



# Technical Report: **GENDER MAINSTREAMING STRATEGY**

Empowering New Generations to Improve Nutrition and Economic Opportunities

*ENGINE: A project supported by the Feed the Future and Global Health Initiatives*

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# Gender Mainstreaming Strategy

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## Acronyms

AEWs	Agriculture Extension workers
BCC	Behavioral Change Communication
DAs	Development agents
DHS	Demographic Health Survey
ENGINE	Empowering the New Generations to Improve Nutrition and Economic activities
FtF	Feed the Future
GHI	Global Health Initiative
HEW	Health Extension Workers
HH	Household
HW	Health workers
IEC	Information Education Communication
M&E	Monitoring & Evaluation
MIYCN	Maternal Infant and Young Child's Nutrition
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoWYCA	Ministry of Women, Children and Youth Affairs
MVHHs	Most vulnerable households
NNP	National Nutrition Program
PMP	Program Monitoring Plan
SBCC	Social & Behavioral Change Communication
SC	Save the Children

## Introduction

Malnutrition remains one of the main public health problems in Ethiopia, contributing to more than half of all infant and child deaths. Although significant improvements have been made over the past ten years, the 2011 Ethiopian Demographic Health Survey (DHS) showed that 44 percent of children were stunted, 10 percent were wasted, and 29 percent were underweight. The report also revealed that 27 percent of women in Ethiopia of reproductive age were malnourished.

ENGINE (Empowering New Generations to Improve Nutrition and Economic opportunities) is a five-year (2011-2016), multi-sector nutrition project funded by USAID from Feed the Future (FTF) and Global Health Initiative (GHI) nutrition funds. Save the Children (SC) drives the implementation of ENGINE using a powerful, multi-sector platform comprised of evidence-based direct nutrition and nutrition sensitive interventions, fueled by existing government structures and synergistic partnerships with other USAID-funded projects. The Ministry of Health (MoH) and Ministry of Agriculture (MoA), with their decentralized health and agriculture systems are the owners of the project. ENGINE interventions operate in Amhara, Oromia, SNNP and Tigray regions, in 100 *woredas*, of which 83 are Agriculture Growth Program AGP *woredas* and 17 are non-AGP *woredas*.

ENGINE encompasses four main intermediate result areas:

1. IR1: Capacity for and institutionalization of nutrition programs and policies strengthened
2. IR 2: Quality and delivery of nutrition and health care services improved
3. IR3: Prevention of under-nutrition through community-based nutrition care practices improved
4. IR 4: Rigorous and innovative learning agenda adopted

Gender Mainstreaming was formulated at the 4th World Conference of Women in Beijing in 1995 as a strategy to transform the prevalence of gender discrimination. “Gender Mainstreaming” is “the (re)-organization, improvement, development and evaluation of all policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages by the actors normally involved in policy-making.” (European Council, 1998)

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According to various literature, gender mainstreaming serves as an organizational strategy aimed at attaining equal opportunities and rights for men and women, girls and boys as beneficiaries, participants and decision-makers. It refers to the process of:

- Integrating gender equality into the mainstream of policies, programs, projects, institutional mechanisms and budgets
- Addressing gender inequalities through gender-specific measures for and with women, men, girls and boys or for all

Gender mainstreaming needs to take place at the policy, program and project levels at all stages of the program cycles. Actions required may include:

- Disaggregating data by sex and carrying out a gender analysis to review the needs of men and women, assess the impact of project action and disparity between the position of men and women.
- Provision of equal chances and opportunities to all, and carrying out gender-specific action, targeting girls or women exclusively, men or boys exclusively, or boys, girls, women and men together with a view to redress existing gender inequalities and discrimination.
- Starting a process of institutional change in policies and procedures - incorporating critical gender concerns into the planning, programming, implementation, monitoring and evaluation of all programs and activities, and in institutional processes.
- Carrying out gender budgeting and participatory gender audits.

This strategy document was prepared to address the gender equality and equity issues in ENGINE's programmatic and organizational domains, in line with the result areas of the project. This document is meant to integrate gender mainstreaming in the implementation of the SC-ENGINE project. It describes what the project needs to undertake in order to achieve gender equality and equity in its guidelines, operations and programming for the remaining project life. Gender mainstreaming also needs regular monitoring and periodical evaluation to ascertain successful implementation of the strategy and action plans. Best practice in the gender strategy and approach of ENGINE can be used by other nutrition projects, and to give an input to the National Nutrition Program (NNP) gender component.

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## Rationale for the strategy

The SC overall Gender Policy identifies that achieving gender equality is fundamental for the realization of human and children's rights. The policy clearly states that SC will contribute to removing barriers to poor women's equal participation in the economy and will highlight access to resources and services – such as land, credit, financial resources, facilities and information– when promoting balanced power relations and gender equality.

Gender is also one of the crosscutting priorities in the FtF programs. FtF sets as its guiding principles, promoting gender-sensitive consultative processes, striving for gender equality at all levels of project planning and implementation and recognizing the gender impacts of all investments.

ENGINE aims to improve the nutritional status of Ethiopian women and children of less than five years through sustainable, comprehensive, coordinated, and evidence-based interventions, enabling them to lead healthier and more productive lives.

ENGINE, aligned with the SC Gender Policy and FtF's commitment to gender, plans to make sure that gender equality is internalized and institutionalized throughout its program/project activities and services.

The project intends to integrate gender issues in its management, planning, implementation, monitoring and evaluation (M&E), so as to bring gender equality into its overall operation. To this effect, the project conducted gender analysis and gender audit at the programmatic, organizational and grassroots levels to clearly understand the organizational practices as well as the extent to which nutrition programs are influenced by the existing power relation between women and men.

The objective of the gender analysis was to assess gender dynamics at the community level, and to clearly understand the extent to which the nutrition programs in the target regions are influenced by the existing power relation between women and men. It also identified the role and responsibilities of women as well as men in enhancing the quality and delivery of nutrition services and access to livelihood opportunities that improve nutrition. The gender audit is used to assess the gender mainstreaming capacity and institutional practices of save the children and ENGINE as well as partner organizations; MoH, MoA, and Ministry of Women, Children and Youth Affairs (MoWCYA) and their decentralized structures working with ENGINE.

Accordingly, the gender analysis and gender audit presented recommendations facilitating the development of appropriate contextual interventions aligned with the expected results of the project.

## Vision and objectives

### Vision

ENGINE intends to improve the nutritional status of women and children in Ethiopia by implementing a gender sensitive nutrition project that creates improved access to nutrition resources and services for women and girls through active participation of men and boys.

### Objective

The overall objective of this strategy is to ensure the mainstreaming of gender in ENGINE project components to achieve its strategic objectives as stated above.

### Specific objectives:

- To ensure that the project implementation practices give attention to gender mainstreaming and women's empowerment in nutrition programs
- To improve access to and control over nutrition resources by women in the target communities
- To influence and enhance constructive gender norms for nutrition in the communities
- To strengthen the organizational capacity of ENGINE to integrate gender concerns into nutrition related activities
- To support the mainstreaming of gender in nutrition programs carried out by the government

## Opportunities and major gaps identified from ENGINE gender analysis and audit assessments

### Opportunities at the community, programmatic/institutional and government partners

#### Community level

- The existence of some good practices at community level that could be replicated in other areas. (For example, at Endemohne *woreda*, in Tigray region, women and men are organized together into groups of five and then into clusters to receive messages).
- The health extension and agriculture extension programs are good opportunities for channeling gender related messages to households.
- ENGINE's livelihood interventions targeting male and female headed households give opportunities to promote gender equitable access to nutrition resources at the household level.
- The majority of the households in ENGINE intervention sites are dual headed (man and women), which has a positive contributing factor for nutrition.
- Women spend more hours caring for children and food preparation. This can be used as an entry point for nutrition and gender.
- Women have better access to and control over poultry, gardening and dairy products, this could offer a big opportunity to address nutrition at the community.
- The majority of men and one fourth of the women have power to decide on household food expenditure. This could help to justify the importance of men's involvement in achieving the objective of the project.
- The men are prime users of the agriculture extension services, while women mostly utilize the services delivered by health extension services. This presents an opportunity to use these entry points for gender sensitive interventions for the respective targets.

#### Program level

- ENGINE's work focuses on women and children, and can provide an entry point for gender equality and empowerment work.

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- The project's livelihood interventions such as homestead gardening and poultry are mainly accessed and controlled by women.
- ENGINE livelihood targets women and works through women groups.
- ENGINE is implemented through the government's decentralized structure.
- ENGINE project has assigned a gender advisor, indicative of the project's commitment to mainstream gender as crosscutting.
- ENGINE has a well established M&E system for documentation and dissemination of gender data and checklists for supervision of the project components at all level
- ENGINE collects sex-disaggregated data for most of the indicators in the Program Monitoring Plan (PMP).

### Policy level

- ENGINE's cooperation and partnerships with different stakeholders and Ministries.
- ENGINE's good standing and role in the development of the NNP and the integration of gender in the document.
- The relevant sector offices have gender focal persons and work experience in gender mainstreaming activities, ENGINE can work with them to effectively integrate gender in program activities.
- The national gender mainstreaming guidelines are developed in line with the objectives of women's policy at MoWYCA and MoA in their respective sectors.
- The study observed that all ministerial offices have the political will to ensure gender equality in their offices
- The existence of a draft gender policy developed by Save the Children International.
- Ethiopian FtF multi-year strategy gives due emphasis to mainstreaming gender into its projects

### Major gaps observed at the community, programmatic/institutional and government partners

#### Community level

- Low status of women in terms of educational attainment, economy and social status compared to their men counterparts.

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- Limited access of community in the target areas (especially women) to information, radio, television and other media. Women also do not participate often (or are passive participants) in community-based organization, which limits their access to information.
- Men are reluctant and unavailable to receive health and nutrition-related services from health extension workers (HEWs), while women have less access to agriculture extension workers (AEWs). In some locations, the fact that agriculture extension workers are males was a factor.
- Women's workload and long hours of working on food preparation and household chores affecting their self-care and childcare practices. Limited participation of men on the food preparation and household chores.
- Women's decision-making power at the household (HH) level is low as women were highly dominated and influenced by men on deciding HH incomes and expenditures, types of food purchased and consumed, etc.
- Low participation level and inactive role of women in community based institutions and activities including groups dialogue sessions
- Food taboo and cultural constraint in the target communities prohibit pregnant and lactating women from accessing certain foods, such as chickpeas, potatoes, lentils, porridge etc

### Program level

- Limited engagement of men as partners, husbands and fathers in the project implementation programs
- Knowledge and skills gaps of agriculture and health workers on nutrition and gender
- Limited reference to gender mainstreaming and changing gender relations in ENGINE's overall objectives and intermediate results
- Limited knowledge and skills of ENGINE staff about gender and gender mainstreaming.
- The SCI gender policy is still at draft stage and not ready for dissemination and implementation
- The inadequacy of indicators showing gender mainstreaming in ENGINE PMP

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## Institutional/policy levels

- Knowledge and skills gaps of *woreda* level pertinent partner experts, including extension specialists on gender and, women empowerment
- Limited awareness about the existing pertinent national policies and programs related with gender and health, among policymakers and government implementing stakeholders
- Limited collaboration and networks that vow to contribute specifically to gender equality, since the focus was more on nutrition and nutrition sensitive livelihood program

## Strategies for mainstreaming gender in ENGINE project

The gender strategy for ENGINE was developed based on the findings of the gender audit and gender analysis assessments. The strategy aims to ensure that gender equality and women empowerment activities are adequately integrated in the intermediate result areas and activities of ENGINE.

Accordingly, the following strategies are proposed to integrate gender in the ENGINE project:

**Strategy 1:** Enhancing institutional capacity and policy environment for gender mainstreaming

**Strategy 2:** Improve access to and control over resources and information for women at community, facility & household levels

**Strategy 3:** Integrating gender in ENGINE's innovative learning and M&E system

### **Strategy 1: Enhancing institutional capacity and policy environment for gender mainstreaming**

ENGINE will take in to account the opportunities and gaps in terms of knowledge and skills for gender mainstreaming at different levels. Limited staff capacity and awareness on gender issues and existing relevant programmatic and policy issues related to gender, nutrition and gender mainstreaming have been the major challenges to promoting gender equality.

ENGINE will also contribute to create conducive policy environment for mainstreaming gender in nutrition programs.

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## Activities

- Conduct gender awareness/mainstreaming training for ENGINE staff at all levels
- Conduct gender awareness trainings for government staff (health and agriculture workers, women groups) to equip them with skills and knowledge on gender mainstreaming
- Introduce and disseminate existing policies and guidelines related to nutrition and gender mainstreaming for ENGINE staff and government staff
- Strengthen the linkages at different levels with a gender focus (i.e. with partner ministry offices and policymakers and bottom line *woredas*), during the multi-sectoral coordination and meetings
- Conduct and facilitate training, practical exposure and peer learning on nutrition for men and women, girls and boys using different entry points (health facilities, selected schools, and farmers training centers)
- Develop/adopt a guideline for gender mainstreaming in nutrition to facilitate and ensure integration of gender in nutrition and nutrition sensitive livelihood
- Strengthen existing forums and linkages with a gender focus (i.e. with partner ministry offices and policymakers and *woreda* level decision makers)
- Draw and document good strategies and practical gender sensitive experiences through ENGINE to suggest and influence policies and programs on nutrition
- Conduct/organize national level learning forums to disseminate and share lessons on gender and nutrition

## **Strategy 2: Improve access to and control over resources and information for women in the target communities**

The gender differential access to and control over resources by men and women affects household nutrition decisions significantly. Men have better access to and control over the important household resources such as cattle, land, food and cash crops etc, while women have better access to and control over only to few resources such as dairy products, gardening and poultry. Likewise, the access to information by women through media and other channels is limited. Women usually have infrequent access to these messages compared to their men counterparts.

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On the other hand women and girls shoulder the major responsibility for preparing food and caring for the family, which puts them in an important position to seek appropriate messages on nutrition.

### Activities

- Facilitate and conduct practical demonstrations on nutrition, food preparation, sanitation and hygiene for both men and women beneficiaries, HEWs and AEWs
- Integrate trainings on couple communication, joint decision making for girls, women and men in the vulnerable households (VHHs) to improve maternal and child nutrition in the HHs.
- Provide relevant gender and nutrition messages for men and women, girls, boys through community conversation, local media, printed materials and using the existing community structures (agriculture and health workers, women's development army)
- Awareness-raising sessions for men and family members on topics such as women's workload, decision-making and responsibility sharing
- Strengthen women livelihood groups and train them on relevant skills (saving, entrepreneurship business etc.) to improve their access to income and link them with local microfinance
- Promote selected enabling technologies to reduce women's workload, maintain food, access to safe water etc.
- Timely supply inputs like early maturing improved seeds, vegetables, fruit, livestock and pasture/fodder, hand tools for the homestead gardening in the most vulnerable households (MVHHs)
- Continue and scale-up gardening activities with improved agronomic practices, demonstrate nutrition sensitive farming technologies
- Awareness-raising on gender and nutrition for female and male influential community members, through ENGINE's community mobilization activities
- Provide orientation/accurate information to men in MVHHs to ensure their support on the livelihood interventions, in the livelihood targeting and criteria setting
- Facilitate and conduct awareness-raising sessions/training/orientation on homestead gardening and animal husbandry for men, women, boys and girls to adopt family approach and to enhance sharing of responsibility in the targeted households

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- Incorporate gender awareness components into the training of beneficiaries such as MIYCN training, livelihood training for beneficiaries, agriculture and health program managers' training etc.

## **Strategy 3: Integrate gender in ENGINE's innovative learning and M&E framework**

Innovation and learning is one of the unique characteristics of ENGINE as a multi-sectoral nutrition project. The operational researches and assessments will be taken as an opportunity to draw evidence for innovative and good practices on gender and gender mainstreaming, which could be documented and shared.

### **Activities**

- Document and share good achievements/practices on gender mainstreaming in the planning, implementation and monitoring of ENGINE project
- Identify and integrate gender sensitive indicators in ENGINE's monitoring plan to measure the integration of gender into ENGINE's accountability matrix plan
- Develop and share guidelines/checklists for ensuring gender mainstreaming in all ENGINE components at all level
- Organize/identify gender forums which involve the stakeholders and sectors on nutrition and participate on forums and meetings focusing on gender and nutrition agenda
- Identify and suggest gender and nutrition topics to be addressed through ENGINE's operation researches including how best to engage men to achieve gender equality.
- Strengthen ENGINE's reporting system by documenting and sharing success stories and cases that demonstrate desired changes in power relation between men and women
- Continue to collect and utilize gender and sex disaggregated data for improving the program
- Conduct routine and periodical assessments (e.g. client exit interviews) to identify gender related barriers on health service delivery through quality improvement measures

## Monitoring and evaluation framework

ENGINE will report on the performance of the gender mainstreaming strategy through drawing on various data sources and reports from project sites. Coordinators at the regional level will be required to report against the indicators corresponding to the strategies listed in the table below.

**Table 2: The M& E Framework for Gender Mainstreaming**

## Gender Mainstreaming Strategy

Key Area/ Strategies	Indicator	Measurement	Responsible body	Source of data	Frequency
Strategy 1: Enhancing institutional capacity and policy environment for gender mainstreaming	# of ENGINE staff (male & female) attended gender awareness training	Persons trained/ Sessions of trainings organized	ENGINE Gender advisor (GA), regional staff	Training report	Monthly/ Quarterly
	# of government staff (male & female) attended gender awareness training	Persons trained Sessions of trainings	GA, regional staff	Training report	Quarterly
	# of gender mainstreaming guidelines adopted/developed	Documents available	GA	Documents, Activity report	Quarterly
	# of networks/forums established/attended to share experience and good practices	# of forums/ networks attended/established with gender & nutrition focus	GA/ regional team	Meeting report	Bi-annually
Strategy 2: Improve access to and control over resources and information for women at community, facility and household level	Proportion of women/female headed households supported through ENGINE livelihood	Proportion of households targeted by ENGINE with different livelihood interventions		Periodic reports, household profiles	Quarterly
	Proportion of male & female headed HHs receiving livelihood supports	Targeted households	GA, Livelihood team	Report	Annually
	# percentage of men & women attending practical cooking demonstrations	Attendants of cooking demonstrations	GA, Livelihood team, regional team	Reports,	Bi-annually
	Type and number of technologies promoted/ introduced		GA, regional team	Samples, reports	Annually
Strategy 3: Integrate gender in ENGINE's innovative learning and M&E framework	# of good practices/success stories documented and shared	Good practice document, success story	GA, Communication Manager	Document	Biannually
	# and type of checklists/guidelines developed and used	Documents	GA, regional teams	Report, documents	Biannually
	# of research topics identified and carried out integrating gender dimension	Research topics identified and conducted through ENGINE		Research/ assessment reports	Annually