and the fundamental principles of gender equality and women's economic empowerment in agriculture. The ATONU gender approach follows the following *principles*:

- 1. Increase visibility and recognition of women's roles in agriculture and nutrition.
- 2. Promote women's agency and capacity building through the inclusion of gender equality and empowerment as part of sustainable and equitable development pathways.
- 3. Create an enabling climate for women to play an effective and broad role in all project-generated actions.
- 4. Engage men in support of women's empowerment and the promotion of gender equality as part of improving nutritional and agriculture outcomes.
- 5. Ensure that ATONU interventions do no harm and prevent disproportionate or inequitable impact on women's time use, labor burdens and responsibilities, as well as mitigate potential backlash.
- 6. Promote and disseminate ATONU's gender approach at all levels of communication and directly to participating communities.
- 7. Increase awareness and capacity of policymakers, governments, multilateral institutions, and civil society to be more sensitive in formulating gender-sensitive nutrition and agriculture strategies and polices that address women's needs and enhance access to land, education, information, credit, technology, and decision-making forums.

Gender Specific Activities

The outputs from the activities of the gender crosscutting theme are:

- New approaches and lessons on how gender and socio-cultural issues can be dealt with to effect positive behavior change.
- Empowered women with the capacity to influence behavior change to improve nutritional and agricultural outcomes.

Gender emerging as a higher investment priority in agriculture among governments, multilateral
institutions, and civil society through recognition that gender strategies are essential components
of successful agricultural development.

The specific activities that run across all Work Packages are:

Activity 8.5.1 Develop tools that can analyze the effect of gender, socio-cultural and institutional factors in agriculture-nutrition programs

Initial analysis of gender, socio-cultural and institutional factors will be done as part of the
decision framework for the selection and design of tailored nutritional interventions. An
understanding of gender issues will help to identify the empowerment pathways and
institutional support mechanisms for effective implementation and scaling-up. ATONU will
develop and validate a set of gender-disaggregated indicators to measure the impact of
agriculture and nutrition programs on a range of outcomes.

Activity 8.5.2 Implement a structured approach for monitoring and evaluating measurable improvements in the welfare of women, children and families

ATONU will make use of and adapt existing gender sensitive¹⁰ tools (such as Women's Empowerment in Agriculture Index (WEAI), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and implement a structured approach for monitoring and evaluating measurable improvements in the welfare of women, children and families by tracking known indicators for nutrition, income and empowerment.

Activity 8.5.3 Strengthen capacity of women to influence behavior change and nutritional outcomes at household level

The project will incorporate nutrition capacity strengthening for women and men to promote
positive behavior change concerning nutrition at the household level. Moreover, the project will
document and disseminate evidence of the impact of agriculture-nutrition programs on
women's social, health, economic, and nutritional status.

Responsibilities for Gender Strategy Implementation

Management at all levels will support the ATONU project's efforts to mainstream gender. Overall responsibility for ensuring the implementation of the Gender Strategy lies with the ATONU Project Director. In particular, the Managing Director and the Work Package Managers will have key roles in actively supporting and promoting the policy and providing leadership for gender mainstreaming¹¹. It is also suggested that one gender focal point be assigned to each Work Package. The table below shows the specific responsibilities of the different Work Package teams, CIPs and consortium members in implementing the gender strategy.

¹⁰ This term is defined in Annex 1

¹¹ This term is defined in Annex 1

Table 2.1: Specific roles and responsibilities for implementation of the strategy

Who?	Key roles and responsibilities
ATONU Managing Director	 Lead the implementation, monitoring and evaluation of the gender strategy at regional level Work with Work Package managers to ensure gender strategy is integrated within the work package activities Act as a central source of advice and support to the project teams in implementing the strategy Review of activities to ensure gender issues are sufficiently integrated into the annual work-plans and budgets Report on progress of implementation of the gender strategy and the impacts of the project on gender relations and other gender issues to the Project Director Organize and budget for occasional studies to review progress of implementation and the effectiveness of the proposed strategies in addressing the key gender issues
Gender Working Group	 Review quarterly progress reports from Work Package Teams Provide guidance on equity approaches Support the managing director in his key responsibilities with respect to gender
Work Package Managers	 Overall responsibility to sensitize work package teams on the gender strategy Overall responsibility for the implementation, monitoring and reporting on the gender strategy for specific work packages Coordinate with CIPs to ensure all activities being implemented by partners, have integrated gender as per the strategy Share progress reports with Gender Working Group on quarterly basis
Gender Focal Points	 One gender focal point designated by each Work Package provides technical support to Work Package Managers and Teams to oversee gender integration in the Work Package Review activity plans, tools, methodologies, reporting and monitoring activities Provide guidance on equity approaches
Country Implementing Partners	 Convene the country teams composed of gender experts and organize occasional meetings (quarterly) to review progress on implementation and integration of gender into specific project activities. Integrate gender into their activities (including training, mobilization, implementation, dissemination, etc.) with the support of the Gender Working Group/Gender Focal points Identify country needs for capacity building on gender issues amongst CIP staff, and relevant partners Promote best practices and identify what more needs to be addressed at project level. Report on gender indicators outlined under the project results framework and tracker

III. Guidelines for Implementation

Assessments/Analysis

- Mainstream gender in all tools and frameworks designed, implemented, and promoted by ATONU.
- Seek a gender balance in sampling frames, and where appropriate, specific measures to include underrepresented groups (e.g. widows, single women, 2nd or 3rd wives, in samples) in samples, along with interviewing women directly
- Incorporate assessment (gender analysis) (through, for example, gender disaggregated data and gender-focused questions) of the following as part of gender or other analyses:
 - o Differences in the status of women and men, including access and control over resources
 - o Influence of gender roles and norms on what males and females do, including participation in leadership and decision-making
 - o Differences in practical and strategic gender needs for men and women to be considered in project design, such as time and workload constraints
 - o Challenges and opportunities for reducing gender inequalities and empowering women
 - Differences in impact made by policies and programs on males and females, both unintended and negative as well as positive¹²

Project Design

- Integrate participatory and gender-sensitive considerations and approaches throughout all program activities at all stages of the life cycle.
- Identify practical implications of the different roles, needs and status of women, girls, men and boys in the ATONU project for the feasibility of the project and its effective design.
- Review and address issues of roles and power relations between men and women on an ongoing basis, as they affect project implementation.
- Incorporate gender mainstreaming and women's empowerment objectives, integration and/or activities in Work Group and CIP work plans.
- Design and facilitate project activities at a time, location, duration and frequency that make it possible for women to particularly with attention to household attend, socio-cultural restrictions and high levels of illiteracy.
- responsibilities and workload, safety and security, mobility and

- **Integrating Gender into Analysis Gender Domains to Assess**
- Access to and Control over Resources
- Knowledge, Beliefs, and Perceptions
- Practices, Roles, and Participation
- Time Use and Mobility
- Legal Rights and Status
- Power and Decision-making

What analyses benefit from including a gender perspective? Examples include:

- livelihoods analysis
- institutional mapping
- value chain analysis
- policy analysis
- market analysis
- capacity gap analysis
- barrier analysis
- seasonal calendars/budgets
- food preparation practices assessments
- intra-household food allocation analysis

Consult with families, local leaders and officials when starting a new activity in a new area to gain their support for women's participation (e.g. Gender Champions).

¹² For more information on conducting gender analyses, see ACDI/VOCA "Gender Analysis, Assessment and Audit Manual & Toolkit" (2012) or Land O'Lakes "Integrating Gender Throughout the Project Life Cycle 2.0" (2015).

- Facilitate opportunities and provide capacity strengthening for women to take on and perform well in leadership positions where they can influence decisions, such as in farmers' groups, community groups, or water committees, and as lead farmers, peer trainers, etc.
- Facilitate access to time and laborsaving practices, equipment and technology for women, along with addressing domestic and caring responsibilities. Although labor-saving solutions within the home (e.g., cooking stoves, water pumps), community (e.g., access to water and electricity), and for productive purposes (e.g., farming tools, new technologies, irrigation, mechanized processing equipment, etc.) can free up more of women's time, increased male and family engagement in caretaking and domestic responsibilities has a significant impact on women's ability to devote more time to themselves, their households, communities and/or economy.

Communications

- Includes attention to gender balance (male and female representation) and increased visibility of female leaders and spokespeople in external messaging and advocacy platforms.
- Ensure that both males and females are represented positively and in empowering roles (i.e., visual depictions, story narratives, interviews, official representation from ATONU) in communications materials and packages. This should include positive images of men in care roles.
- Ensure that information is disseminated through channels accessible to both males and females,
 that messages are inclusive of male and female experience and needs and that communication
 tools take into account gender needs (e.g. illiteracy). To support these goals, communications will
 need to identify differences in how men and women access and control information in the areas
 where information is being shared.
- When conducting outreach efforts to launch ATONU to NGOs, research institutes, government
 and donors, include explicit reference to gender equality and women's empowerment objectives,
 using evidence from ATONU pilot projects to link nutrition and agriculture outcomes to gender
 equality goals.
- Consistently link ATONU messaging to gender equality and women's empowerment goals, particularly when disseminating information through women's issues as well as traditional agriculture and nutrition platforms.
- Disseminate information that links women's empowerment with agriculture and nutrition to regional, national, and local women's groups (both non-agriculture and agriculture focused), producer groups, trade associations, community leaders, health organizations in order to broaden access to this information.
- Include a target for working with female members of media, journalists, and advocacy partners in
 pilot countries and projects to promote female journalists, organizations, and information
 channels that are accessible to women and promote women's interests as well as traditional
 channels.

• Frame policy initiatives and guidance with attention to identifying potential gender-specific or gender-differentiated impacts.

Capacity Building

- Assess and address organizational gender mainstreaming capacity as part of capacity needs assessments of ATONU consortium members and CIPs.
- Assess awareness of and support for gender equality and women's empowerment as part of needs assessments of ATONU stakeholders and advocacy champions.
- Include attention to gender mainstreaming skills, gender analyses, risk mitigation, or gender-specific issues in the project-specific sectors as part of capacity building interventions.

 Gender Sensitive Training
- Integrate gender within all ATONU trainings:
 - include specific gender equality and women's empowerment objectives and capacity building or integrate a gender perspective within the topic of the training
 - ensure that trainings are conducted with sensitivity to gender-specific needs for logistics and facilitation
 - Ensure that training and facilitation guides include information on gender.
- Conduct exchange visits and mentoring programs with attention to gender:
 - set gender balanced targets for participation
 - conduct outreach to women, families, and communities to ensure support for women's participation, logistics (including childcare) to encourage female participation,
 - Highlight gender themes, leadership skills and capacity building during the visit.

Monitoring & Evaluation

- Develop and implement a monitoring and evaluation (M&E) framework that includes specific qualitative and quantitative indicators for gender equitable impact and women's empowerment, including the increase in access to and control over agricultural assets, technology and services as well as equitable sharing of benefits and responsibilities of food production and distribution.
- Integrate gender into baseline studies conducted on agriculture-nutrition pilot projects, using genderbalanced and stratified sampling frameworks, and interview women directly.

Gender Sensitive Training
Points to consider when designing
and implementing trainings

- Is the meeting or activity location is an appropriate and safe place for both males and females?
- Is the timing of the training set with attention to the availability of males and females, considering their daily schedules and workloads?
- Do women have family responsibilities that make it difficult to attend? Would child care or arrangements to ensure children are cared for enable women to attend?
- Is women's movement or participation restricted by social norms or security? Does the program need to work with spouses, families, or community members to gain support for women's participation?
- Are there separate and private bathroom facilities for female and male participants, as appropriate?
- Does the training create an atmosphere in which women and men feel respected, safe, and encouraged to share their views?
- Does the training include pictures, diagrams, or illustrations that show both women and men as key players in the area or topic under discussion?

- Collect and analyze sex, age and ethnicity (where possible)-disaggregated data for all people-level indicators.
- Monitor and evaluate project impact on gender-specific issues of access, decision-making, and empowerment identified through analyses described above.
- Include learning questions related to women's empowerment and gender differences in impact.
- Include representatives of relevant women's groups in stakeholder consultations for M&E Community of Practice.
- Include specific qualitative and quantitative indicators for gender equitable impact and women's empowerment in mid-term review and end of project evaluations.

IV. Monitoring and Evaluation of the Gender Strategy

The monitoring and evaluation of gender mainstreaming within the ATONU project has to link with the project's results framework and tracker. The purpose of monitoring will be to track the progress of implementation of the gender strategy and the results thereof. Monitoring will also aim to account for any changes or impacts resulting from implementation of the plan. Specifically, the objectives of monitoring will be to:

- (i) ensure gender specific project activities (8.5.1; 8.5.2; 8.5.3) proceed as planned and to detect any changes in situations that might call for adjustments in the plan;
- (ii) ensure that the implementation of the project benefits the targeted beneficiaries in an equitable and timely fashion;
- (iii) integrate an explicit focus on gender equality outputs, outcomes and impacts into all project monitoring and reporting processes;
- (iv) track the changes or impacts, positive or negative that are emerging from implementing this plan;
- (v) where relevant, disaggregate data on project outputs, outcomes and impacts by sex, age, ethnicity, sexuality, disability status and/or any other relevant identity markers; and
- (vi) Encourage knowledge-generation, dissemination and learning about best practices in gender mainstreaming within the Consortium as well as from external partners.

The Gender Working Group will meet with the DIMELT Work Package Manager and the ATONU Managing Director on a quarterly basis to review progress of the implementation of the Gender Strategy. A review of the gender strategy will be included in any mid-term or end line evaluation or review of the entire ATONU project. The mid-term review will monitor progress and provide recommendations for future planning and mainstreaming gender into the ATONU project implementation plan. The ATONU project has mainstreamed gender into the Results Framework and the Results Tracker. The Evaluation Frameworks and data collection tools are also anticipated to ensure collection of gender-disaggregated data. The main indicator focuses on the number of women empowered to influence behavior change and nutritional outcomes (e.g. through active engagement in household budgeting and selection/purchasing of nutrient dense foods). This will be verified by assessing the percentage change in the WEAI scores. Other gender specific indicators to be monitored and tracked include:

- (i) Number of women applying nutrition-sensitive interventions as a result of ATONU support;
- (ii) Level of joint household decisions made;
- (iii) Number of women trained in specific capacity gaps (e.g. finance and budgeting);
- (iv) Percentage change in the number of women capable of preparing and executing household budgets for nutrient-dense foods;

V. Annexes

Annex 1. Key Terms and Concepts

Equality and equity

Gender equality refers to the idea that women and men should benefit equally from resources, services and chances within their societies. It does not mean that women and men are the same or are treated the same, but that women and men have equal rights and opportunities in all areas of the economy and society. Gender equality is necessary if real sustainable economic and social development is to be achieved. Unfortunately, because of historical gender gaps and existing inequalities between women and men, the same treatment of women and men is not sufficient in order to achieve gender equality. Achieving gender equality requires change in the institutions and social relations that often maintain gender inequalities. Because gender norms most frequently impact women and girls in negative ways, advancement toward gender equality often involves specific actions to promote women's and girls' empowerment.

Gender equity is the process of ensuring fairness and justice in the distribution of benefits and responsibilities between women and men. This concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes. In many respects, gender equity can be considered a process that supports the eventual achievement of gender equality. We may say that gender equity is the means, while gender equality is the result.

Gender

Women and men have different biological characteristics, which identify a person as a member of the male or female *sex*. In contrast, *gender*, is a social term that refers to the widely shared ideas and expectations concerning women, men, boys, and girls. These are the roles, behaviors, activities, and attributes that a given society or culture considers appropriate for men and women. Essentially, gender means the ideas about what it means to be feminine or masculine, what those characteristics or abilities are, and what expectations are for how women and men – or boys and girls – should behave or become. Gender is also used to describe the relationship among men and women because the expectations and roles typically are related to each other, and they are affected by each other. Gender is about both men and women because both men and women have these expected roles, characteristics, abilities, and behaviors.

Gender mainstreaming

Gender mainstreaming is a comprehensive strategy based identifying, and then addressing, gender inequalities throughout project design and implementation. Gender mainstreaming involves the integration of a gender perspective and gender analysis into all stages of design, implementation, and evaluation of projects, policies, and programs. Experience has shown that gender mainstreaming is not only about improving social justice, but it is also a necessary approach to ensure equitable and sustainable development.

Bearing in mind that gender mainstreaming is a comprehensive strategy, organizations must also address the organizational environment in which policies and programs are developed and executed. Strategies to integrate gender equality into programming must be complemented by a strategy to ensure that the work environment is gender sensitive, guaranteeing equal opportunities and treatment for both men and women and building adequate capacity to successfully implement gender mainstreaming.

Gender sensitive

Refers to the state of knowledge of the socially constructed differences between women and men, including differences in their needs, as well as to the use of such knowledge to identify and understand the problems arising from such differences and to act purposefully to address them.

Women's empowerment

Empowerment is achieved when an individual acquires the power to act freely, exercise his or her rights, and fulfill his or her potential as a full and equal member of society. While empowerment often comes from within, and individuals empower themselves, cultures, societies and institutions create conditions that facilitate or undermine the possibilities for empowerment.

Men and women have different and unequal access to power and resources, and this is a key characteristic that shapes the gender-based division of labor. Because of historical and existing gender-based inequalities, women's social, economic, political and legal power has often been restricted, reduced, or prevented. Empowering women is to grant or reinforce their ability to access these rights and abilities and to ensure access to facilities, resources and equal participation where it has previously been denied or restricted. There are five components in women's empowerment: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.¹³

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¹³ Kabeer, 2012.

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