



**ACTION
AGAINST
HUNGER**



GENDER EQUALITY 
STRATEGY

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GENDER INEQUALITY: CAUSE AND CONSEQUENCE OF HUNGER



Gender inequality is one of the main causes and consequences of hunger and poverty.¹ It shapes household and community food dynamics. Women, girls, and other vulnerable people are severely disadvantaged in their access to and control over food, from production to consumption.² **Women and girls are overrepresented among people who are food insecure**, because they are often denied their basic human rights - such as the right to own land, access to decent work, education, and health services. If women had the same access to productive resources as men, crop production would increase significantly, and food insecurity would be substantially reduced. Moreover, bridging this gap would put more resources in the hands of women and strengthen their voice within the household – a strategy proven to have

multiplier effects on the food security, nutrition, education and health of their children.³

Gender inequality and exclusion vary in their expressions. In the countries where we work, we encounter different forms of gender discrimination, stereotypes and unequal distribution of power and resources among women, men, girls, boys and gender-diverse people⁴; as well as exclusion based on multiple factors. These include attributes such as race, class, religion, ethnicity, ability, language, sexual orientation, and gender identity. In all countries, gender inequality exacerbates the negative effects of all other forms of exclusion.

Gender-based violence (GBV) is directly linked to the unequal distribution of power and asymmetrical rela-

relationships established between men, LGBTIQ+ people, and women in societies, which perpetuate the devaluation of the “feminine” and its subordination to the masculine.⁵ According to the World Health Organization (WHO), more than one out of every three women and girls in the world -35%- has experienced physical or sexual violence at the hands of her partner or third parties, simply because she is a woman.⁶

Action Against Hunger has a vision of a world without hunger - where women, men, girls, boys and people of all

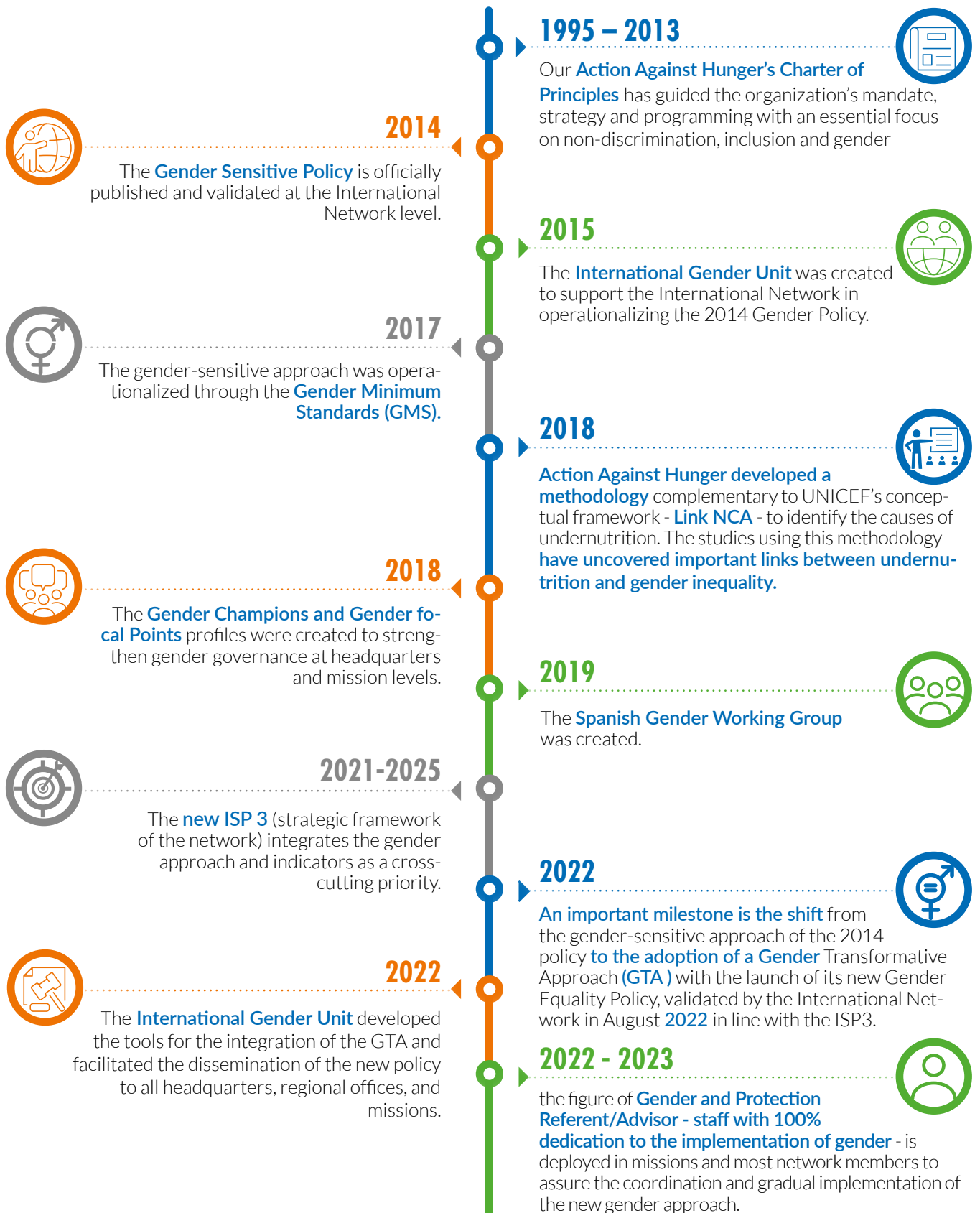
identities and abilities have safe access to enough nutritious food and clean water to live with human dignity.⁷ **We can only achieve this vision if we place women's rights and gender equality at the center of everything we do.**

Therefore, we must treat gender equality as a key strategy to ensure food security and end hunger. We will work to dismantle patriarchal power structures and promote feminist leadership and approaches and power sharing - both organizationally and in our programs - as key elements to achieve gender equality.⁸



OUR PATH TOWARDS GENDER MAINSTREAMING

During the 45 years since its founding, our **Action Against Hunger Charter of Principles** determines that the **principle of non-discrimination** is a priority, placing at the center equal access to resources for the most vulnerable people, regardless of their race, sex, religion, ethnicity, nationality, opinion, and social class. Our path towards the integration of a transformative gender approach started from our constitution, being these the most remarkable milestones:



2022 - 2023 marks a **transition period** for the appropriation and implementation of the new Gender Policy in Action Against Hunger both at Network level, at **Action against Hunger** Spain, ROWCA and the missions. For this period:

- It was agreed to phase out the International Gender Project led by the International Gender Unit (IGU). The IGU was replaced by the current **International Gender Working Group** (IGG) composed of all the

Gender and Protection Referents/Advisors of all headquarters.⁹

- The Gender Advisors designed **an international gender action plan at network level and the national framework** for Action against Hunger Spain. These will be presented at all levels in the last quarter of 2023, as they will inform program design and budget allocation from 2024 and onwards.





OPERATIONALIZING THE GENDER-TRANSFORMATIVE APPROACH - WHY AND WHAT FOR

Action Against Hunger Spain recognises gender as a liberating factor of hunger. Its roadmap follows up and changes in an appropriate and timely manner according to its programmatic framework and the external stakeholders in the humanitarian ecosystem. Action Against Hunger Spain puts people and communities at the center. Therefore, the organization has integrated the gender transformative approach in its 2021-2025 strategy, the-

reby leading its operationalization, and advocating for it through its value model proposition. Action Against Hunger Spain value proposition focuses on the most vulnerable people by proposing the design of gender analysis, aligning it with the technical programming framework and appropriate indicators to measure the results of our work in favor of gender equality, as well as its social impact on the lives of the people.

WHAT IS THE RELATION BETWEEN HUNGER, UNDERNUTRITION AND GENDER INEQUALITY?

Let's focus on **UNICEF's conceptual framework of undernutrition**. Although the framework recognizes that the causes of undernutrition are multi-sectoral, gender inequality is not included as a causal factor of undernu-

trition. For this reason, Action Against Hunger developed the **Link NCA** methodology¹⁰ that identifies and analyses gender inequality as one of the underlying causes of undernutrition.

Of the 27 countries analyzed, Link NCA has established a direct relationship between gender inequality and undernutrition. Below, we highlight the six main underlying causes of undernutrition related to women's social status:

- 1 Women's work overload (24 Link's AQLs)
- 2 Poor maternal health (WHO definition) and inadequate family planning (21 Link CNAs)
- 3 Limited access to education for girls and young women (17 Link NCAs)
- 4 Early pregnancy and childbearing (15 ENC)
- 5 Low women's decision-making power in the household (13 Link CNAs)
- 6 Women and social status and social norms (9 Link NCAs)

The study showed that, although women's participation in income-generating activities improves their autonomy and the nutritional security of their households - especially of their children - the multiple roles or tasks of women and the overload that this entails are in most cases invisible.

There are solutions that programs should implement to prevent women's work overload, always in respect with the social and cultural norms of each country. To this end, it is essential to implement a gender analysis prior to the

development of any intervention with the participation of the beneficiary population - especially women - ensuring mitigation measures to the identified risks of the implementation of a gender-transformative approach throughout the program cycle.¹¹

Other inputs for the elaboration of this Strategy are the recompilation of the identified achievements and gaps for the mainstreaming of gender and the integration of the transformative gender approach in **Action against Hunger Spain**:

ACHIEVEMENTS



- Adoption of the IASC (Inter-agency standing committee) gender approach by headquarters and missions.
- Formation and use of the IASC gender-age marker by headquarters and missions
- Implementation of gender analysis by most of the missions in the prioritized territories.
- Local gender actors are part of **Action against Hunger Spain** emergency response.
- In 2022, 13 partnerships have been developed with organizations specialized in gender.
- The integration of the gender approach at the programmatic level has resulted in 47.93% of women beneficiaries reporting that they have participated in decision-making about resources in their households.
- Some missions have already moved toward a gender-transformative approach in their programming.
- **Action against Hunger Spain** is the network member with the most country offices certified in the GMS - 71% or 12 out of 16 missions.
- **Action against Hunger Spain** headquarters has a Gender Working Group dedicated to improving staff's gender awareness.
- Action against Hunger Spain has a Gender Equality Plan and an Equality Commission that monitors its implementation.
- 7 out of the 17 missions are covered with a Gender and Protection Reference
- Country offices improved their governance through Gender Champions, Gender Focal Points, and volunteer personnel.



CHALLENGES

- Adoption of inclusive language
- Lack of concrete actions and indicators to promote gender equality in the ISP3.
- Few **Action against Hunger** gender and GBV tools to facilitate gender mainstreaming in the project cycle.
- Human resources dedicated to gender are unstable and limited in the organizational structure.
- The integration of a gender transformative approach in the technical programming framework is limited.
- Lack of or modest experience in integrating a gender-transformative approach in projects.
- Measurement of the impact of gender mainstreaming on beneficiary populations is deficient.
- Limited understanding of gender governance in the organization.
- Lack of action plans and budgets dedicated to gender mainstreaming.
- Limited visualization of gender mainstreaming in **Action against Hunger**'s strategic framework
- Innovation with a gender focus is still a challenge.
- The added value of gender equality for a world without hunger needs more scientific evidence and positioning.



OUR GENDER EQUALITY STRATEGY

WHAT IS THE GENDER TRANSFORMATIVE APPROACH?

The gender transformative approach analyzes existing gender inequalities with an intersectional perspective and strives to transform them.

Intersectionality recognizes that various factors - such as race, ethnicity, religion, ability, rural/urban residence, displaced status, and sexual orientation - intersect and interrelate in multiple forms of oppression and discrimination.

The gender transformative approach identifies gender inequalities on a multidimensional scale, as well as the interaction and intersection of the different systems of op-

pression and their impact on the human rights of women, LGBTI+ people, men, and children.

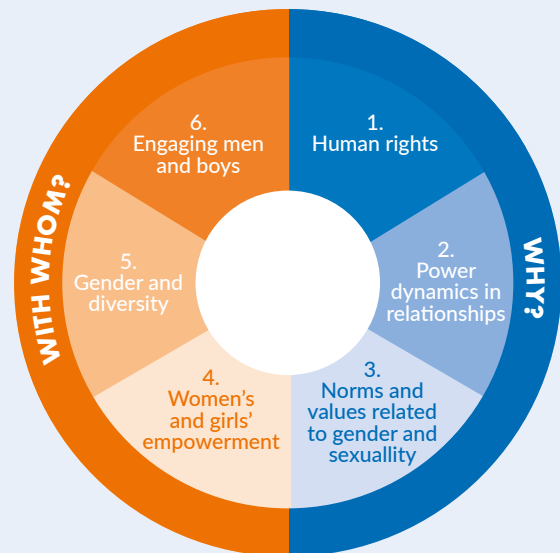
Subsequently, it allows us to take specific measures to empower women and gender-diverse people, and sensitize men to challenge unequal social structures, norms and gender relations, in order to achieve more shared power dynamics and more equal control and access to resources and decision-making.

It is essential that these changes are driven by the local population and adjusted to culture and context.¹²

The gender transformative approach identifies, challenges, and changes harmful gender relations to promote gender equality to:

- examine power differentials, intersecting inequalities and gender roles, norms and dynamics;
- reinforce positive intersectional gender norms that support equality;
- promote the relative position of women, girls and other discriminated genders; and
- transform the underlying social, legal and economic structures, policies and social norms that perpetuate gender inequalities.

Figure 1: The six interrelated of GTA



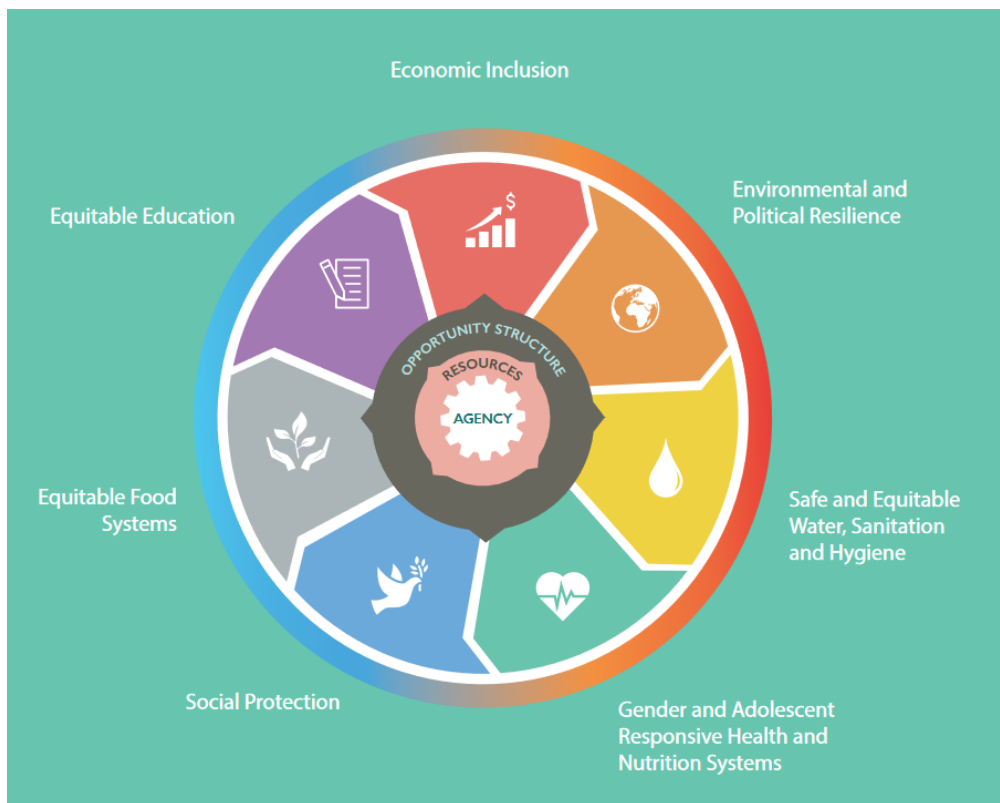
WHAT IS THE ACCOMPANYING THEORY OF CHANGE?

The guiding principles of our **theory of change** towards gender equality are **rights-based, intersectionality and do-no-harm**, ensuring a holistic approach and change in relation to inequality of power, access and control over resources for the most vulnerable people.

It is vital to analyze gender inequality through an intersectional lens, as **people may experience overlapping forms of discrimination**. In addition, men, women, boys and girls experience and recover from humanitarian crises (whether conflict or natural disasters) differently, **due to their different needs, capacities and resources,**

their roles in their households, in their communities and their position in relation to the power structures within society.

By transforming unequal gender power relations - the root causes of discrimination, gender-based violence and malnutrition - Action Against Hunger Spain contributes to the equal access and control over resources (arable land, nutritious food, water and sanitation, income, knowledge, community leadership), equal opportunities and equal participation in decision-making spaces (within a safe environment), essential for ending hunger for all people.



WHAT DO WE WANT TO ACHIEVE?

We want to design, agree and adopt a **Gender Equality Strategy for Acción Against Hunger Spain** that operationalizes the four commitments of the **Gender Equality Policy** and facilitates the integration of the transformative.



COMMITMENT 1 LEARN AND UNDERSTAND

We will demonstrate a shared understanding of gender inequality, gender power relations and preventing gender-based violence within our organization, our programs and our partnerships.

This includes:

- Conducting, analysing and understanding gender and power analysis and the risk of gender-based violence in our internal data and organisational structures, policies and practices.
- Conducting, analysing and understanding gender and power analysis and the risk of gender-based violence in all of our humanitarian and long-term development programs as a basis for design and action.
- Designing, resourcing and driving a learning agenda based on gender-transformative humanitarian research, action and partnerships that demonstrates the relationship between undernutrition and gender inequality.



COMMITMENT 2 IMPLEMENT

We will address gender inequality and gender-based violence across our organization and within our programs through implementing gender transformative approaches.

This includes:

- Adopting and implementing a gender transformative approach guided by our commitments to gender equality across our humanitarian, and long-term development programs to address food and nutrition challenges.
- Adopting and implementing a gender transformative approach in our organizational systems, approaches and act to embed gender equitable policies, procedures and culture in our work. This includes all internal process and practices related to human resources, finances, security, logistics and communications.
- Developing and demonstrating gender-equitable leadership, power-sharing and a feminist transformative approach to enhance systematic change throughout our organization and programmes.
- Creating opportunities and partnerships that actively question and challenge discriminatory gender norms, unequal power dynamics and structures that serve to reinforce gendered inequalities across all aspects of our work.



COMMITMENT 3 MEASURE AND LEARN

We will resource, monitor and evaluate our progress towards gender equality across all our work – from our technical program approaches and outcomes, to our organizational and network structure, systems and culture and our engagement with partners.

This includes:

- Implementing organisation wide agreed gender equality standards upon which to measure our progress in achieving our Gender Equality Policy and related strategic commitments
- Members will resource, develop and progress Gender Equality Action Plans in order to uphold our standards and meet our gender equality goals.
- Investing in community-led evidence generation and research to document learnings and share knowledge and strategies to empower women and girls, shift gender relations and embed gender equitable structures and systems.
- Resourcing and measuring the effectiveness of gender transformative programming and organisational change.



COMMITMENT 4 ACCOUNTABILITY

We will hold ourselves accountable to achieving our policy intent to embed gender transformative approaches and achieve gender equality outcomes in our organization and programs.

This includes:

- Mobilising and allocating the necessary human, technical and financial resources for our partners, network and programs to meet policy commitments.
- Holding ourselves accountable at all times to the affected communities we work with men, women, boys, girls and people of diverse identities, genders and abilities.
- Reporting on our progress and our lessons to our donors, affected communities, personnel and partners.
- Action Against Hunger leadership will be accountable for all aspects of ensuring that this policy is integrated into all aspects of our work to save lives, build resilience and mobilize and share knowledge.

Our Gender Equality Policy indicates that by 2025 the appropriation of the gender transformative approach should be evident both institutionally and programmatically. By then, we will have a solid foundation for its incorporation into the ISP 2026-2030 and continue working towards gender equality.

The Gender Equality Strategy will have a global scope and covers the period 2023-2030, in which the gradual integration the gender transformative approach is planned. This planning will be tailored to the different speeds, priorities, needs and capacities of the missions and departments.

The transformative approach will be mainstreamed in our strategic framework, value proposition, macro processes, directorates, departments, working groups, gender governance and programs.



OBJECTIVES

GENERAL STRATEGIC OBJECTIVE

Contribute to the transformation of gender inequality as one of the causes and consequences of food and nutrition insecurity and promote gender equality in access to and control over resources, opportunities and decision making within a secure environment.

SPECIFIC STRATEGIC OBJECTIVE

Operationalize and integrate the **transformative gender approach in the strategic framework, structure and programs** of Action Against Hunger Spain.

KEY PERFORMANCE INDICATORS (KPI)

SO.1.1: 75% of the proposals submitted by Action against Hunger Spain are based on the outputs of the gender analysis in the countries where we work.

SO.1.2: 65% of Action against Hunger Spain's directorates, departments, delegations and missions adopt

the gender transformative approach in their strategies, action plans, technical programming framework and its modalities, and digital tools.

SO.1.3: 100% of Action against Hunger Spain offices are qualified in Gender Minimum and/or Transformative Standards (100% in GMS; and 65% in GTS).

SO.1.4: 100% of annual reports and specific reports publish our progress towards gender equality (based on gender transformative KPIs incorporated in our monitoring systems).





RESULTS

OUTCOME 1 – Achieve a shared understanding of gender inequality and gender-based violence within our organization, our programs and our partnerships, as well as the gender transformative approach as a key strategy to contribute to food and nutrition security and end hunger.

OUTCOME 2 – Integrate a gender transformative approach in our structures and programs to address gender inequality and violence in our organization and in the contexts where we work.

OUTCOME 3 – Monitor and measure our progress in integrating the gender transformative approach, its contribution to gender equality, as well as to the value proposition and impact objectives of Action Against Hunger Spain and the international network.

OUTCOME 4 – Ensure the accountability to stakeholders on our progress in integrating the gender transformative approach and results towards gender equality in our organization, our programs and our partnerships.

HOW DO WE ACHIEVE THESE OBJECTIVES AND RESULTS?

- Each commitment of the Gender Equality Policy is reflected in a result. Each result has activities and its respective indicators, broken down by macro-processes and their corresponding directorates at headquarters, and missions and programs in the field.
- The accomplishment of the four outcomes results in the completion of the indicators of the Specific Strategic Objective.
- It is key to work collaboratively and in synchrony. Parallel progress must be made on the four outcomes to achieve true gender mainstreaming.
- It is recognized that the implementation of the strategy will have different speeds, conditioned by the diversity of contexts and resources.
- The activities and indicators (not exhaustive) should be included in the different strategies and corresponding action plans.





COMMITMENT 1
LEARN AND UNDERSTAND

OUTCOME 1 - ACHIEVE A SHARED UNDERSTANDING of gender inequality and gender-based violence within our organization, our programs and our partnerships, and on the gender transformative approach as a key strategy to contribute to food security and end hunger.

MP1 - HUMANITARIAN AWARENESS AND SENSITIZATION (AWARENESS)

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Operations Directorate	Decentralization of skills and knowledge from headquarters to the grassroots level.	Implemented (at least) six (6) training actions related to gender analysis and gender transformative approach to headquarters and missions per year. No. of actions carried out No. of participants (men/women)	Implementar acciones de formación en relación con el análisis de género y el enfoque de género transformador a sede y misiones.
Technical Engineering and Impact Engineering Directorate (IT)	Training of technical personnel	80% of technical engineering staff trained in the integration of the gender-transformative approach in sectors	Implement training actions related to the implementation of the gender transformative approach in the three sectors
Communication, Marketing and Fundraising Directorate (COM/F)	Brand values Communication contents	El 75% del personal encargado de los medios de comunicación de la organización (página web, relaciones con prensa, etc.) esta sensibilizada en materia de igualdad y utilización no sexista del lenguaje. N.º sesiones implementadas (%) N.º Personas formadas (h/m)	Raise awareness of staff in charge of the organization's media (website, press relations, etc.) on equality and non-sexist use of language, and images.
Advocacy and Institutional Relations Department (ADV)	Positioning of Gender Agenda	The transformative gender approach is integrated into the advocacy strategy (2025).	Analyze Action against Hunger 's current position in relation to gender and reach a consensus on the incorporation of a gender-transformative approach in our advocacy work.
Social Action Department (ASE)	Gender Analysis	90% of DASE offices implement a gender analysis with a transformative approach on a biannual basis.	Conduct a biannual gender analysis (for each office) to identify training, information or awareness needs of both the technical teams and the beneficiaries in each region.
	ICT trainings	75% of the technical staff who have received training in ICTs are applying their knowledge in their work with female participants in DASE programs.	Provide trainings to the technical team to develop competencies (typically recognized as masculine) and transfer their knowledge to the female participants of the DASE programs
Research Development, and Innovation Department (R+D+i)	Innovation and Gender	1 research conducted that scientifically demonstrates the relationship between nutritional insecurity and gender inequality	Design and publication of studies or project proposals focused on gender and/or in which gender is transversal.

MP2 - PROGRAM PRODUCTION

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Production Directorate (PROD)	Project cycle	80% of the production staff trained in the incorporation of the gender transformative approach in the project cycle.	Train production staff in the incorporation of a gender-transformative approach in the project cycle.

MP3 - EXPERIENCE, CONTROL AND COMPLIANCE

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Academic Relations and Training Department (DFRA) People Development Directorate	Cultural change towards a common understanding on the gender transformative approach	75% of the staff is sensitized on gender equality, the gender-transformative approach and the non-sexist use of language. (%) No. of people trained/Total workforce (m/f)	Coordinar la implementación de acciones formativas en materia de igualdad de género, el enfoque transformador, el lenguaje no sexista y la mitigación de VBG Formar a la plantilla (incl. COM-DIR)
Finance Department	Access	% of current investment in gender	Calculate the current investment in gender, adding HR, programs and specific actions implemented in favor of gender equality.

GENDER WORKING GROUP SPAIN

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
GWG (Gender Working Group)	Scope of the GWG	New terms of reference adapted and socialized (ToR)	Review and update TOR, responsibilities, and activities.
	Knowledge and Awareness	Implemented at least twelve (12) actions per year to promote awareness and reflection on gender equality among our personnel in headquarters and missions.	Promote the reflection on gender equality in all areas of our work through different activities (Reflections 4 Equality; Newsletters; special dates, etc.).

MISSIONS

FRAMEWORK	INDICATORS	ACTIVITIES
Gender Analysis	90% of the missions implement a gender analysis with a transformative approach on a biannual basis.	Implement gender analysis to identify the gender and GBV situation in the country, as well as the status of gender mainstreaming in the mission.
Training and awareness	100% of staff in key functions have received training in the gender transformative approach and the pro-gender equality culture during the institutional training block.	The transformative gender approach and the pro-gender equality culture are incorporated into the institutional training block for the key functions identified by the country directorates.
Technical training	At least two (2) trainings per year per mission for the application of gender technical tools have been conducted.	Conduct training with technical staff on how to implement a gender analysis and use the gender integration in project cycle manual.



OUTCOME 2 - INTEGRATE A TRANSFORMATIVE GENDER APPROACH

in our structures and programs to address gender inequality and gender-based violence in our organization and in the contexts where we work.

EXECUTIVE MANAGEMENT

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
LOC (Localisation, Organization and Quality)	Strategic map. PEN 2024 and 2025. ISP 4. Strategic Objectives, Initiatives and Sub-Initia- tives.	Include the gender-transfor- mative approach in ISP4 Gender transformative approach included in PEN 2024 Gender is integrated as a cross-cutting theme in the organization's strategic objec- tives, initiatives and sub-initia- tives.	Inclusion of a gender-transfor- mative approach in the PEN 2024 and 2025 Inclusion of a gender transfor- mative approach in the next ISP (2025) Include the Gender-transfor- mative narrative in the PEN and future ISP as an added value.

MP1 - HUMANITARIAN AWARENESS AND SENSITIZATION (AWARENESS)

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Operations Department	Planning	90% of the offices - headquar- ters, regional and country – developed and implement an action plan for the opalization of the Gender Equality strategy.	Coordinate and supervise the development of action plans in HQ, and missions.
	Value model proposal	the gender transformative approach is integrated in the value model proposal report (2024)	Elaboration and inclusion of the Gender Transformative Approach narrative in value model reports.
	Mainstreaming	Action against Hunger Spain counts with a manual for the mainstreaming of gender in the project cycle adapted to the various types of res- ponses and axes of Action against Hunger (emergency, post-emergency - saving and protecting people, capacity building, transforming sys- tems), technical sectors and to the regulations of the main donors.	Design a manual for the mains- streaming of gender in the pro- ject cycle, including priority tools - gender analysis package + aligned with the briefing papers for each technical sector of the organization.
	Certification Missions	At least 65% of missions certified in the Transformative Gender Standards.	Presentation and deployment of the GTS to missions from January 2024 onwards.
	Risks	The gender transformative approach is integrated into the annual risk exercise.	Review and integrate the trans- formative gender approach into the annual risk exercise.

	Decentralization of competencies to gender referents and bases	The gender focal points are provided with tools and support for the implementation of the gender strategy in their missions/regions. No. of technical services offered to the field. No. of experience-sharing meetings per region.	Deploy tools and technical advice to missions through field visits and/or provision of services through the gender teams channel.
Technical Engineering and Impact Engineering Directorate (IT)	Technical Programming Framework- intervention modalities and their indicators	Inclusion of the gender transformative approach with indicators in 80% of the technical intervention modalities.	Include the gender transformative approach in the technical intervention modalities with new activities, actions and transformative indicators.
	Measuring impact	The ADS Network incorporates the gender-transformative indicators of the technical modalities of intervention.	Update the Network ADS with the new gender transformative indicators.
	Alexandria	90% of the documentation on the gender transformative approach is integrated in Alexandria.	Alejandría – integrar el enfoque transformador de género en la documentación de la librería digital, principal repositorio técnico de la organización.
	GINNA	75% of the production staff - at headquarters and missions - is trained in the use of the GINNA tool. No. of trainings and no. of participants (m/f)	Deployment of the GINNA tool at headquarters and missions to integrate the gender approach during the formulation process and throughout the project cycle.
	Laboratories	At least two (2) laboratories have been held each year to exchange technical information on the gender approach between headquarters and missions. (topics are agreed between missions, Eng. Tech. and OPS)	Stimulate collective learning between headquarters and missions through the exchange of technical information on the gender approach in each sector, good practices and technical solutions.
Communications, Marketing and Fundraising Directorate (COM/F)	Inclusive language	One (1) inclusive language guide adopted and disseminated to all Action against Hunger Spain staff.	Create and adopt an inclusive language style guide in collaboration with other departments and ensure its implementation.
	Communication contents	No. of revised and/or updated contents.	Review the language and images of our internal and external communication channels through a gender-transformative lens and adapt content if necessary.

Research, Development and Innovation Department (R&D&I)	Programming	The gender transformative approach is integrated into ongoing programs such as SAM PHOTO, EUAV.	Integration of the gender transformative approach in ongoing programs, such as SAM PHOTO, EUAV.
	Volunteering	80% of the missions that do not have a gender focal point have received a gender (and protection) volunteer.	Strengthen the gender structure through the deployment of volunteers (EUAV) with gender profiles in missions that do not count with a gender referent.
Social Action Department (ASE)	Awareness-raising on co-responsibility	At least 75% of women and men have assimilated the importance of co-responsibility (qualitative interviews at the beginning and end of the awareness-raising activity).	Awareness-raising actions on the meaning of co-responsibility and its benefits at a personal and economic level, as well as its impact on the environment.
	Feminist leadership	75% of staff has strengthened their female leadership, listening and decision-making skills. (qualitative interviews at the beginning and end of the awareness-raising activity)	Develop training and implementation actions for skills such as female leadership, active listening and decision making.
Advocacy and Institutional Relations Department (ADV)	Programming	The transformative gender approach is integrated into the advocacy strategy and ongoing programs, especially the Hunger and Conflict and Nexus programs.	Integration of a gender-transformative approach in ongoing programs, especially the Hunger and Conflict and Nexus programs.

MP2 - PROGRAM PRODUCTION

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Production Department (PROD)	Project cycle tools	The manual for the integration of the gender transformative approach in the project cycle is approved and in use.	Develop a manual for integrating a gender-transformative approach into the project cycle.
	Project ADS	Including the gender transformative approach in the project cycle and in the MEAL - Project ADS.	Include the gender transformative approach in the project cycle and in the MEAL - Project ADS.
Supply Chain Department	Supply chain	60% of the new projects submitted include guidelines on the implementation of a gender and intersectional approach to sustainable supply chains	Finalize and deploy the study on the gender and intersectional approach to sustainable supply chains
Logistics Department	Logistics Providers	The number of female-led suppliers at headquarters and in the field has increased by 25%.	Integrate the gender approach in the logistics chain, including transportation, mobility, offices, suppliers and roles.

MP3 -EXPERIENCE, CONTROL AND COMPLIANCE

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Development of Persons Directorate	Gender Equality Plan and Spanish Labor Law	Measuring the progress on the integration of the Gender Equality Plan through its indicators.	Implementation, updating and follow-up of implementation of the Gender Equality Plan.
	Safeguarding Policy	Safeguarding Policy in place and applied at in HQ and missions.	Application of the Safeguarding Policy, based on national regulations.
	Recruitment and hiring	One (1) staff selection guide with a gender focus published and in use.	Elaborate a staff selection guide with a gender perspective.
	Cultural change	At least six (6) sensitization sessions on cultural change processes and the gender transformative approach are implemented in HQ and missions.	Implement awareness-raising actions to facilitate cultural change at headquarters and mission levels.
Academic Relations and Training Department (DFRA)	Training contents	75% of the training materials reviewed comply with the gender-transformative approach.	Review and ensure that all training materials comply with the gender approach defined in our Gender Equality Policy and Gender Equality Plan.
	New training on feminist leadership	100% of newly recruited staff receive training on the gender transformative approach and inclusive language as part of the institutional training block.	Include training on the transformative gender approach and inclusive language in the institutional training block for newly recruited staff.
Finance Department	Agreso	Specific budget lines created to visualize the % of investment in gender in the directorates, departments and missions.	Create specific budget lines to visualize the % of investment in gender in the directorates, departments and missions.
Internal Audit Department	Annual internal audit mechanism	% of the integration of the gender transformative approach in the missions (based on audit results)	Integration of new gender-transformative indicators (max. 3) in the annual mission auditing exercise.
Digital Transformation Directorate	Cultural change	25% increase in the number of women in digital roles, including decision making positions, at Action against Hunger Spain, missions and headquarters.	Develop an action plan to reduce the digital gap between male and female staff in Action against Hunger Spain and its missions.
	Information and knowledge	80% of the impact data on our gender equality work is digitized and accessible for analysis.	Digitization of data on the impact of our work on gender equality at headquarters and in missions.

MISSIONS		
FRAMEWORK	INDICATORS	ACTIVITIES
Human Resources dedicated to Gender	85% of the missions count with a Gender and Protection Referent.	Recruitment of a Gender Representative by missions
Strategies and budget	85% of the missions have incorporated the gender transformative approach in their strategies.	Integration of a gender-transformative approach in the annual mission strategy and budgetary planning
Planning	85% of the missions developed and implement a gender action plan for the incorporation of the gender transformative approach in their structures and programs.	Elaboration of action plans for the implementation of the Gender Equality Strategy in ROWCA and missions.
Partnerships	Each mission works with at least one (1) partner specialized in gender equality and/or GBV.	Identify and establish working relationships with partners specialized in gender equality and/or GBV.
Programming	90% of projects include the identification of the specific needs of girls, boys, women, men, including the elderly and people with disabilities in terms of safety, dignity and equal access.	All programs are based on a gender analysis by sector and intervention area.
GTS Mision Certification	At least 65% of the regional and/or country offices have obtained certification in the implementation of the Gender Transformative Standards.	Obtain new certification in the implementation of the Gender Transformative Standards.
Regional experience exchange	The mission participates on a quarterly basis in the Gender experience exchange meetings.	Participate in gender experience exchange meetings by region (min 4 per year).



OUTCOME 3 - MONITOR AND MEASURE our progress in integrating the gender transformative approach and its contribution to gender equality and the impact objectives of Action Against Hunger Spain and the international network.

MP1 - HUMANITARIAN AWARENESS AND SENSITIZATION (AWARENESS)

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Operations Department (OPS)	Measuring Gender Progress	% del progreso de la estrategia del género a través de varias fuentes de datos (Proquo, Project ADS, Gespra, GTS, canal digital único, etc.)	Create a model for gender data collection, analysis, and measurement.
	Data digitization	At least 1 GTS dashboard published and updated	Design a dashboard to track mission certifications in the GTSs.
Technical Engineering (TEC) and Impact Engineering (IE) Directorate	Social Impact	Action against Hunger has a measurement of the % contribution of gender to the strategic objectives of social impact in Spain and the network.	Collecting and measuring gender data through the ADS Network
Communications, Marketing and Fundraising Directorate (COM/F)	Gender-sensitive fundraising	Annual monitoring of the % of funds raised and dedicated to our work towards gender equality.	Document the number and type of actions aligned with private fundraising that contributes to our work in favor of gender equality.

MP2 - PROGRAM PRODUCTION

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Production Directorate (PROD)	Measure incorporation of Gender in new proposals	65% of the new proposals include a gender-transformative approach.	Analyze and measure the number and quality of gender mainstreaming in new proposals and ongoing projects.

MP3 - EXPERIENCE, CONTROL AND COMPLIANCE

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Academic Relations and Training Department (DFRA)	Annual results with respect to training	At least 70% of the participants report having improved their knowledge on the gender transformative approach - Results of the training questionnaires.	Monitor the impact of the conducted gender equality trainings.
Finance Department (FIN)	Annual financial report (closing)	internal publication of % of annual investment in gender at headquarters and missions	Publish investment data on the implementation of the gender approach by mission, directorate and department.
Internal Audit Department	Annual Balance Sheet	Internal audits include measurement of gender KPIs, performance and progress.	Annual internal audit report on missions.


COMMITMENT 4
ACCOUNTABILITY
OUTCOME 4 - ENSURE ACCOUNTABILITY TO STAKEHOLDERS

on our progress in integrating gender-transformative gender mainstreaming and gender equality results in our organization, our programs and our partnerships.

MP1 - HUMANITARIAN AWARENESS AND SENSITIZATION (AWARENESS)

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Operations Department (OPE)	Accountability the Gender Strategy and Action Plan	At least 1 internal annual report is published on Action against Hunger gender work and the progress on the implementation of its Gender Equality Strategy.	Report on the progress of the implementation of the Gender Equality Strategy, its contribution to the value proposition, to the design, execution and reporting of projects, and to Action against Hunger Spain's impact objectives.
	Fundraising and Positioning	The results of the integration of the gender transformative approach have been presented to # public donors. No. of events/meetings	Present results and challenges in forums and meetings to strategic public donors.
Communications, Marketing and Fundraising Directorate (COM/F)	Accountability	The external annual reports include data on the impact on gender mainstreaming in Action against Hunger Spain.	Inclusion of data on the impact of gender mainstreaming in the organization's annual reports.
Social Action Department (ASE)	Positioning	Publication of one (1) report on the impact of the transformative gender approach in Action against Hunger's Social Action.	Prepare a report on the impact of the transforming gender approach in Social Action.
Advocacy and Institutional Relations (ADV) Department	Accountability, results	Implemented at least (4) (coordinated) advocacy activities, focused on the protection of the right to adequate food of women and youth.	Implement advocacy activities, focused on the protection of the right to adequate food of women and youth.

MP2 - PROGRAM PRODUCTION

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
Production Directorate (PROD)	Monitoring, Evaluation, Accountability and Learning (MEAL)	In 75% of the projects, lessons learned and good practices in gender have been documented and integrated into project evaluations.	Document lessons learned and good practices in gender through their integration into project evaluations.
	Accountability to Affected Populations (AAP)	75% of the projects have shared lessons learned and good practices with program beneficiaries.	Present and discuss lessons learned and good practices in gender issues with program beneficiaries.

MP3 - EXPERIENCE, CONTROL AND COMPLIANCE

DEPARTMENT	FRAMEWORK	INDICATORS	ACTIVITIES
People Development Directorate (People)	Spanish labor regulations	Submitted one (1) annual report on the progress of the implementation of the Gender Equality plan to the Ministry of Labor.	Drafting and submission of the external progress report on the Gender Equality plan to the Ministry of Labor and the organization.



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- 2 CARE International. 2020. Left Out and Left Behind: Ignoring Women Will Prevent Us from Solving the Hunger Crisis. Available at: <https://reliefweb.int/sites/reliefweb.int/files/resources/LeftOutandLeftBehind.pdf>
- 3 FAO. 2011. The state of food and agriculture women in agriculture: closing the gender gap for development. Available at: <http://www.fao.org/3/i2050e/i2050e.pdf>
- 4 Action Against Hunger recognizes that there are often different views within communities about gender and diversity. We are respectful of these differences, but are guided by our core principles; we recognize that gender is not binary and that terms and definitions related to gender, identity and sexuality are diverse and continue to evolve. For ease of reading, throughout this policy we refer to all women, men, boys, girls and gender diverse people. This demonstrates our recognition and commitment to working with adults, children and people of all sexual orientations, gender identities and/or gender expressions.
- 5 ECLAC.1996. Women and development. Gender violence: a human rights problem https://www.cepal.org/sites/default/files/publication/files/5855/S9600674_es.pdf
- 6 UNDP.2018. Violence against women: cause and consequence of inequality. Violence against women: cause and consequence of inequality | United Nations Development Program (undp.org)
- 7 Action Against Hunger. 2021. International Strategic Plan 2021-2025. Available at: <https://www.actionagainsthunger.org.uk/publications-and-reports/international-strategic-plan-2021-2025>
- 8 Action Against Hunger. 2021. Gender Equality Policy. Gender Agenda - 2. Gender Equality Policy - All documents (sharepoint.com)
- 9 The document: Action against Hunger's Journey Toward Gender Transformation (Annex 1) shows all the advances in the integration of the gender approach in ACH led by the International Gender Unit during the last ten years.
- 10 The Link NCA methodology includes indicators of gender inequality in relation to decision-making power over material/economic resources (including food, income, land and other forms of wealth), over socio-cultural resources (including knowledge, power and prestige) and over legal resources (including legislative rights), as well as access to and control over them, to analyze the multi-causality of undernutrition and develop more holistic solutions to address it. Link nca's causal analysis of nutrition
- 11 LinkNCA.org. 2018.Gender and nutrition: heavy women workload at stake Media Library link Nca. 2018. Gender and Nutrition: heavy women workload at stake (article),
- 12 Cawood, S and Rabby, M.F. 2022. People don't like the poor like me: an intersectional approach to gender and participation in WASH. International Development Planning Review, 44 (2). pp. 147-168.



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