



tanager

an ACDI/VOCA affiliate

IGNITE

DIAGNOSTIC TOOL



USER HANDBOOK

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OVERVIEW

The Impacting Gender and Nutrition through Innovative Technical Exchange in Agriculture (IGNITE) is an investment mechanism funded by the Gates Foundation and implemented by Tanager to improve household nutrition and women’s empowerment by strengthening African institutions’ ability to integrate gender and nutrition into their way of doing business and agricultural interventions.

IGNITE works with African institutions to design, implement, and evaluate nutrition-sensitive and gender-integrated agriculture interventions. IGNITE also strengthens the ability of African institutions to incorporate nutrition and gender equality into their policy priorities and business practices. Based on the interventions implemented by IGNITE clients, IGNITE identifies key mechanisms and drivers of demand for the scale up and replication of nutrition-sensitive and gender-integrated interventions. IGNITE activities are implemented by institutions based in Burkina Faso, Ethiopia, Nigeria and Tanzania. Potential clients include NGOs, private sector companies, and government bodies working in agriculture and food systems.

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The diagnostic handbook was revised in 2025 under the stewardship of Dr. Mary Thamari, with technical contributions from Dr. Catherine Macharia–Mutie, Charles Karari, Maureen Munjua, and Morgan Mercer. We also recognize the Tanager gender and nutrition experts whose continued use of the tool and feedback informed this updated edition.

Definitions for Use

African Institution

Organizations with physical presence [offices and staff] and operations [programs] in Africa, including multinational corporations and international organizations operating in Africa, here referred to as the 'clients'.

Food Environment

The interface that mediates one's food acquisition and consumption within the wider food system.

Food System

Encompasses all the stages of keeping us fed: growing, harvesting, packing, processing, transforming, marketing, consuming, and disposing of food.

Gender

Social and cultural constructs of roles and responsibilities, attributes opportunities, privileges, status, access and control over resources and benefits between women and men, boys and girls in a given society.

Gender Analysis

Refers to a process of collecting and analysing sex disaggregated information within a project, to understand the relationships between men and women, their access to resources, services their activities and the constraints they face relative to each other.

Gender Audit

Evaluates how gender considerations are being integrated into programs and policies by an organization, department or office. Wide in scope, audits assess gender approaches and policies, staff capacity, tools and resources, gender mainstreaming in programs and projects, organizational culture and workplace issues.

Gender Equality

Refers to the equal participation of women and men as decision makers in the access, control, and use of productive resources and services for sustainable agriculture and market systems development.

Gender Equity

Refers to fair treatment of men and women equivalent in terms of rights, benefits and opportunities in access, control and use of agricultural resources and services.

Gender Integration

The adoption of a gender lens across agricultural programs and institutions to accelerate progress towards addressing men and women concerns and experiences and promoting women empowerment, geared towards achieving gender equality.

| | |
|--|--|
| Gender Sensitive | Consideration and recognition of differences and inequality between women and men. |
| Nutrition | Consumption of safe, diverse, nutritious foods for health, growth, and wellbeing. |
| Nutrition Integration | The adoption of a nutrition-sensitive lens in the approach to food environments and food systems to ensure availability, accessibility, affordability, and encourage consumption of safe, diverse nutritious food. |
| Nutrition-sensitive Interventions | These are interventions that deliberately stimulate the food environment and food system to ultimately contribute to directly or indirectly increasing year-round availability, accessibility, and/or affordability of safe, diverse, |
| Senior Leadership | A team of individuals at the highest level of management of an organization, who have the tasks of managing that organization (e.g., strategic vision, leadership, etc.). This should be defined by the organization itself, if possible, as it varies from organization to organization. |
| Theory of Change (TOC) | A Theory of Change (TOC) defines long-term goals and explains the process of change by outlining causal linkages for a project (shorter-term, intermediate, and longer-term outcomes). The identified changes are mapped – as the “outcomes pathway” – showing each outcome in logical relationship to all the others, as well as chronological flow. |
| Tool | A concrete resource with a distinct deliverable, i.e. training guide, analysis guide, a set of interview questions. |
| Women's Empowerment | The ability for women to enjoy their right to control and benefit from the resources, assets, income and their own time, as well as the ability to manage risk and improve their economic status and wellbeing. In the context of farming households, it refers to women having access, control and ownership over assets, and financial and agricultural decision-making power. |

Acronyms

| | | |
|----------------|---|---|
| AAI | – | Africa Agricultural Institutions |
| ESG | – | Environmental, Social, Governance |
| G/N | – | Gender and/ or Nutrition |
| HR | – | Human Resources |
| IGNITE | – | Impacting Gender and Nutrition through Innovative Technical Exchange in Agriculture |
| MEL | – | Monitoring, Evaluation and Learning |
| M&E | – | Monitoring and Evaluation |
| R&D | – | Research and Development |
| SBC | – | Social Behaviour Change |
| TA | – | Technical Assistance |
| TAP | – | Technical Assistance Provider |
| TOC | – | Theory of Change |
| UNICEF | – | United Nations International Children's Emergency Fund |

Goal of this Tool

This tool helps assess an agricultural institution’s capacity in G/N integration, identifying strengths, opportunities and as well as gaps and areas for targeted technical support and growth.

IGNITE Approach

The key to providing effective technical assistance is adequately assessing where the AAI currently stands, and where they aspire to go. The assessment should be a consultative process that is led by the client and facilitated by the Technical Assistance Provider (TAP). The start off point for the diagnostic is the domains around which clients are assessed, adapted from the *Minimum Standards for Mainstreaming Gender Equality* developed by the Gender Practitioners Collaborative,¹. The diagnostic tool offers practical guidance and key steps for organizations to promote gender equality and nutrition in their programs (See Figure 1).



Figure 1: IGNITE Domains adapted from Gender Equality Minimum Standards

The organizational development implementers handbook is a tool to be used by technical assistance providers and AAI staff to determine if clients have the necessary systems, policies, procedures, and overall capacity to secure their own future.

¹ <https://genderstandards.org/>

The client is evaluated using six domains. The diagnostic provides both a numeric score for each domain, and qualitative notes on the organization's status.

The results of the assessment allow TA provider to place the client along a continuum of capacity, which helps shape the action plan for technical assistance provision that they develop with the client. A nutrition and gender spectrum (see *Figure 2*) is used to classify clients in terms of their nutrition and gender integration and track client's progression along the spectrum as a result of the technical assistance.²

Based on the assessment and action planning, the organization will set its own organizational development priorities and choose which functional areas it intends to invest much of its time and resources.

² Adapted from CLA tool: <https://usaidlearninglab.org/node/14634>

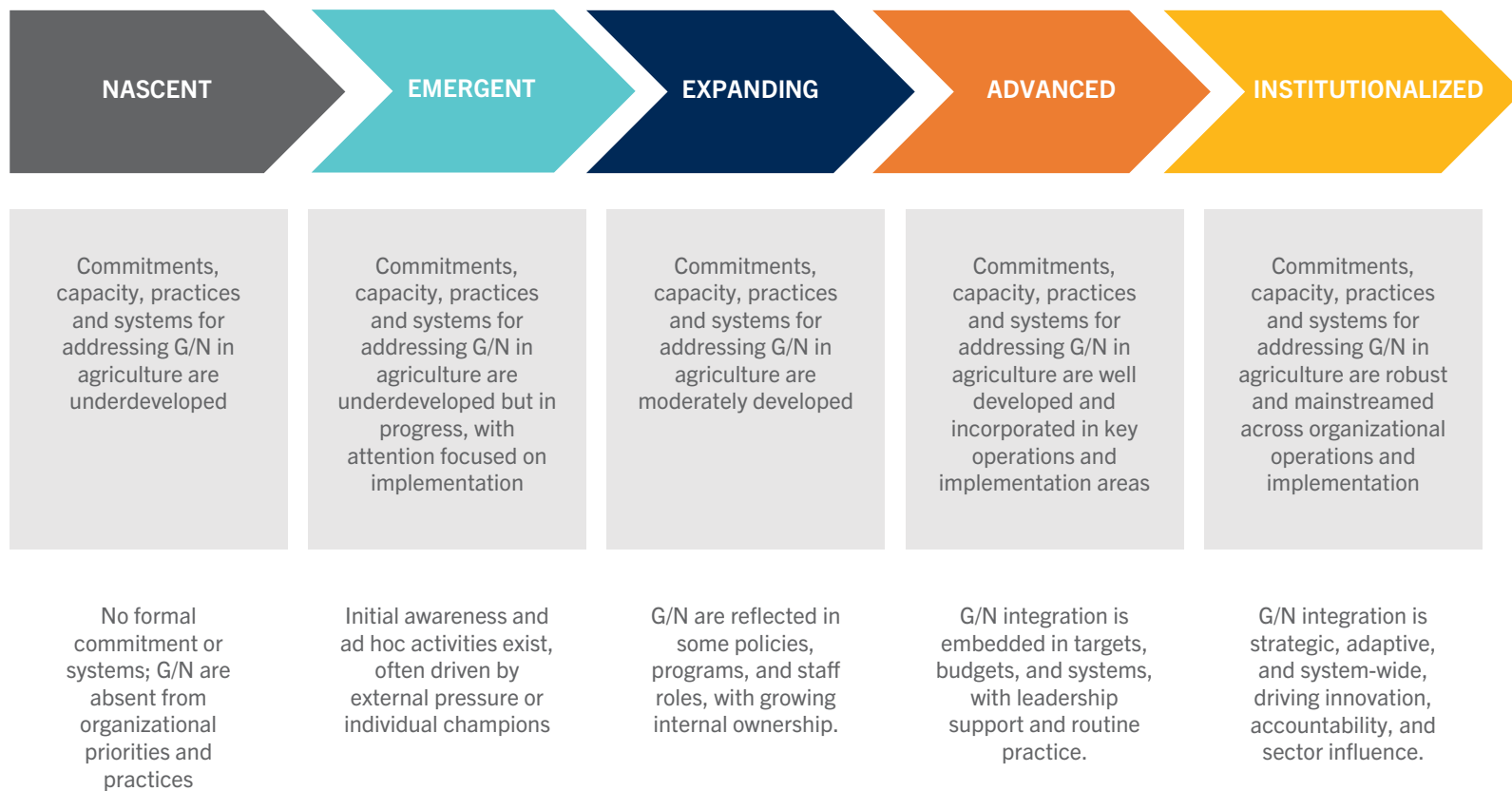


Figure 2: Nutrition and Gender Spectrum

Diagnostic Implementation – Process Overview

The diagnostic team (made up of a multi-member, cross-functional team of 2-4 people with professional experience in at least one of the following areas: gender, nutrition, program management, monitoring and evaluation, organizational leadership development) should take the responsibility to present the project, the purpose of the assessment, and how assessment findings will inform tailored technical support over the tenure of their participation in the program. Typically, this information is presented to key leadership of the client in advance of carrying out the diagnostic, enabling them to identify key staff and resources to support the diagnostic process.

IGNITE project typically conducts diagnostics at two key stages during a client engagement: at the beginning for a baseline and at the end of the engagement to track change over time. However, this tool is built so that the diagnostic can be done at any stage.

For new clients, diagnostics should occur as early as feasible except in cases where engagement begins during a project's inception or proposal phase. In such instances, the assessment is best conducted 6 to 9 months after project initiation to allow time for staffing and planning.

The stages below include IGNITE specific tasks (e.g., internally discuss suitability of client for IGNITE), but the overall stages can be applied outside of the IGNITE project. The duration of each activity is also an estimate and can be overlapping with other activities. Depending on the client, the entire process can take from 1 to 2 months.

Scoring is finalized by reaching team consensus, and individual scores remain confidential from the client. This allows team members to be thoughtful, critical, and objective while scoring.

| Stage | Tasks to complete | Duration | Responsible | Comments |
|---|--|----------|-------------|--|
| Initial conversation with client | <ul style="list-style-type: none"> Internally discuss suitability of client for IGNITE TA Schedule a follow-up conversation to discuss IGNITE TA and next steps Identify program(s) relevant to IGNITE, if applicable | 1 week | TA provider | 1. Refer to standard follow up questions developed but as much as possible the conversation with the client will guide the discussion. |
| Request for documents | <ul style="list-style-type: none"> Request all relevant documents for the diagnostic, using the checklist in Appendix 2 | 1 week | TA provider | <ul style="list-style-type: none"> Remember to personalize the standardized template (for email) to request documents for each client Remember to always followup and manage logistics for diagnostic in advance |
| Schedule Interviews | <ul style="list-style-type: none"> Identify all relevant stakeholders to speak to (use Appendix 3: Standard list of Staff) Schedule time for an inception workshop If possible, schedule interviews and field visits | 1 week | TA provider | |
| Document Review | <ul style="list-style-type: none"> Review documents provided by client for assessing the diagnostic domains as much as possible Summarize your understanding of each domain Identify missing pieces and questions to ask. You will use this as a reference to guide your interviews later | 1 week | TA provider | <ul style="list-style-type: none"> Remember to use the diagnostic toolkit (it's next section after we finalize) to answer questions and score wherever possible |

The inception workshop is optional and can take many forms. For clients that have a tight timeline, of staff scattered across many locations, one inception workshop may not be the best format. Utilize your discretion when deciding if to have an inception workshop. If you do not, be sure to provide introductory materials to staff you are interviewing by email or in person before the interview. If you do not have an inception workshop, it is recommended that you have an inception meeting with senior staff to discuss logistics and purpose, and their initial thoughts. It is possible that either the inception workshop or the inception meeting could occur before documents are requested or reviewed.

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| Inception workshop preparation | <p>Finalize an inception workshop plan, including:</p> <ul style="list-style-type: none"> • Introduction to IGNITE and all partners • Value proposition of diagnostic and engagement with IGNITE • Diagnostic activities and timeline • Expected results of the diagnostic <p>Review by all relevant team members</p> | 1 week | TA provider | <p>Remember to:</p> <ul style="list-style-type: none"> • Include enough activities and interactive sessions • Simplify concepts as much as possible • Have enough time for review |
| Inception workshop | <ul style="list-style-type: none"> • Complete an office orientation with client. You can use this opportunity to get to know the client and staff • Complete introductions with all relevant staff members participating in the diagnostic • Facilitate inception workshop using the presentation and activities prepared above • Try to find out who is the right person to ask certain topics/things, so you can schedule interviews / visits / calls with them later | 0.5 days | TA provider | <ul style="list-style-type: none"> • Depending on the organization, you may only need a short inception workshop • Remember not everything will get answered at once, but you're likely to have interactions before / during / after the workshop too so be ready to informally get the information you need • Be prepared to answer questions from various members |
| Postworkshop preparation | <ul style="list-style-type: none"> • Immediately after workshop, fill out all the information you have found for each domain. The earlier you consolidate, the earlier you'll know what's missing will determine your focus areas in subsequent interactions • Schedule interviews with key staff members • Schedule field visit, if applicable | 1 day | TA provider | <ul style="list-style-type: none"> • For field visit, ensure you are accompanied by a person who can translate what people are saying as it is - not summarize / polish their words as how some clients might arrange • Always look out for synergies (e.g., if an M&E person can accompany you on field trip then don't have a separate meeting) |
| Interviews | <ul style="list-style-type: none"> • Conduct interviews with all relevant members • Aim to have as many diagnostic topics as possible answered by the end of the interviews • Informally talk to any other relevant members, if required • Immediately after interviews, fill out all the information you have found for each domain. The earlier you | 1-2 weeks | TA provider | <ul style="list-style-type: none"> • The amount of time needed for interviews varies depending on the number of interviews and availability of personnel as well as the number of topics to be covered. |

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|----------------------------------|---|-----------|-------------|---|
| | consolidate, the earlier you'll know what's missing will determine your focus areas in subsequent interactions | | | |
| Field Visits | <ul style="list-style-type: none"> • If relevant, visit field locations where the program is being implemented by the client • Try to arrange a schedule where you can watch implementation in action and interact with few beneficiaries and field staff of the client but the priority in this context is speaking with field staff as opposed to beneficiaries • Based on field visit and any later interactions, fill all missing pieces and consolidate any new information in one place | 1-2 weeks | TA provider | <ul style="list-style-type: none"> • Clients tend to 'arrange' visits, turning it into a 'meet and greet' style visit. Set clear expectations before and reiterate with field staff what you want to see. • You must keep questioning and probing but do not offend the client. • Defer all communication with local stakeholders, officials, etc., to the client. |
| Scoring | <ul style="list-style-type: none"> • Diagnostic team should meet and assign scores to each sub-domain using the Diagnostic scoresheet • Assign 1 lead report writer who can coordinate between team members, pull observations and comments from everyone, and harmonize scoring process. Rotate this responsibility so the burden is not on 1 person • Agree upon the final scores for each domain and for the organization overall • Diagnostic team should fill out qualitative notes under each subdomain | 1 day | TA provider | <ul style="list-style-type: none"> • Always use the standard Diagnostic scoresheet for this |
| Send Thanks and Follow up | <ul style="list-style-type: none"> • After the scoring, if there are any lingering questions, follow up with the interviewee that can answer • Send a blanket thank-you to all people who were interviewed | 1 day | TA provider | |

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| Recommendations | <ul style="list-style-type: none"> Based on scores and qualitative notes, identify potential opportunities for: <ul style="list-style-type: none"> Technical Assistance (TA) for G/N - sensitive approach integration from Tanager Improvements in relevant programs MEL support from Laterite Integration of G/N Research under IGNITE The recommendations need not be fully fleshed out at this stage, as this will only guide the next phase of discussions with the client. Once certain recommendations are accepted, detailed planning can follow | 1-2 weeks | TA provider | <ul style="list-style-type: none"> Always use the standard Diagnostic report template |
| Draft Report & Presentation | <ul style="list-style-type: none"> Finalize a draft report and presentation suitable for sharing with client (including sections on all six domains, along with the conclusion section which includes an overview of opportunities for synergy between G/N) Review by all relevant team members Share with client before meeting to discuss | 2 weeks | TA provider | <ul style="list-style-type: none"> If presenting in person, schedule and manage logistics in advance |
| High-level feedback from client | <ul style="list-style-type: none"> Share initial findings and recommendations with client's management for high-level agreement Discuss and incorporate feedback, if applicable | 1 day | TA provider | |
| Final Report | <ul style="list-style-type: none"> Incorporate feedback and update report, if applicable Evaluate the diagnostic process | 1 week | TA provider | |
| Action Planning | <ul style="list-style-type: none"> Depending on the client, you can move to action planning TA at this point | 1 week | TA provider and AAI | |

Table 1: The diagnostic steps and timelines

Assessment process

The figure 3 below illustrates the assessment and post assessment process:



Figure 3: Assessment process

Post Assessment Process



Diagnostic Implementation – Interview Guide

Before the Interviews

Overview:

1. Schedule interviews with appropriate technical experts on the interview team.
 - a. Interviewees can be interviewed in groups.
 - b. The first few times the interview team conducts a diagnostic, schedule two people in each interview.
2. Familiarize yourself with the tool.
3. Complete document review and upload the notes to a centralized location so all team members can review.
4. Map out sub-domains for each individual interview.
5. Email interviewee to confirm date and time, and provide overview of domains and diagnostic process.
6. Review other interview notes, up to this point.

Interview implementation Guidelines

- a. Assign interview roles strategically.
 - Match interviewers to topics based on technical expertise (e.g., gender experts with gender interviewers).
 - Begin interviews with two team members: one lead interviewer, one note taker.
 - Use paired interviews to support real-time tool application and reduce missed insights.
- b. Plan interview scope efficiently.
 - Aim for 10–15 interviews unless time is limited (e.g., short field visits).
 - Prioritize leadership, technical experts, and 1–2 programmatic staff.
 - Reassess need for additional interviews after initial round is complete.
- c. Monitor for saturation.
 - Track when new insights taper off. Later interviews should confirm and deepen understanding, not repeat known information.
 - Use saturation to guide when to stop or shift focus.

- d. Limit interview team size.
 - Preferably keep interviewers to two for consistency and easier coordination.
 - Larger teams risk duplication and misalignment in scoring and reporting.
- e. Use group interviews selectively.
 - Group formats (e.g., inception workshops or field staff clusters) can be efficient for shared roles.
 - Maintain mostly one-on-one interviews to ensure depth and clarity.

Other guidelines:

1. Familiarize yourself with the tool to be conversant in its sub-domains to probe effectively during interviews.
2. Complete document review before interviews to enables faster recognition of references made by interviewees.
3. Coordinate the review process - divide documents based on team members' expertise and interest and keep track of: Who reviewed what; key takeaways from each document.
4. Review group notes collectively before interviews begin.
5. Bring a list of required documents to interviews for reference. When documents are mentioned, confirm whether you have already reviewed them and request copies of any materials you have not yet received.
6. Before specific interviews, mapping out which sub-domains are most pertinent is key. Start by selecting which domains and sub-domains the staff is mostly likely to be able to speak to. Then prioritize by asking;
 - Is this person the only person or the best person we have scheduled interviews with who can answer questions about this sub-domain?
 - a. If yes, prioritize.
 - Have we received many responses on this sub-domain from other interviewees? Do we have a lot of information on this sub-domain from the document review?
 - b. If yes, de-prioritize.
 - Is there another interviewee that would be better placed to answer questions in this sub-domain?
 - c. If yes, de-prioritize.

Once the prioritization process is done, ensure you are familiar with the prioritized sub-domains. Send an email or call the interviewee before the scheduled time to confirm the date and time. In that communication, provide an overview of the domains and the diagnostic process. Do not assume that any communication with senior leadership has made its way to them.

If you are using a recorder, test it, and ensure that you are comfortable with using it.

If other people are conducting interviews in tandem, make sure you are as up to date as possible with other interviewers.

During the Interview

Overview:

1. Introduce the project, your role, and the process.
 - a. Ensure confidentiality and independence is communicated.
 - b. Introduce recording format (note taking, recording, etc.)
2. Ask the interviewee about their day-to-day job, then continue with sub-domain questions.
3. Keep to time.
4. Be respectful and remember this process is to get the interviewees perspectives and knowledge, not teach them or have a normal conversation with them.
5. At the end, allow time for the interviewee to provide any relevant information that you have not discussed, and ask questions.
 - a. Ensure that you have exchanged contact information.

Guidelines

- a. Start with clear introductions.
 - Explain the project, your role, and the purpose of the interview.
 - Reiterate that input is confidential and based on multiple staff perspectives.
 - Confirm they received the process overview and clarify it in person.
- b. Respect time boundaries.
 - State the expected duration upfront (max 1 hrs for individuals, 2 hrs for groups).
 - If running over, ask if they can continue or prefer to reschedule.

- c. Begin with role context.
 - Ask about their day-to-day responsibilities to gauge relevance to diagnostic topics.
 - Use this to tailor your questions and identify knowledge boundaries.
- d. Note-taking and interview roles.
 - Ideally, have two people: one leads, one takes notes.
 - Solo facilitation with notetaking is possible once familiar with the tool.
- e. Recording (If needed)
 - Use only when solo and unable to take notes; not recommended as first choice.
 - Inform the interviewee, test the device, and ensure clear audio.
 - Clarify that recordings are for note accuracy and will be deleted after transcription.
 - Offer to start recording after introductions to avoid capturing names.

It is important to be flexible when conducting qualitative interviews:

- Remember, this is to get the interviewees perspectives and knowledge. When they need clarification, you can provide it; but refrain from offering your own perspectives and thoughts whenever possible. The overwhelming majority of time should be spent with the interviewee speaking. If you fall into the pattern where you notice yourself speaking more, readjust or change topics, as this can be a sign that you have exhausted the current topic.
- The guiding questions for each domain and sub-domain are meant to guide rather than be prescriptive. If you start with a sub-domain that the interviewee does not express any knowledge of, do not continue asking questions in that sub-domain. Similarly, if the interviewee knows a great deal about a sub-domain, ask further probing questions, or transition to related sub-domains to see if they know a lot about those as well.
 - For example, if you are interviewing a Program Manager, and you start asking about Domain 6: Do No Harm, starting with a knowledge question, “Do you know if your organization does risk assessments?” is a good place to start.
 - If they say yes we do, you can continue and ask more questions about the process.
 - If they say no we do not (or we did not on this project), you can continue and ask if they ever do them, or if there was a reason they did not on this project.
 - If they say they do not know, you should continue to other sub-domains. You have a limited amount of time with each interviewee, so focusing on sub-domains that they have knowledge about is key.

- If the interviewee says they know about something, probe where possible.
 - For example, if you are asking about the gender policy in Domain 1, if they say they know the organization has a gender policy, ask them what it contains or how it is used in their job. It is valuable for this process to know if staff know about the presence of different policies or processes, but do not know the contents or how to use them.
- If the interviewee brings up another sub-domain, do not interrupt them or disrupt the flow. Transition as it makes sense to asking probing questions about that sub-domain, or let them complete their thought, ask them any follow-up questions about the original sub-domain, and be clear that you will come back momentarily to the topic they brought up.
- Remember that you will not get everything from every interview. Prioritization is important beforehand, but allowing time and patience during the interview is also important. People do not like to feel pushed or rushed on topics, so keeping an environment that is open and positive is important.
- This process is a process of triangulation. So, if someone says something that contradicts what you previously knew about the organization, do not correct them. Disagreement is valuable information, and you do not know if the first information you have is the correct information.
- There will be topics that even at the last interview you will not feel like you have all the information on. Moving forward with what you have after you have spoken with enough people, and not pressuring individual interviews to get information is key.
- In your closing, offer time for the interviewee to offer any information that they think is relevant but was not brought up in the interview. Ask if there are other people you should speak with. Ask if there are further documents that you should review (a list of documents you have here is helpful). Let them ask any questions they have of you.
- Ensure that the interviewee has your contact information so if there is anything else they think of, or if they have to send documents, they can. Ensure that you have their contact information in case you have clarification questions after the interview is completed.
- Finally, if you are recording, ensure that you give some time at the end of the interview where you turn off the recorder and ask if they have anything else they would like to add. This need not be done explicitly, but casually turning off the recording device as you go through final questions can allow people to bring up topics, they are not comfortable with being recorded.
- Data Storage - Have a centralized place where all notes are stored and reach out to other interviewees to get an overview of their work up to this point.

After the Interview

Overview:

1. Review notes, ensure that everything was captured and think about key take aways
2. Ensure that shared notes are up to date
3. Periodically think about if you are missing key perspectives, and if you are reaching saturation
4. Send thank you email

Post Interview Guidelines

- a. Consolidate notes promptly.
 - Review and clarify notes immediately after each interview.
 - Reflect on key takeaways while the conversation is fresh.
- b. Use a shared notes space.
 - Document insights and sub-domain observations in a communal area.
 - Upload notes centrally to track gaps and guide follow-up interviews.
- c. Monitor for saturation
 - Stop scheduling new interviews when little new information emerges.
 - Use judgment and timing to assess when scoring can begin.
- d. Send Thank You notes
 - Email each interviewee to thank them and keep communication open for follow-up.
- e. Begin scoring preparation
 - Start noting likely scores, gaps, and recommendations in the shared notes area.
 - Tag insights under relevant sub-domains or domains for easy reference.

Diagnostic Implementation – Scoring Overview

Under each domain, there are sub-domains that make up the overall score of the domain. Each sub-domain is scored on five (5) levels: Nascent, Emergent, Expanding, Advanced and Institutionalized. For most sub-domains, there are corresponding levels for both G/N levels of integration. The integration levels are designed to ensure consistent scoring across different team members and over time, enabling reliable tracking of progress.

To define and categorize organizational maturity in G/N integration, the assessment framework will be anchored in four foundational characteristics: commitment, capacity, practices, and systems. These four characteristics have emerged as foundational determinants of organizational accountability and maturity in gender and nutrition integration, grounded in research, global frameworks such as the Global Nutrition Report, UNICEF’s technical guidance, and tools from Oxfam and Action Against Hunger. Their selection is further informed by practical learning from agricultural institutions and field-based programs, where efforts to mainstream gender and nutrition have revealed that sustained progress depends on the depth of institutional capacity, the consistency of everyday practices, and the robustness of systems such as monitoring and adaptation. These dimensions serve as the analytical lens through which an organization’s progress and positioning will be evaluated.

- a) **Commitment**^{3 4} refers to the extent to which leadership and governance structures prioritize G/N outcomes. This includes formal policies, strategic intent, and resource allocation that signal institutional buy-in. Indicators: Organization’s vision, mission, policies, incentive structures and strategic plans, and organisational budget lines, G&N champions at organisational leadership level.
- b) **Capacity**^{5 6} encompasses the skills, knowledge, and human resources available within the organization to effectively implement gender and nutrition responsive approaches. It considers both individual competencies and institutional readiness. The organization’s ability through staff, tools, and knowledge to design, implement, and evaluate gender-responsive and nutrition programs. Indicators: Staff have training in gender analysis and nutrition-sensitive approaches, G/N specialists or focal points, tools, and capacity building plans on G and N are evident.

³ Global Nutrition Report (2021) Accountability for nutrition: Building commitment and action. Bristol: Development Initiatives. Available at: <https://globalnutritionreport.org> (Accessed: 17 November 2025).

⁴ UNICEF (2021) Technical guidance: Integrating gender into nutrition programming. New York: UNICEF. Available at: <https://www.unicef.org> (Accessed: 17 November 2025).

⁵ Cambridge Public Health (2020) Nutrition capacity framework: Building institutional readiness. Cambridge: University of Cambridge. Available at: <https://www.cph.cam.ac.uk> (Accessed: 17 November 2025)

⁶ Action Against Hunger (2022) Gender-transformative capacity assessment tool. Paris: Action Against Hunger. Available at: <https://www.actionagainsthunger.org> (Accessed: 17 November 2025).

- c) **Practices**⁷⁸ reflect the tangible actions and interventions undertaken to integrate G/N into programming, partnerships, and service delivery. This includes the use of inclusive methodologies, inclusive outreach, participatory processes, and adaptive learning. The actual implementation of gender-responsive and nutrition-sensitive approaches in programs, services, and partnerships. Indicators: G&N analysis, collection and use of disaggregated data, inclusive community engagement, tracking G&N outcomes, and partnerships that prioritize equity and inclusion in projects delivery.
- d) **Systems**^{9 10} examine the organizational mechanisms that sustain integration over time such as M&E frameworks, feedback loops, internal and external accountability structures, and cross-functional coordination. Indicators: G/N are embedded in HR policies, procurement, and budgeting systems, staff orientation, internal audits, grievance systems, organizational culture promotes equity, inclusion, and accountability, and performance frameworks or KPIs.

Each of these characteristics will be used to guide the assessment process and inform the scoring logic, enabling organizations to be categorized into the 5 distinct integration levels. This structured approach ensures that both qualitative and quantitative indicators are considered, offering a comprehensive view of integration progress, areas for strategic improvement and the corresponding G/N TA service offering.

Although the four characteristics, commitment, capacity, practices, and systems, often overlap within organizations and are not mutually exclusive, they will be treated as distinct analytical dimensions for the purpose of this assessment. Each characteristic may manifest differently across organizational functions, and their presence may vary in depth and consistency. To assess maturity, evidence of these characteristics will be explored through a structured interview guide. The guide includes targeted questions designed to elicit examples, documentation, and reflections that reveal whether each characteristic is present within specific subdomains of organizational functioning. Rather than requiring full alignment across all four characteristics in every subdomain, the assessment will examine whether some or all of the characteristics are evident. This flexible approach allows for nuanced scoring that reflects both strengths and gaps illustrated in *Table 2*.

⁷ Oxfam (2019) Organizational capacity assessment tool for gender justice. Oxford: Oxfam GB. Available at: <https://oxfam.org> (Accessed: 17 November 2025).

⁸ CARE (2020) Gender marker guidance: Assessing integration in practice. Atlanta: CARE USA. Available at: <https://www.care.org> (Accessed: 17 November 2025).

⁹ Global Nutrition Report (2021) Nutrition accountability framework: Tracking progress and systems. Bristol: Development Initiatives. Available at: <https://globalnutritionreport.org> (Accessed: 17 November 2025).

¹⁰ UNICEF (2020) Monitoring gender equality outcomes in nutrition systems. New York: UNICEF. Available at: <https://www.unicef.org> (Accessed: 17 November 2025).

| | Commitment | Capacity | Practices | Systems | S |
|---|---|---|---|--|----------|
| Definitions Levels | The extent to which leadership and governance structures prioritize G/N outcomes. | The skills, knowledge, and human resources available within the organization to effectively implement G/N-responsive approaches | The tangible actions and interventions undertaken to integrate G/N into programming, partnerships, and service delivery | The organizational mechanisms that sustain integration over time such as M&E frameworks, feedback loops, internal and external accountability structures, and crossfunctional coordination | |
| Nascent | No formal commitment; occasional verbal interest from individuals. | Limited awareness; no formal training or tools. | G/N rarely addressed; sporadic references only. | No formal systems; informal efforts by individuals. | 0 |
| Emergent | G/N mentioned in proposals or pilot projects. | Ad hoc staff, Introductory training and basic tools introduced. | Some projects include G/N components; early data disaggregation. | Pilot templates or informal processes beginning to emerge. | 1 |
| Expanding | Strategic plans include G/N goals; some budget lines exist. | Dedicated focal points; regular training; use of frameworks. | Most programs integrate G/N; data disaggregation used. | Policies and procedures reflect integration; some cross functional alignment. | 2 |
| Advanced | Leadership champions integration; KPIs and funding reflect priorities. | G/N specialist, strong internal expertise; mentoring and peer learning in place. | Programs designed with equity and inclusion; outcomes tracked. | Integration across HR, finance, procurement, and operations. | 3 |
| Institutionalised | G/N embedded in mission, vision, strategy and governance. | Organization-wide capacity with embedded roles and continuous learning. | All programs are gender transformative and nutrition-sensitive by default. | Systems are embedded, monitored, and continuously improved. | 4 |

Table 2: Descriptions of scoring characteristics

For example, the first sub-domain of the first domain is Core Values & Mission. The integration levels for G/N are:

- Nascent** when no mention of G/N in values and mission **scored 0**
- Emergent** when there is vague references to G/N **scored 1**
- Expanding** when there is explicit mention within broader goals **scored 2**
- Advanced** when there is clear commitment to G/N **scored 3**
- Institutionalized** when G/N are foundation to mission and identity of the organisation **scored 4**

When each subdomain is scored, an average is automatically generated that gives the score for that domain, separately for G/N. Illustrated in Table 3 as follows:

| Sub-Domains | Gender Score | | Nutrition Score | |
|---|-----------------|---|-------------------|-----|
| 1. Corporate vision, mission statement & brand values | Expanding | 2 | Institutionalized | 4 |
| 2. Corporate governance, policies & internal accountability | Nascent | 0 | Expanding | 2 |
| 3. Regulatory compliance & industry standards | N/A | | Emergent | 1 |
| 4. Business strategy and growth plan | N/A | | | N/A |
| 5. Partnership decisions | Emergent | 1 | Institutionalized | 4 |
| 6. Leadership representation | Expanding | 2 | Emergent | 1 |
| Institutional Score | 1.3 | | 2.4 | |
| Domain Stage | Emergent | | Expanding | |

Table 3: Illustration of domain scoring

The institutional domain stage is determined based on the average with corresponding scores as shown in Table 4:

| Domain Stage | Score range |
|-------------------|-------------|
| Nascent | 0.0-0.8 |
| Emergent | 0.9-1.6 |
| Expanding | 1.7-2.4 |
| Advanced | 2.5-3.2 |
| Institutionalized | 3.3-4.0 |

Table 4: Scoring key

Based on this key, the integration level for domain 1 (Adopt gender equality policy and nutrition approach) is **Emergent for Gender (score range 0.9-1.6 and Expanding for Nutrition (score range 1.7-2.4)**. The process is repeated for each of the domains scoring each subdomain as illustrated and then a final average score from domain scores is generated. This gives the organizational score as illustrated in Table 5 below:

| Domain | Gender | | Nutrition | |
|---|-----------------|-----|-------------------|-----|
| Adopt a Gender Equality Policy and a Nutrition Approach | Emergent | 0.8 | Expanding | 2.4 |
| Develop Organizational Culture and Capacity for Gender Equality and Nutrition | Nascent | 0.8 | Institutionalized | 3.8 |
| Allocate Budget for Gender Equality and Nutrition-Sensitive Approaches | Emergent | 1.4 | Emergent | 1.0 |
| Collect Evidence on Gender and Nutrition | Expanding | 1.8 | Emergent | 1.3 |
| Analyze and Use Gender and Nutrition-sensitive Evidence | Expanding | 2.7 | Emergent | 1.5 |
| Do No Harm | | 0.6 | | 0.8 |
| Institutional Score | 1.4 | | 1.8 | |
| Structure Stage | Emergent | | Expanding | |

Table 5: Institutional scores illustrated

The complete scoring shows that the organisation integration maturity is **emergent** for gender and **expanding** for nutrition.

The qualitative data and insights collected during interviews; field visits and the document review are used to aid in scoring. Alongside the scoring, provide corresponding notes gathering during interviews, these help to draft recommendation and link the score to evidence. The results of the diagnostic assessment should be visualized in usable format for the client and other users to understand. Figure 5-9 are suggested visuals to include in the report:

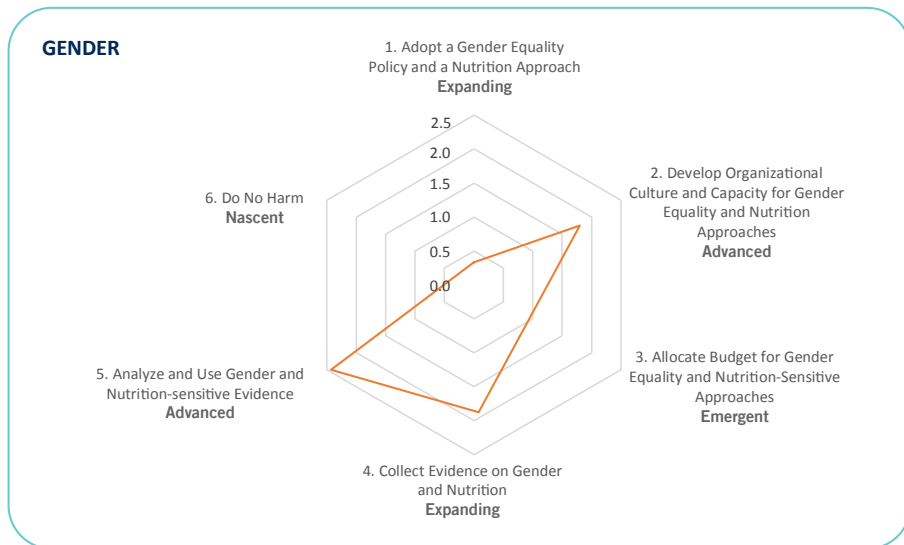


Figure 5: Gender Visual 1

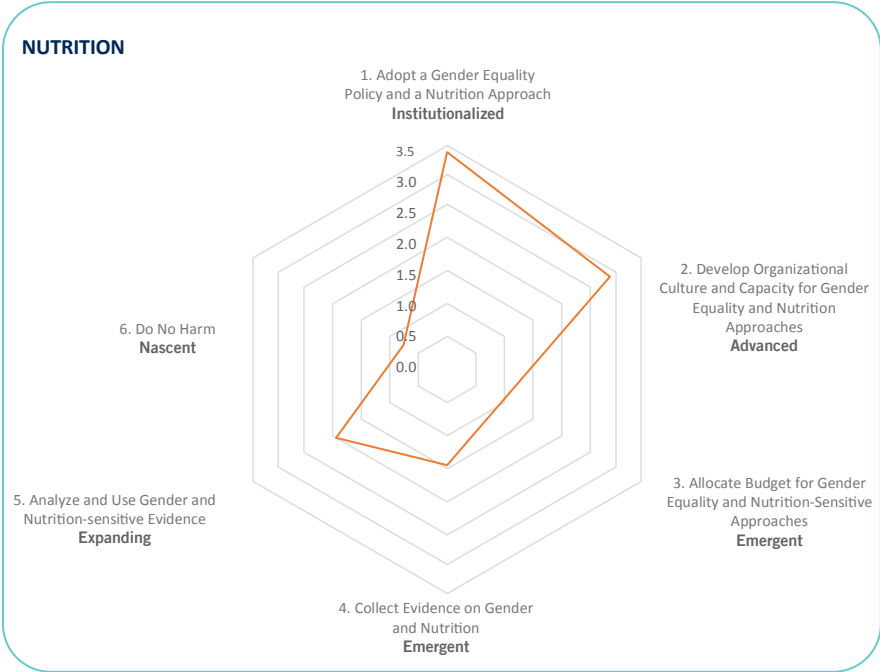


Figure 6: Nutrition Visual 1

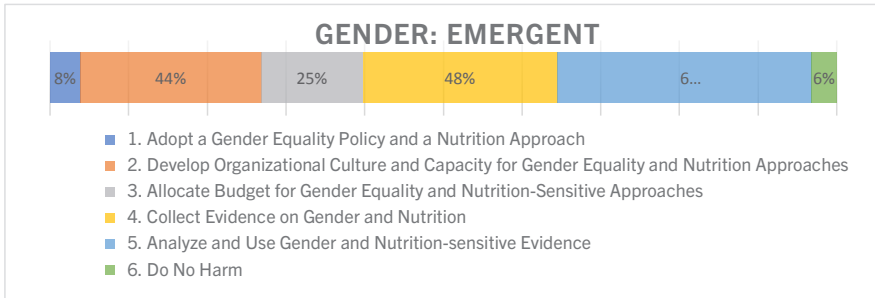


Figure 7: Gender Visual 2

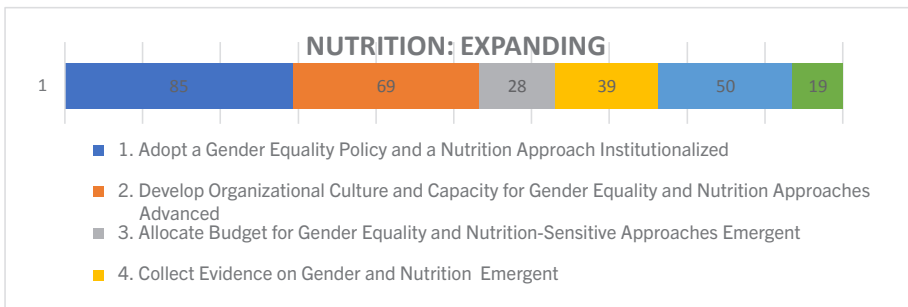


Figure 8: Nutrition Visual 2

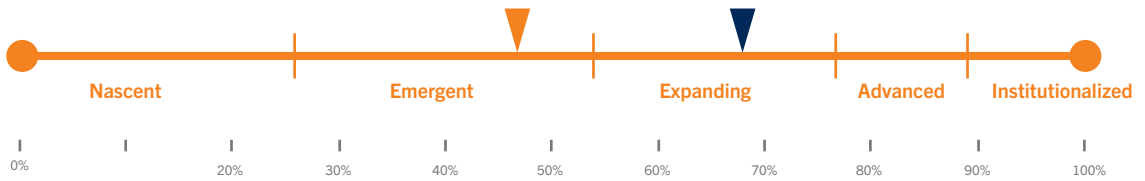


Figure 9: Gender and Nutrition visual 3

Diagnostic Implementation – End of Engagement Diagnostics

The end-of-engagement diagnostic follows the same process as the initial assessment, with the key difference being a focus on reflecting changes since the baseline. The technical team begins by scoring the client based on their current knowledge, without referencing the baseline. Any sub-domains lacking sufficient information are flagged for follow-up. To address these gaps, the team conducts targeted interviews with key staff to explore organizational changes and complete the scoring. A concise report is then produced, highlighting progress made since the start, with less detail than the baseline, as the purpose is to assess change rather than identify TA support needs. The following section outlines specific guidelines for G/N diagnostic assessment for non-profit and for-profit AAls.

Non-Profit Sector: Diagnostic Assessment Guidelines



| Domain | Suggested Staff to Interview- Illustrative | Recommended Sources |
|---|--|---|
| Domain 1: Adopt a Gender Equality Policy and Nutrition-Sensitive Approach | Human resources staff, Gender expert/focal person, Nutrition expert/focal person, senior leadership representative, Program manager/officer | Work plans, policy, strategic plans, business plans, mission and values statements, staff mix, program reports, annual reports, roll out materials, recent proposals, network membership, associations, partnership agreements organizational chart, job descriptions, board minutes, gender policy, nutrition strategy, program list / descriptions, HR policies, pay scales |
| Domain 2: Develop Organizational Culture and Capacity for Gender Equality and Nutrition-sensitive Approaches | Human resources staff, Gender expert/focal person, Nutrition expert/focal person, senior leadership representative, Program manager/officer, Field Coordinator, Key field staff, MEL Staff | Program documents and reports, monitoring and evaluation data, annual reports, social media, website, recent consulting / staffing solicitations, organizational chart, training materials, training schedules, training reports, program reports and evaluations, technical scopes of work, staff skills inventory, job descriptions, board minutes, internal toolkits available to staff, new staff orientation/training materials, internal document libraries (print or online), training needs assessment report, senior leadership and/or board member lists and profiles |
| Domain 3: Allocate Budget for Gender Equality and Nutrition-Sensitive Approaches | Program manager/officer, Field Coordinator, Finance/Budget manager, MEL staff | Recent budgets and budget notes |
| Domain 4: Collect Evidence on G/N | MEL staff, Program manager/officer, Field Coordinator, Gender expert/focal person, Nutrition expert/focal person | MEL framework, theory of change, MEL reports, databases, program reports, recent proposals, indicator tables, questionnaires, assessment guides, MEL work plans, gender analysis reports, pre-analysis plans, research plans, research reports |
| Domain 5: Analyze and Use G/N-sensitive Evidence | MEL staff, Program manager/ officer, Field Coordinator, Gender expert/focal person, Nutrition expert/focal person | MEL plans, indicator tables, work plans, reconnaissance reports, performance plan, program reports, dissemination plans, external reports, database, website |
| Domain 6: Do No Harm | Human resources staff, Gender expert/focal person, Nutrition expert/focal person, Senior leadership representative, Program manager/officer, Field Coordinator | Stakeholder roundtable discussion reports, trip reports, risk and security assessments, risk mitigation plans, reconnaissance reports, gender toolkit, gender strategy, work plans, risk mitigation plans, performance plans, data collection guidance, MEL plans and reports, security plans |

Table 6: Data collection matrix for non-profit clients

Domain 1: Adopt a Gender Equality Policy and a Nutrition Approach

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|--|---|--|--|---|---|---|
| 1. Core Values & Mission | No mention of G/N | Vague references to G/N | Explicit mention within broader goals | Clear commitment to G/N | G/N are foundational to mission and identity | How are G/N reflected in your organization's mission or core values? How do they influence your strategic aims? |
| 2. Institutional policies | No formal gender or non-discrimination policies in place; no systems or structures to support implementation. | Basic policies exist but are inconsistently applied; limited awareness and weak enforcement mechanisms. | Policies are more clearly defined and partially implemented; some systems and staff responsibilities support operationalization, though unevenly. | Policies are actively implemented and integrated into organizational processes; enforcement is consistent and linked to staff performance and institutional outcomes | Policies are fully embedded across governance and operational systems, with routine monitoring and adaptive mechanisms ensuring sustained and effective implementation. | How gender and nutrition policies currently implemented in your organization? Who is responsible, how consistently are they applied, and how is their effectiveness is monitored? |
| Internal accountability and incentives | No defined performance standards related to gender or non-discrimination; staff are unaware of expectations and there are no incentives or review mechanisms. | Basic standards exist but are weakly linked to policies; staff awareness is limited and incentives are informal or inconsistently applied. | Standards are clearer and partially aligned with gender and non-discrimination goals; staff are increasingly aware, and some performance incentives or feedback mechanisms are in place. | Performance standards are well-defined, actively guide staff motivation, and are linked to institutional goals; annual reviews or learning reports are conducted and inform practice. | Standards are embedded across the organization, with strong alignment to policies and practices; staff are fully aware and motivated by structured incentives, and regular audits or learning reviews drive continuous improvement and strategic performance. | What internal policies or mechanisms hold staff accountable for integrating G/N into their work? How is compliance tracked or reinforced? |
| 3. National practices, policies & external accountability | Unaware or non-compliant to national policies | Reactive alignment with national frameworks- only when demanded | Active engagement and contribution to national G/N practices | Transparent reporting and policy leadership to drive accountability | Influences national policy through sustained partnerships, or research contribution | Does your organization align with or influence national G/N policies or reporting requirements How? Give some examples. |

| | | | | | | |
|-------------------------------------|---|---|---|--|---|---|
| 4. Strategic / business plan | G/N absent in the strategic plans | Mentioned as risks or opportunities not as goal | G/N goals included in strategic plans | G/N Integrated with targets, budgets, and M&E | G/N embedded across strategy, budgets, and M&E systems, driving adaptive learning, accountability, and long term value creation | In what ways are G/N priorities embedded in your current strategic or business plan? |
| 5. Partnership decisions | No consideration of G/N partnerships | Partnerships influenced by external incentives (funder) but without consistent strategic criteria. | Partnerships are guided by clearly defined principles and applied consistently across engagements to strategic alignment. | Partnerships are formalized and strategically aligned, with clear roles, shared objectives, and mutual responsibility for outcomes. | Partnerships are co designed from the outset, reflecting collaboration and mutual ownership of goals, strategies, and values | How do G/N considerations influence your choice of partners or collaborators? |
| 6. Leadership representation | No gender or diversity representation at either the board or internal leadership level; no development pathways in place. | Symbolic efforts to diversify either the board or management team, but representation remains limited and development is informal | Competency development of board on G/N and improved representation at management level | Diverse leadership is evident at both levels, with active mentorship and development programs supporting diverse staff into leadership roles | Representation is embedded. Systemic role modelling for accountability and influence on sector norms in practice | What steps does your organization take to ensure diverse leadership and support development pathways for G/N champions? |

Domain 2: Develop Organizational Culture and Capacity for Gender Equality and Nutrition Approaches

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|--|---|---|---|--|---|---|
| 1. Staff orientation, awareness and knowledge | Staff are unaware of G/N concepts; no orientation provided | Basic awareness exists through informal or funder-driven initiatives | Orientation includes G/N principles; some staff trained during onboarding | Systematic orientation and refresher training across departments | G/N knowledge is embedded in organizational culture, reinforced through continuous learning and peer exchange | How are new and existing staff oriented or sensitized on G/N principles, and how is awareness maintained across the organization? |
| Staffing | No staff assigned to G/N roles; no mandate or resources | Ad hoc or parttime roles (focal point) with unclear responsibilities | Dedicated G/N specialist with defined roles in some programs | G/N specialist roles embedded across departments with clear mandates and budgets | G/N staffing is strategic, resourced, and reflected in organizational structure | Does your organization have designated staff or focal points responsible for G/N integration, and how are their roles defined and supported? |
| 3. Skills of staff for G/N analysis | No analytical capacity for G/N; staff lack relevant skills | Basic understanding of G/N analysis, often descriptive or donor-led | Staff can conduct targeted G/N analysis with support and tools | Staff lead robust G/N analysis using mixed methods and contextual frameworks | G/N analysis is advanced, routinely applied, and informs strategic decisions and adaptive programming | What specific skills or qualifications do your G/N staff have to conduct analysis and inform program design or decision-making? |
| 4. Training of Key Staff | No G/N training provided; capacity gaps unaddressed | Occasional training, often externally driven or generic | Regular training for key staff with practical tools and sector relevance | Training is tailored, role-specific, and evaluated for effectiveness | G/N training is institutionalized, with certification, mentoring, and integration into professional development systems | What training opportunities are provided to key staff (e.g., leadership, technical teams, field staff) to strengthen their capacity to integrate G/N into their work? |
| 5. Tools, manuals, and procedures | No G/N tools or guidance available; staff rely on ad hoc approaches | Some tools exist but are outdated, underused, or not context-specific | Tools are available and used inconsistently across teams or programs | Tools are standardized, updated, and integrated into workflows and decision-making | Tools and procedures are embedded, co-developed with users, and drive quality assurance, learning, and accountability | What internal tools, guidelines, or standard procedures are available to guide staff in applying G/N integration consistently across projects or departments? |

Domain 3: Allocate Budget for Gender Equality and Nutrition-Sensitive Approaches

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|--|---|--|---|---|---|
| 1. Program + training budgets | No budget allocated for G/N programs or training | Occasional or donor-driven allocations | Regular budget lines for G/N programs and staff training | Dedicated, multi-year budgets with clear targets | G/N budgets are core to planning cycles, with adaptive funding and strategic prioritization | To what extent are G/N priorities reflected in program and staff training budgets? How are these allocations determined? |
| 2. Budget for Staffing G/N | No staffing budget for G/N roles | Ad hoc or minimal budget allocations, often project-based | Budgets support G/N specialists and activities | G/N staffing are fully budgeted and sustained | G/N budget is embedded in organizational structure and reviewed for strategic alignment | Is there a dedicated budget line for G/N staffing? How is it managed across departments or projects? |
| 3. Budgeting tracking | No tracking of G/N related expenditures | Basic tracking, often manual or donor-required | G/N expenditures tracked with internal systems | Systematic tracking linked to performance and impact | G/N financial tracking is integrated with strategic dashboards and informs organisational decision making | How does the organization track expenditures related to G/N integration? Are these budgets monitored for effectiveness or impact? |
| 4. MEL budget | No assigned MEL budget | Ad hoc allocation of MEL budget when donor-driven | MEL budget supports G/N data collection and analysis | MEL budget is robust, with dedicated G/N components and learning agenda | MEL budget drives adaptive management, with G/N insights shaping strategy and accountability | Does the monitoring, evaluation, and learning (MEL) budget include resources for tracking G/N indicators and outcomes? |
| 5. G/N analysis and risk assessment budget | No budget for G/N analysis or risk assessment | Limited funds for basic assessments or donor compliance | Budget supports periodic G/N analysis and risk reviews | Regular, funded G/N analysis informs program design and risk mitigation | G/N analysis is institutionalized, with budgeted foresight and scenario planning | Is funding allocated for conducting G/N analyses or risk assessments, and how often are these exercises budgeted and implemented? |

Domain 4: Collect Evidence on G/N

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|---|---|--|--|---|--|
| 1. Logical Model- performance targets + indicators | No G/N indicators or targets in logical models | G/N indicators included sporadically, often donor-driven | G/N indicators are defined and tracked in some programs | G/N targets and indicators are integrated across programs and linked to outcomes | G/N metrics drive strategic planning, with adaptive targets and crossprogram alignment | Are G/N outcomes reflected in your program's logical framework, and are there specific indicators and targets to track progress? What kind of indicators do you track? |
| 2. Gender/ Nutrition Situation Analysis | No G/N analysis conducted | Basic analysis using secondary data or anecdotal evidence | Targeted G/N analysis informs program design | Comprehensive analysis using mixed methods and stakeholder input | G/N analysis is routine, participatory, and informs strategy, risk, and innovation | Has a recent (<3yrs) G/N situation analysis been conducted to inform program design? What gaps or opportunities did it identify? |
| 3. Data quality - ethical, valid, & disaggregated | Data lacks ethical safeguards or disaggregation | Some disaggregation (e.g. gender, age), but inconsistent or low quality | Ethical protocols applied; disaggregated data used for reporting | High-quality, ethically collected data informs decisions and equity analysis | Data systems are robust, inclusive, and designed for ethical, valid, disaggregated insights | How does your organization ensure that G/N data is ethically collected, valid, and disaggregated by sex, age, and other relevant factors? |
| 4. Timely collection | Data collection is ad hoc or delayed | Collection timelines exist but are often missed | Data is collected regularly with some alignment to decision cycles | Timely data collection supports responsive programming and learning | Data systems are synchronized with planning and accountability cycles | What systems are in place to ensure timely collection of G/N data? How is this data used to inform decisionmaking? |
| 5. Program aims and targets | No G/N-related aims or targets | G/N aims included but lack specificity or measurement | Clear G/N aims with measurable targets in some components | G/N targets are integrated across outcomes and monitored regularly | G/N aims drive strategic priorities, with adaptive targets and institutional accountability | To what extent do the program's stated aims and targets reflect G/N outcomes, and are these tracked through specific indicators? |
| 6. Research design - methods, question & protocols | No G/N research conducted or designed | Basic G/N questions included in broader research often donor-driven | Research includes G/N- specific methods and protocols | Research design is rigorous, inclusive, and tailored to G/N inquiry | G/N research is strategic, co-created, and informs policy, programming, and innovation | To what extent are G/N considerations embedded in your research design, including sampling methods, research questions, and protocols? |
| 7. Diverse stakeholders | Stakeholders excluded from G/N evidence processes | Limited consultation with affected groups | Stakeholders engaged in data collection or validation | Diverse voices shape analysis, interpretation, and use | Stakeholders co-lead evidence generation and learning, with feedback loops and accountability | How are stakeholders, including women, youth, and marginalized groups, engaged in shaping G/N priorities, data collection, and interpretation? |

Domain 5: Analyze and Use G/N-sensitive Evidence

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|--|--|---|--|---|---|
| 1. Use of G/N Situation Analysis | Situation analysis not used in decision-making | Referenced occasionally, often later on | G/N analysis used to inform program design and targeting | Actively shapes strategy, risk mitigation, and resource allocation | Embedded in planning cycles, influencing institutional priorities, project design and innovation | How is G/N situation analysis used to inform program design, decision-making, or strategic planning? How has the evidence recently influenced programs? |
| 2. Relevant Indicators & analytical frameworks | No G/N indicators or frameworks applied | Basic indicators used, often externally imposed | Indicators and frameworks adapted to program context | Indicators and frameworks guide performance, equity, and impact | G/N frameworks are institutionalized, with sectoral relevance and strategic alignment | What indicators and analytical frameworks does your organization use to measure G/N outcomes, and how are they applied across projects? |
| 3. Internal sharing and cross function validation | Data remains siloed; no cross team sharing | Shared informally or on request | Shared across teams with some validation and joint review | Systematic sharing and validation across functions and levels | Cross-functional learning is routine, with collaborative interpretation and decision-making | How are G/N findings shared internally? What mechanisms exist for crossfunctional validation or feedback? |
| 4. Database processes and systems management | No centralized or structured data systems | Basic databases exist, often fragmented | Systems support G/N data entry and retrieval | Integrated systems with protocols for quality, access, and security | Data systems are robust and support strategic analysis and reporting | What systems or processes are in place to manage G/N data? How is data quality, accessibility, and security ensured? |
| 5. External Sharing and inclusive messaging | No external sharing of G/N data or insights Messaging is generic with no attention to G/N relevance; language may unintentionally exclude key groups. | Shared occasionally with donors or partners Some materials begin to reference G/N, but language remains inconsistent and not tailored to diverse audiences. | Shared through reports or presentations with basic interpretation Messaging is more intentional, with gender-sensitive language and nutrition relevance appearing in key campaigns or materials. | Shared proactively with stakeholders, including communities and policymakers Inclusive language is consistently applied across key materials and channels | External sharing is strategic, transparent, and designed for influence and accountability Messaging reflects deep understanding of intersectionality; inclusive language is embedded in brand identity and communication standards, with regular adaptation. | How does your organization share G/N insights with external stakeholders, partners, or donors? What collaboration with external actors exist? Does your organization ensure that its messaging around G/N is inclusive, context-sensitive, and reflective of the diverse audiences you serve? How? |

| | | | | | | |
|---|--|---|---|--|---|---|
| 6. Programmatic & Institutional Learning | No learning processes linked to G/N evidence | Lessons documented sporadically, often donor-driven | Learning processes include G/N insights and feedback loops | G/N learning informs program adaptation and institutional reflection | Learning is embedded, participatory, and drives continuous improvement and innovation | How are lessons from G/N integration captured and used to improve future programming or institutional practices? |
| 7. Program design - G/N problem & intervention | G/N issues not considered in program design | G/N problems acknowledged but interventions are generic or symbolic | Interventions address specific G/N challenges with contextual relevance | Program design is informed by G/N analysis and tailored to diverse needs | G/N integration is foundational, with co-created interventions and systemic impact | How does the program define the G/N-related problems it seeks to address, and how are interventions tailored to meet those needs? |

| Domain 6: Do No Harm | | | | | | |
|---|---|--|--|--|---|---|
| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
| 1. Risk assessment | No G/N risk assessment conducted | Basic G/N risk assessments done reactively or externally | Periodic G/N risk assessments inform program design | Systematic, proactive assessments integrated into planning | G/N risk assessment is routine, participatory, and informs strategic foresight | How does your organization assess G/N-related risks during program design or implementation, and what frameworks are used? |
| 2. Risk tracking and reporting | No tracking or reporting of G/N risks | Risks tracked informally or for compliance | Risks tracked with internal systems and periodic reporting | Risks monitored with clear indicators and shared across teams | G/N risk tracking is embedded in dashboards and informs adaptive management | What systems are in place to track and report G/N risks over time, and how are these integrated into broader risk management processes? |
| 3. Utilization of risk assessment | Risk assessments not used in decision-making | Used occasionally to adjust activities | Used to inform program design and mitigation strategies | Actively shapes planning, budgeting, and partner engagement | Risk insights drive institutional learning, innovation, and accountability | How are findings from G/N risk assessments used to inform program adjustments, decision making, or strategic planning? |
| 4. Staff risk mitigation | No support or guidance for staff on G/N risks | Basic guidance or informal support provided | Staff receive training and tools to mitigate G/N risks | Staff supported with protocols, resources, and escalation pathways | Staff are empowered and accountable for G/N risk mitigation, with systemic support | What measures are taken to equip staff with the skills and support needed to identify, manage, and mitigate G/N-related risks? |
| 5. Risk ownership & accountability | No clear ownership of G/N risks | Ownership is diffuse or unclear | Specific roles assigned for G/N risk oversight | Risk ownership embedded in leadership and governance structures | G/N risk accountability is institutionalized, with incentives, audits, and public reporting | Who is responsible for overseeing G/N risk management, and how is accountability structured across teams or leadership? |

For Profit Sector: Diagnostic Domains



| Domain | Staff to Interview | Document Sources for Review |
|---|---|--|
| 1. Adopt a Gender Equality Policy and a Nutrition Approach | Executive leadership, HR manager, ESG/sustainability lead | Gender equality policy, nutrition strategy, ESG commitments, board minutes, business website |
| 2. Develop Organizational Culture and Capacity for G/N Approaches | HR manager, department heads, training coordinator, field team leads | Staff training records, onboarding materials, internal memos, culture audits |
| 3. Allocate Budget for G/N-Sensitive Approaches | Finance director, program managers, sustainability lead, regional coordinators | Annual budgets, donor/investor reports, budget justifications |
| 4. Collect Evidence on G/N | MEL officer, data analyst, field operations manager, grassroots enumerators | Survey tools, baseline assessments, monitoring reports, data collection protocols |
| 5. Analyze and Use G/N-Sensitive Evidence | MEL officer, strategy lead, product development team, community engagement officers | Evaluation reports, dashboards, learning briefs, decision memos |
| 6. Do No Harm | Risk manager, compliance officer, field supervisors, community liaison staff | Risk assessments, incident reports, safeguarding protocols, grievance mechanisms |

Table 7: Data collection matrix for profit institutions

Domain 1: Adopt a Gender Equality Policy and a Nutrition Approach

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|--|---|---|--|--|--|--|
| 1. Corporate vision, mission statement & brand values | Mission focuses solely on profit and productivity; G/N absent | CSR or ESG statements mention equity or well-being | G/N included in values, often linked to consumer trust or workforce diversity | Core values reflect G/N as strategic assets for innovation, market access, and brand | G/N is central to company identity, guiding purpose, culture, and long-term value creation | How are G/N reflected in your company's stated values or mission? |
| 2. Corporate governance, policies & internal accountability | No policies addressing G/N; informal practices dominate | Basic policies exist (e.g. anti-discrimination), often reactive or compliance-driven. | G/N policies developed for HR, sourcing, or product safety, with some tracking through G/N KPIs | Policies are enforced, linked to KPIs, audits, and performance reviews. | G/N accountability is embedded in governance, with incentives, reporting, and continuous improvement linked to governance charters | What internal policy guides staff accountability for G/N integration? |
| 3. Regulatory compliance & Industry standards | Company is unaware or non-compliant with national G/N frameworks | Begins aligning with regulations or certification schemes (e.g. food safety, labour laws) | Actively engages with national standards and industry platforms | Demonstrates leadership in shaping policy and reporting transparently | Influences national and sectoral norms through advocacy, innovation, and public accountability | How does your company align with national G/N policies or standards? |
| 4. Business strategy and growth plan | G/N not considered in strategic planning or business plan | G/N mentioned in risk or sustainability sections, often for compliance or investor-driven | G/N goals included in product, workforce, or sourcing strategies | G/N integrated across business units with targets, budgets, and performance metrics | G/N drives competitive advantage, innovation, and ESG strategy, with adaptive planning and board oversight | Is G/N integration explicitly included in your strategic or business plan? How? |
| 5. Partnership decisions | Partnerships formed based on cost or scale, with no G/N criteria | Some partners selected for G/N relevance, often for compliance or branding | G/N criteria applied in supplier selection, joint ventures, or distribution | Partnerships co-designed to advance G/N outcomes, with shared accountability | G/N is a non-negotiable in partnership frameworks, shaping procurement, innovation, and market positioning | Do G/N considerations influence how partners or suppliers are selected? How? |
| 6. Leadership representation | No gender or diversity representation at either the board or executive level; diversity is not considered in succession planning. | Initial efforts to diversify leadership are made, but representation remains minimal | Targeted efforts to improve representation at the management level are underway and board level shows some diversity | Diverse leadership is evident across both board and executive levels | Representation is embedded in governance and talent strategy at all levels | What steps are taken to ensure gender diversity and advancement in leadership roles? |

Domain 2: Develop Organizational Culture and Capacity for Gender Equality and Nutrition Approaches

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|--|--|---|--|---|--|---|
| 1. Staff orientation, awareness and knowledge | No awareness of G/N relevance to business operations | Basic awareness through CSR or compliance sessions | Orientation includes G/N relevance to value chains and market access | Systematic onboarding and training on G/N as part of business strategy | G/N knowledge is embedded in company culture, linked to innovation, brand equity, and market positioning | How are staff oriented or sensitized on G/N principles during business onboarding or operational rollout? |
| 2. Staffing | No staff assigned to G/N roles; no business case recognized | Ad hoc roles or consultants engaged for compliance or reporting | Dedicated staff or units focused on G/N in product development, marketing, or sustainability | G/N roles embedded across departments (e.g. R&D, HR, procurement) with KPIs | G/N staffing is strategic, resourced, and aligned with growth, ESG, and consumer trust goals | Does your company have designated staff responsible for G/N integration, and how are their roles defined within the business structure with clear KPIs? |
| 3. Skills of staff to utilise G/N data | No capacity for G/N analysis; decisions are gender-blind and nutrition-neutral | Basic skills for compliance or investor reporting | Staff can conduct G/N analysis to inform product design, sourcing, or marketing | Staff can integrate G/N analysis into market data, consumer insights, and supply chain diagnostics or utilise existing G/N studies in business strategy | G/N analysis is advanced, predictive, and drives product innovation, risk management, and inclusive growth | What technical skills or qualifications do G/N staff have to conduct market analysis that informs business decisions or product development via G/N lens? |
| 4. Training of Key Staff | No G/N training; business functions operate in silos | Occasional training for sustainability or HR teams | Regular training for key functions (e.g. procurement, sales, R&D) with practical tools | Training is tailored to roles and linked to performance, compliance, and innovation | G/N training is embedded in professional development, with certification, mentoring, and leadership pathways | What training opportunities are provided to key staff to strengthen their capacity to integrate G/N into business operations or strategy? |
| 5. Tools, manuals, and procedures | No tools or procedures for G/N integration | Some tools exist for reporting to investors or to grant providers | Tools used to guide inclusive sourcing, product design, or workforce practices | Tools are standardized, updated, and integrated into business processes and digital systems | Tools and procedures are embedded in quality assurance, innovation pipelines, and ESG reporting frameworks | What internal tools, manuals, or procedures guide staff in consistently applying G/N principles across business functions? |

Domain 3: Allocate Budget for Gender Equality and Nutrition-Sensitive Approaches

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|--|--|--|--|---|--|
| 1. Program + training budgets | No budget allocated for G/N programs or staff training | Occasional or externally driven allocations (e.g. CSR, compliance) | Regular budget lines for G/N programs and workforce training | Dedicated, multi-year budgets linked to business goals and ESG metrics | G/N budgets are core to strategic planning, with adaptive funding and ROI tracking | To what extent are G/N priorities reflected in your business and staff training budgets, and how are these allocations justified commercially? |
| 2. G/N staffing budget | No staffing budget for G/N roles | Minimal or project based allocations for G/N staff | Budgets support G/N staff and activities across business units | G/N staffing and operations are fully resourced and aligned with performance targets | G/N budget is embedded in organizational structure and reviewed for strategic alignment and impact | How does your company approach budgeting for G/N-related staffing and operational activities across different business units or regions? |
| 3. Budgeting tracking | No tracking of G/N related expenditures | Basic tracking for compliance or donor/investor reporting | Internal systems track G/N expenditures across departments | Budget tracking linked to KPIs, ESG dashboards, and financial performance | G/N financial tracking is integrated with enterprise systems and informs strategic decisions and reporting | How is spending on G/N integration tracked within your financial systems, and what insights or challenges have emerged from that process? |
| 4. MEL budget | MEL budget excludes G/N indicators or learning agenda | MEL includes some G/N indicators, often externally mandated | MEL budget supports G/N data collection, analysis, and reporting | MEL budget is robust, with dedicated G/N components and businessrelevant insights | MEL budget drives adaptive management, innovation, and accountability across business units | In what ways does your monitoring, evaluation, and learning budget support the tracking of G/N outcomes or business performance linked to inclusion and nutrition? |
| 5. G/N analysis and risk assessment budget | No budget for G/N analysis or risk mitigation | Limited funds for basic assessments or investor compliance | Budget supports periodic G/N analysis and risk reviews in supply chains or markets | Regular, funded G/N analysis informs product development, sourcing, and brand strategy | G/N analysis is institutionalized, with budgeted foresight, scenario planning, and risk mitigation embedded in governance | How does your company budget for G/N-related analysis or risk assessments, and how are those insights used to inform commercial strategy or product development? |

| Domain 4: Collect Evidence on G/N | | | | | | |
|---|--|---|--|---|---|---|
| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
| 1. Business performance framework | No G/N indicators or targets in business models | G/N indicators included sporadically, often for ESG or donor compliance | G/N indicators defined and tracked in select product lines or sourcing programs | G/N targets integrated across business units, linked to KPIs and ESG metrics | G/N metrics drive strategic planning, innovation, and investor reporting across the enterprise | How are G/N outcomes reflected in your business performance framework? and how do they align with ROI, ESG scores and profit goals? |
| 2. Gender/ Nutrition analysis embedded in business surveys | No G/N analysis conducted; market segmentation is generic | Basic analysis using secondary data or investor requirements | Targeted G/N analysis informs product design, sourcing, or workforce strategy | Comprehensive analysis using market research, consumer insights, and supply chain diagnostics | G/N analysis is routine, predictive, and shapes business models, risk mitigation, and inclusive growth | Can you describe how G/N situation analysis has informed your market strategy, product development, or customer segmentation? |
| 3. Data quality- ethical, valid, & disaggregated | Data lacks ethical safeguards or disaggregation | Some disaggregation (e.g. sex, age), but inconsistent or low quality | Ethical protocols applied; disaggregated data used for reporting and product targeting | High-quality, ethically collected data informs inclusive marketing, HR, and sourcing | Data systems are robust, secure, and designed for ethical, disaggregated insights across operations | What steps does your company take to ensure G/N related data is ethically collected, commercially relevant, and disaggregated for meaningful analysis? |
| 4. Timely collection | Data collection is ad hoc or delayed; not aligned with business cycles | Collection timelines exist but are often missed or siloed | Data collected regularly with some alignment to decision-making | Timely data collection supports responsive product development and supply chain management | Data systems are synchronized with planning, sales, and ESG cycles for real-time decision-making | How does your business ensure timely collection of G/N data, and how is that data used to support decision-making or product positioning? |
| 5. Research design- methods, question & protocols | No G/N research conducted or designed | Basic G/N questions included in broader consumer or workforce surveys | Research includes G/N -specific methods and protocols for product or market insights | Research is rigorous, inclusive, and tailored to G/N inquiry in product, HR, or sourcing | G/N research is strategic, co-created with stakeholders, and informs innovation, risk, and brand strategy | How are G/N considerations integrated into your research design—such as sampling, survey tools, or protocol development—to support business innovation or compliance? |
| 6. Diverse stakeholders | Stakeholders excluded from G/N evidence processes | Limited consultation with affected groups (e.g. suppliers, workers) | Stakeholders engaged in data collection or validation (e.g. focus groups, surveys) | Diverse voices shape analysis, interpretation, and product or sourcing decisions | Stakeholders co-lead evidence generation and learning, with feedback loops and shared accountability | How does your company engage diverse stakeholders—including women, youth, and marginalized groups—in shaping G/N priorities or validating market insights? |

Domain 5: Analyze and Use G/N-sensitive Evidence

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|---|---|--|---|--|--|
| 1. Use of Gender / Nutrition Situation Analysis | Situation analysis not used in decisionmaking or product strategy | Referenced occasionally for investor or certification purposes | Used to inform product design, sourcing, or workforce strategy | Actively shapes business planning, risk mitigation, and market segmentation | Embedded in strategic cycles, influencing innovation, brand positioning, and inclusive growth | What evidence exists that G/N integration contributes to commercial performance (sales growth, cost reduction, brand differentiation, or investment attractiveness)? |
| 2. Relevant Indicators & analytical frameworks | No G/N indicators or frameworks applied | Basic indicators used for ESG or donor reporting | Indicators and frameworks adapted to product, workforce, or supply chain context | Indicators guide performance, equity, and consumer insights across business units | G/N frameworks are institutionalized, aligned with ESG, innovation, and impact metrics | What types of G/N indicators or analytical frameworks does your business use to assess performance, and how do they inform decision making in product design, packaging, pricing and distribution? |
| 3. Internal sharing and cross function validation | Data remains siloed; no cross team sharing or validation No targeted outreach; awareness limited to formal stakeholders | Shared informally or for reporting purposes Basic awareness efforts, often top -down or compliance-driven | Shared across teams with some validation and joint review | Systematic sharing and validation across functions (e.g. R&D, HR, procurement) | Cross-functional learning is routine, with collaborative interpretation and business decisionmaking Awareness creation is participatory, sustained | How are G/N-related insights shared across departments, and what processes support cross functional validation or alignment? |
| 4. Database processes and systems management | No centralized or structured data systems for G/N | Basic databases exist, often fragmented or manual | Systems support G/N data entry and retrieval across select functions | Integrated systems with protocols for quality, access, and security | Data systems are robust, interoperable, and support strategic analysis, reporting, and innovation | How does your company manage G/N-related data—such as storage, access, and integration into broader business intelligence systems? |

| | | | | | | |
|--|--|---|---|---|---|---|
| <p>5. External Sharing</p> | <p>No external sharing of G/N data or insights Channels used are inaccessible to many (e.g. digital-only, formal meetings)</p> | <p>Shared occasionally with investors, certifiers, or partners Some alternative channels used, but not systematically</p> | <p>Shared through ESG reports or sustainability communications Multiple channels used to reach different groups (e.g. radio, SMS, community forums)</p> | <p>Shared proactively with stakeholders, including suppliers, consumers, and regulators Channels chosen based on audience needs and preferences, with feedback mechanisms</p> | <p>External sharing is strategic, transparent, and designed to build trust, influence, and accountability Communication is multi-modal, inclusive by design, and co-created with diverse stakeholders for reach and trust</p> | <p>In what ways does your company share G/N related findings or commitments with external stakeholders such as investors, regulators, or consumers?</p> |
| <p>6. Programmatic & Institutional Learning</p> | <p>No learning processes linked to G/N evidence</p> | <p>Lessons documented sporadically, often for compliance</p> | <p>Learning processes include G/N insights and feedback loops</p> | <p>G/N learning informs product adaptation, workforce strategy, and brand development</p> | <p>Learning is embedded, participatory, and drives continuous improvement, innovation, and competitive advantage</p> | <p>How does your business capture and apply lessons from G/N integration to improve future operations, partnerships, or product offerings?</p> |

Domain 6: Do No Harm

| | Nascent | Emergent | Expanding | Advanced | Institutionalized | Guiding Questions |
|---|--|--|---|---|---|---|
| 1. Risk assessment | No G/N risk assessment conducted; risks are invisible or ignored | Basic assessments done reactively or for investor compliance | Periodic G/N risk assessments inform sourcing, workforce, or product strategy | Systematic, proactive assessments integrated into business planning and ESG strategy | G/N risk assessment is routine, predictive, and informs innovation, brand protection, and inclusive growth | How does your company assess potential G/N-related risks such as exclusion, reputational impact, or market access when designing business strategies or launching new products? |
| 2. Risk tracking and reporting | No tracking or reporting of G/N risks | Risks tracked informally or for certification purposes | Risks tracked with internal systems and periodic reporting to leadership | Risks monitored with clear indicators, dashboards, and cross functional review | G/N risk tracking is embedded in enterprise systems, informing strategic decisions and public ESG reporting | Can you describe how G/N related risks are tracked and reported within your company's risk management systems or governance structures? |
| 3. Utilization of risk assessment | Risk assessments not used in decisionmaking or operations | Used occasionally to adjust activities or respond to external pressure | Used to inform product design, sourcing, workforce strategy, and compliance | Actively shapes planning, budgeting, and stakeholder engagement | Risk insights drive institutional learning, innovation, and competitive positioning across markets | How are insights from G/N risk assessments used to inform business decisions, product adjustments, or stakeholder engagement strategies? |
| 4. Staff risk mitigation | No support or guidance for staff on G/N risks | Basic guidance or informal support provided to frontline teams | Staff receive training and tools to identify and mitigate G/N risks | Staff supported with protocols, escalation pathways, and performance-linked incentives | Staff are empowered and accountable for G/N risk mitigation, with systemic support and leadership engagement | What measures are in place to equip staff with the tools and support needed to identify and mitigate G/N-related risks in their day-to-day roles? |
| 5. Risk ownership & accountability | No clear ownership of G/N risks; responsibility is diffuse or absent | Risk ownership assigned informally or to compliance teams | Specific roles assigned for G/N risk oversight, with some reporting | Risk ownership embedded in leadership and governance structures, with performance links | G/N risk accountability is institutionalized, with incentives, audits, public reporting, and stakeholder trust mechanisms | Who within the company is responsible for overseeing G/N related risk management, and how is accountability structured across teams or leadership? |

TA Service Offering and Delivery Continuum:

NASCENT

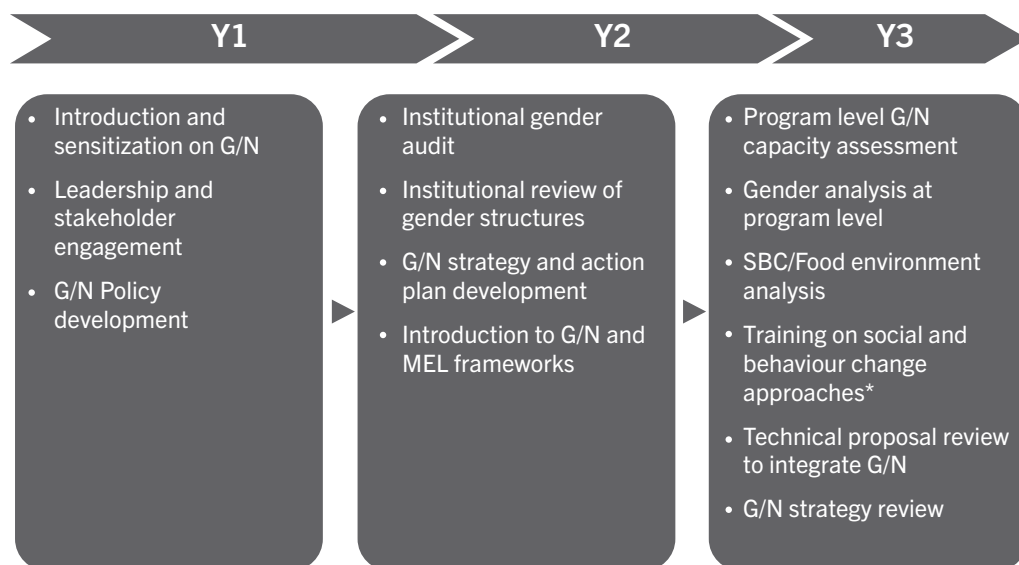
Profile Level Summary:

| | | | |
|--|---|---|---|
| No formal commitment; occasional verbal interest from individuals. | Limited awareness; no formal training or tools. | G/N rarely addressed; sporadic references only. | No formal systems; informal efforts by individuals. |
|--|---|---|---|

Specific Institutional recommendations

(Fill here after diagnostic assessment)

TA Service focus areas



EMERGENT

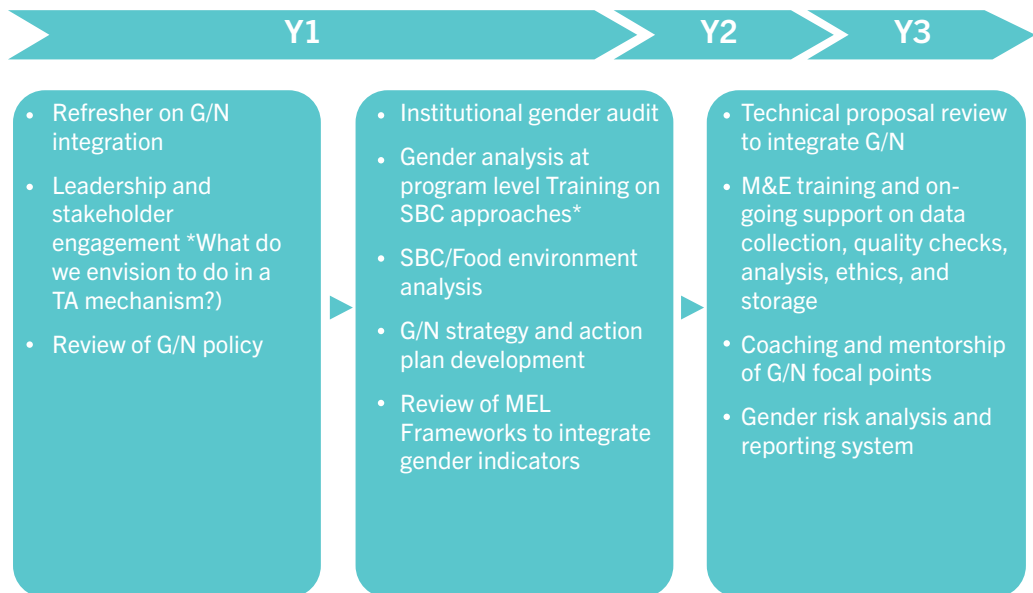
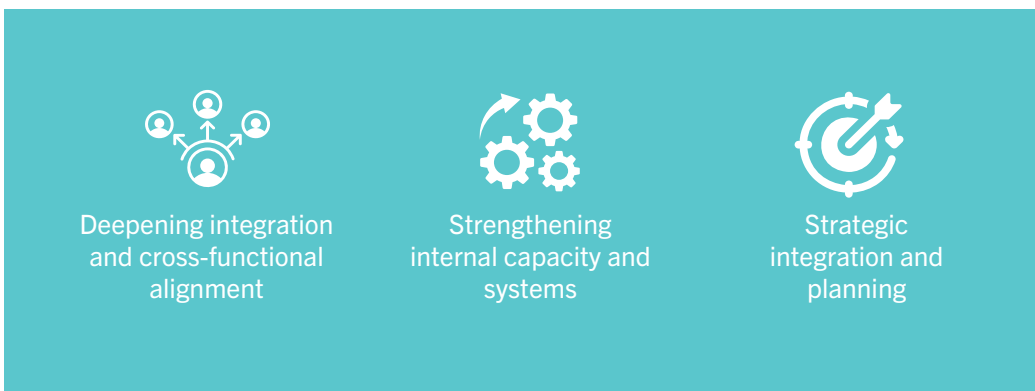
Profile Level Summary:

| | | | |
|---|---|---|--|
| G/N mentioned in proposals or pilot projects. | Introductory training and basic tools introduced. | Some projects include gender/nutrition components; early data disaggregation. | Pilot templates or informal processes beginning to emerge. |
|---|---|---|--|

Specific Institutional recommendations

(Fill here after diagnostic assessment)

TA Service focus areas



EXPANDING

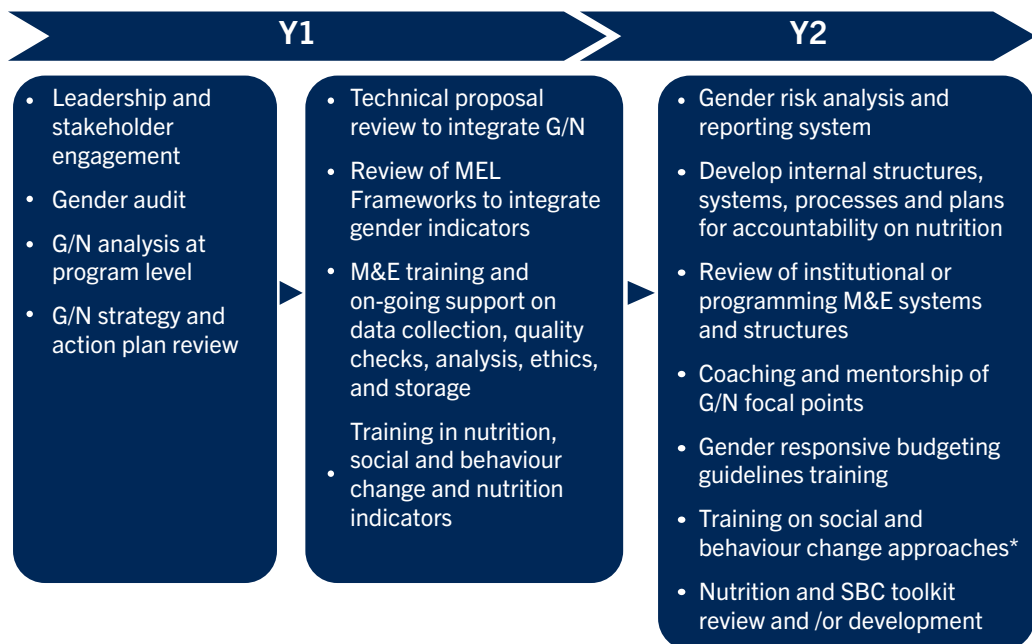
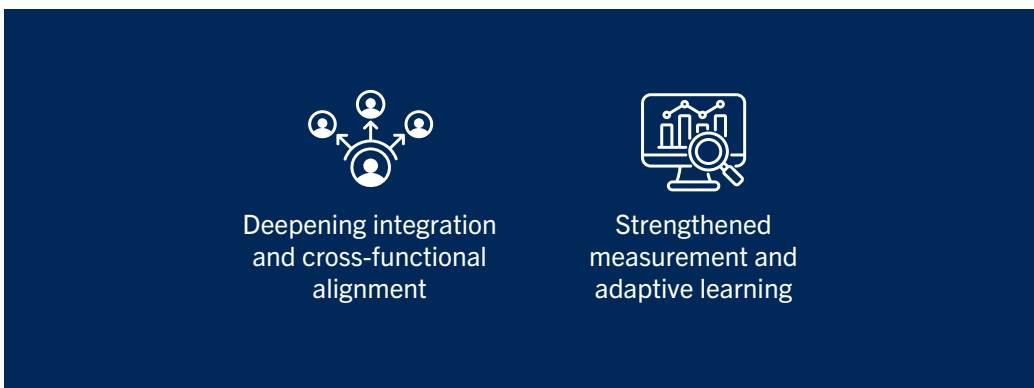
Profile Level Summary:

| | | | |
|---|--|--|---|
| Strategic plans include G/N goals; some budget lines exist. | Dedicated staff/focal points; regular training; use of frameworks. | Most programs integrate G/N; data disaggregation used. | Policies and procedures reflect integration; some cross-functional alignment. |
|---|--|--|---|

Specific Institutional recommendations

(Fill here after diagnostic assessment)

TA Service focus areas



ADVANCED

Profile Level Summary:

Leadership champions integration; KPIs and budgets reflect priorities.

Strong internal expertise; mentoring and peer learning in place.

Programs designed with equity and inclusion; outcomes tracked.

Integration across HR, finance, procurement, and operations.

Specific Institutional recommendations

(Fill here after diagnostic assessment)

Co-funded or self-funded engagement



Y1

- Co-lead sector level G/N integration learning and research
- Gender responsive budgeting training

- Introduction to sustainability planning
- Co-creation of tools, adaptive and learning systems to drive system-wide change
- Co-develop and provide ongoing support on data collection tools and templates

INSTITUTIONALIZED

Profile Level Summary:

| | | | |
|--|---|--|---|
| G/N embedded in mission, vision, -strategy and governance. | Organization-wide capacity with embedded roles and continuous learning. | All programs are gender-transformative and nutrition-sensitive by default. | Systems are embedded, monitored, and continuously improved. |
|--|---|--|---|

Specific Institutional recommendations

(Fill here after diagnostic assessment)

Co-funded or self-funded engagement



Y1

| | |
|--|--|
| <ul style="list-style-type: none"> • Leadership and stakeholder engagement • Gender responsive budgeting training • Review of institutional or programming M&E systems and structures • Co-lead sector level learning and research on G/N • Develop case studies on G/N integration business case | <ul style="list-style-type: none"> • Co-design high G/N impact projects and scope joint funding • Co-lead sector level G/N integration learning and research • Co-creation of cutting-edge tools, adaptive learning systems, and metrics to drive system-wide change. • Support continuous development of case studies on G/N integration business case • Co-lead policy advocacy |
|--|--|

Appendix 1: Diagnostic Document Checklist

Operations & Leadership

- Strategic plan
- Value statement
- Partnership agreement(s)
- Board meeting minutes
- Board member profiles
- Budgets
- Budget notes
- Financial reports
- Gender toolkit/strategy
- Nutrition toolkit/strategy

Programming

- Work plan for each project
- Program reports
- Program list & descriptions
- Recent proposals

Marketing/Communications

- Marketing materials
- Social media presence

HR & Staffing

- Pay scales
- Recent consulting / staffing solicitations
- Organizational chart
- Job descriptions
- Performance Evaluation Policies

- Training materials
- Training materials
- Internal Toolkits
- Orientation materials
- Staff skills inventory
- Training schedule
- Training budgets

M&E

- Theory of change
- Logical model
- Indicators (KPIs) & definitions
- Monitoring plan
- Monitoring schedule/work plan
- Monitoring reports
- M&E internal guidance materials
- Research plans and reports
- Training materials
- M&E budgets
- Learning meeting minutes or schedule
- Data management system
- Research approval documentation
- Documentation of learning processes

Appendix 2: Standard Document & Meeting Request Email

Standard Document Request Email

Dear (INSERT INTERVIEWEE NAME):

I have attached here (ATTACH) the document checklist. We would appreciate if you can send us the documents by (INSERT DATE) to give us ample time for review. This list includes many different kinds of documents; do not worry about any that you do not have. Sending what you do have allows us to start our interviews from a place of knowledge. If you have any questions or concerns please let me know.

Regards,

(INSERT NAME)

Standard Individual Meeting Scheduling Email

Dear (INSERT COORDINATOR NAME):

Find attached (ATTACH) a template for key resource person who can be interviewed during the diagnostic assessment. We would like your support in filling out the respective persons and their email and contacts so that we can start scheduling the interviews. The list is not exhaustive so please feel free to add any additional people that will be relevant for this process based on your context. This list provides a general outline of key resource persons that can provide information during the interview process based on the 6 domains of the diagnostic tool.

We anticipate to schedule the interviews in (INSERT DATE RANGE). Would it be possible to get back a comprehensive list of resource persons per domain by (INSERT DATE) to give us enough time to schedule the interviews?

If you have any questions let me know.

Regards,

(INSERT NAME)

Standard Individual Meeting Scheduling Email

Title: (INSERT INSTITUTION NAME) [Meeting with (INSERT INTERVIEWEE NAME) (INSERT INTERVIEWEE TITLE)]

Dear (INSERT INTERVIEWEE NAME):

Thank you for agreeing to meet with the (INSERT INSTITUTION NAME Experts) to diagnostic on gender, nutrition and MEL. Discussions will be guided by the domains attached (ATTACH) to this calendar invite. Please feel free to contact me if you have any further questions and we look forward to an insightful discussion.

Regards,

(INSERT NAME)



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tanager

an ACDI/VOCA affiliate

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