

Gender Equality Strategy
Northern Council for Global Cooperation

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1. A NOTE ON TERMINOLOGY

Gender roles, identities and expectations are socially, culturally and politically constructed. Expectations about what it means to be a woman, man or transgender person can vary over time and depend on context and differ between and within countries. They are also based on the power relations between men, women and those identifying with other gender categories – as well as through the power relations within these groups. Furthermore, there is a need to recognise, respect, protect and fulfil the rights of gender non-conforming and non-binary individuals. As the norms, practices and beliefs that sustain gender inequality are social constructs, change is not only just and desirable, but also possible. Gender equality means that all people have equal opportunity and are able to enjoy these opportunities and realize their full rights and potential. We recognize that there is diversity in gender, gender identity or expression, and sex characteristics which overlap and interact with other structural elements and social identities such as age, race, wealth, ability, status and sexual orientation. Therefore, throughout this strategy the terminology in ‘all their diversity’ is used to express the notion that whichever group is mentioned will include people in all their aforementioned diversity.

2. DOCUMENT USE AND ORGANIZATION

This strategy was created for NCGC staff and partners. Its purpose is to help ensure that NCGC programs and activities contribute to advancing gender equality.

A standard Gender Equality Analysis (GEA) for international assistance projects is not required for the Inspiring Action for Global Citizenship (IAGC) project as the expected changes at the ultimate, intermediate and immediate outcomes are for Canadians and Canadians organizations. This is in recognition that the IAGC is not a typical development program and that a standard GEA, the one expected in typical development projects, is not required. However, NCGC elected to undertake a comprehensive GEA analysis and strategy as part of our core programming to advance our commitment and further our organizational skills and that of our network, in gender equality. Further, NCGC budgeted and contracted gender equality expertise as part of the development of the GE strategy implementation team; including training for project staff in GE strategy development as well as monitoring, evaluation and learning (MEL) and baseline survey development.

Throughout project implementation NCGC will; continue to seek collaboration and support from women's organizations; remain flexible and open to respond to new and innovative methods; and explore opportunities for supporting gender equality during implementation. To this end NCGC will promote equitable participation of women with men, especially in decision-making, throughout all stages of project implementation.

NCGC's GES is not meant to be a static document. During implementation, projects will be re-evaluated in the context for promoting gender equality and engage in dialogue with partners and stakeholders, especially women and girls, in order to identify challenges and emerging opportunities as well as lessons learned. In this respect, the project's gender equality expert is a key resource. As the project builds gender equality capacity both internally and among our network, new possibilities may emerge, and projects will aim to be flexible enough to take advantage of them.

3. INTRODUCTION

WHO WE ARE

The Northern Council for Global Cooperation (NCGC) is a network of individuals and organizations based in Canada's three northern Territories: Yukon Territory, Northwest Territories and Nunavut. We are committed to achieving sustainable global development that is democratic, just, inclusive, and respectful of the environment and all cultures.

WHAT WE DO

At NCGC, we take a leadership role in engaging and motivating northern Canadians by:

- Building the capacity of our northern network organizations and individuals;
- Representing northerners' interests with government and others; and
- Increasing awareness and knowledge of global issues and sustainable development by providing opportunities for northern youth, in all their diversity, to become active global citizens.

Overall, our work is focused on providing education and skills building opportunities to northern youth through inspiring programming and transformational learning experiences. Our goal is to encourage and support young northerners to become agents of change and gender equality advocates in their communities and beyond.

OUR APPROACH

Over the next four years, NCGC will be implementing the Inspiring Action for Global Citizenship Program (IAGC). This program is dedicated to inspiring Canadians as global citizens through diverse avenues and levels of engagement with individuals and organizations based in Canada's three northern territories. Our current priorities include:

- Developing a communications and branding strategy;
- Building capacity of our northern network;
- Developing and implementing our Northern Ambassador Program;
- Developing and implementing our signature youth journalism program;
- Implementing a monitoring, evaluation and learning program;
- Organizing International Development Week campaigns and events;
- Organizing informational events such as "Global Views, Local Brews";
- Developing and implementing this Gender Equality Strategy; and
- Supporting the development of a new Social Justice curriculum for Yukon students in grades 11 and 12.

More details about these projects and program components can be found on our website: <http://www.ncgc.ca/>.

4. COMPLIANCE WITH GAC GENDER EQUALITY POLICY

Global Affairs Canada (GAC) places great emphasis on gender equality. Its Gender Equality Policy requires the agency to demonstrate explicit and systematic integration of gender equality throughout all projects and programs. The case for integration is based around the partner organization's commitments, international agreements, more appropriate and relevant projects, social justice and economic efficiency and effectiveness, and the fact that cultural sensitivity does not preclude action on gender equality.

The goal of GAC's Gender Equality Policy is to support the achievement of equality between women and men to ensure sustainable development.

NCGC programs will contribute to the three gender equality objectives which underpin GAC's Feminist International Assistance Policy:

- to enhance the protection and promotion of the human rights of women and girls;
- to increase the participation of women and girls in equal decision-making, particularly when it comes to sustainable development and peace; and
- to give women and girls more equitable access to and control over the resources they need to secure ongoing economic and social equality

The importance of Canada's international assistance efforts and focus on gender equality, and the empowerment of women and girls, will be amplified through strategic public engagement and capacity building efforts, including:

- Research and analysis on NCGC's network audiences' behaviour (concerns, issues, beliefs, mindset), as it relates to international development assistance and with a particular focus on gender equality;
- Global citizenship educational experiences, toolkits, social media and digital content and more as applicable to influence the northern Canadian public's engagement and behaviours in relation to investment in gender equality globally;
- Capacity building opportunities that will enable NCGC's network regardless of internal capacity, to expand and deliver on their programs; and,
- Media outreach conducted as part of the NCGC's communications strategy.

NCGC adheres to GAC's Gender Equality Policy and shares its commitment to integrating gender equality in all aspects of programming.

5. BACKGROUND

INTERNATIONAL AND NATIONAL REGULATORY FRAMEWORKS

- i. Canada is signatory to all conventions and agreements pertaining to human rights, gender equality and the empowerment of women including the Universal Declaration of Human Rights, 1948; International Covenant on Economic, Social and Cultural Rights, 1966; Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1979; Beijing Declaration and Platform for Action, 1995 (which established gender mainstreaming as a major global strategy); and various International Labour Organization (ILO) Conventions on equal remuneration and non-discrimination with respect to employment.
- ii. The Canadian Charter of Rights and Freedoms gives constitutional protection to individual human rights. Section 15 ensures the equal protection and benefit of the law "without discrimination [...] based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability." Court decisions have expanded this list to prohibit discrimination on other grounds, such as citizenship, marital status and sexual orientation; decisions have also recognized that multiple grounds of discrimination may intersect in particular cases. Section 28 guarantees that all rights covered in the Charter apply equally to men and women.
- iii. The Canadian Human Rights Act (CHRA), as well as territorial human rights legislation.
- iv. The Sustainable Development Goals (SDGs) set out in the report **Transforming Our World: The 2030 Agenda for Sustainable Development**, establish increased impetus to close the gender gap. This

international framework presents a stand-alone goal, Goal 5 on gender equality and empowerment of women, and provides a cross-cutting approach to gender equality throughout all 17 goals and 169 associated targets.

WHY A GENDER EQUALITY STRATEGY

“When we don’t pay attention to gender in our influencing work, there are negative consequences. We can expose people to risks, lessen our impact, and in some cases, we can actually cause harm to women and men if we ignore gender.” (Oxfam, 2019)

NCGC embraces a strong feminist identity. This means we recognize that the eradication of poverty and the fair distribution of resources cannot be achieved without radically addressing inequitable gender power relations. By embracing a feminist identity, NCGC is clearly stating that all forms of gender discrimination must be tackled head on if we are to build solidarity and equitable relations amongst all peoples. This is a long-term endeavor and it is the responsibility of each and every one of us.

To this end, NCGC will contribute to building a world in which the rights of women, men, and all genders, in all their diversity, are treated equally and with respect. NCGC is invested in supporting gender equality on a global scale; however, our organization is based in Canada’s North and primarily focused on engaging audiences in the northern context (Yukon, Northwest Territories, and Nunavut). In the North, the critical issues from a feminist and gender equality perspective are violence against Indigenous women and girls, and the persistence of systemic human rights violations and abuses experienced by Indigenous people more broadly. At NCGC, we understand that if we are to position our organization as both a feminist organization and an advocate for gender equality, we must ally with and advocate for northern Indigenous youth in all their diversity. Further, we must work with partner organizations and northern communities to ensure that Indigenous people in northern Canada have equal opportunities and outcomes. This is a large part of the organizational and programmatic focus of NCGC’s work.

With the priorities identified above in mind, NCGC adopted a Gender Equality Policy in 2018, and at the time, we also committed to taking further action to systematically mainstream a feminist perspective/gender lens throughout our programs and organizational activities. This Gender Equality Strategy is the next step in this process. Like the Gender Equality Policy, the Gender Equality Strategy will serve as an institutional lever that will help our organization embed a feminist lens into every aspect of our work. It will also serve as a tool for dialogue with our affiliates so we can better support them in advancing the rights of women and girls—both in the North and globally.

WHAT DOES “EMBRACING A STRONG FEMINIST IDENTITY” MEAN TO NCGC?

According to Global Affairs Canada (2019), a feminist approach requires “supporting the voice, agency and empowerment of women and girls in all their diversity and others who face discrimination and marginalization”. In addition, a feminist approach “values diversity and inclusion as essential assets for achieving transformative change and sustainable development.”

Oxfam (2019) suggests that adopting a feminist approach in the context of influencing-focused work means:

- Taking a rights-based, transformative approach to eliminating poverty. Gender, power and wealth inequalities exacerbate each other and as a result, women and girls make up the majority of living in

poverty, and poverty affects women, men, boys and girls differently. Policy, campaigns, advocacy and influencing with a feminist approach recognizes this and responds to it.

- Making sure that any research or strategy development reflects the reality that poverty affects men and women differently.
- Ensuring that a gender analysis is at the core of influencing objectives and tactics, and not just an add-on or afterthought.
- Framing the issues that women face in terms of the importance of women's rights rather than as issues that are important to address in service of another goal (economic growth, etc.).
- Basing advocacy in the legal standards defined by Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).
- Putting strong partnerships with women's rights advocates and their organizations/networks at its heart.
- Making sure your team has the time, capacity, knowledge, budget and resources to integrate gender equality from start to finish. Staff must be held accountable for their commitments to integrate gender equality.
- Ensuring that both women and men's specific needs and experiences are understood and accounted for, as feminist approaches are not just about including women and girls: they are about;
 - Examining the way people's intersecting identities (class, gender, race, ability, etc.) impact the ways that they have power and privilege, and the ways they face marginalization and discrimination.
- Ensuring that no one is left behind and the poorest and most marginalized, men, women, boys, and girls are given an equal voice and opportunity to shape the future.

NCGC has taken up the above definitions to clarify what it means to embed a feminist approach into our operations and programming as an organization.

OVERVIEW OF GENDER BASED ANALYSIS

NCGC undertook a Gender Based Analysis of the three northern territories in 2018. Following is a synopsis of that analysis, laying out the current and historical context of gender equality in the territories.

NCGC works directly with an ethnically, socially, economically and geographically diverse population in the Yukon, Northwest Territories and Nunavut. This includes, Indigenous and non-Indigenous, remote and non-remote, youth, adults, seniors, women, men, girls, boys, and nonbinary populations. Gender inequality is universal across cultures, but other dimensions of social and cultural identity play a formative role in how gender inequality functions within society. NCGC sees gender equality from the perspective of intersectionality, which is mutually constitutive relations among social identities and is a central tenet of feminist thinking (Shields, 2008). From an intersectional lens, northern Indigenous women and girls in remote communities represent NCGC's "most marginalized group." Unequal gender relations and persistent "traditional" gender norms, the legacies of colonialism, residential schools and historical oppression, poverty and inequality, lack of access to services and geographic challenges have, in many (but not all) instances, resulted in the marginalization of Indigenous women and girls across Canada's North.

The systematic violence against Indigenous women and girls continues to shape the reality of women across the North, who experience family violence at higher rates than their Canadian counterparts. In the Yukon and Nunavut, recent reports have uncovered human trafficking of women and girls between Whitehorse and Yukon's smaller rural communities, as well as between Yukon, Northwest Territories and large cities in Alberta and British Columbia, as well as instances in which homeless women have been forced to sell sexual services in exchange for access to food

or accommodation. Women's decision-making capacity, including their involvement in public participation and representation among decision makers, is also more limited than men's. For instance, across the Northwest Territories there is a "a distinct lack of visible female leaders in roles such as MLAs, Chiefs and community leadership" (The 2016 NWT Status of Women Report).

As a result of historical discrimination, Indigenous men and boys also experience high rates of violence in their communities, are over-represented in the justice system, and face an education system that is not meeting their learning needs. Services and supports meant to change these statistics are either underfunded or overlooked in the North. Many northern communities are calling for more men and boys to be offered better programs, specifically culturally appropriate programs, to address this current status. Additionally, intergenerational trauma as a result of the residential school system has left young boys growing up limited access to healthy role models.

NCGC also works with women and girls, particularly youth, from the Global South, where "harmful gender stereotypes about women and girls and men and boys perpetuate discrimination and limit opportunities for women and girls to achieve their full potential" (CEDAW). In Kenya, where Whitehorse-based organization Run 4 Life operates, patriarchal understandings of women's roles continue to prohibit women's ability to fully realizing their potential. Women are underrepresented in decision making positions and have less access to education, land and employment (USAID). In Costa Rica, where NCGC's International Aboriginal Youth Initiative partner Alianza Nacional de Rios y Cuencas de Costa Rica, operates, minority groups, particularly women, afro descents, Indigenous people, people with disabilities and those living in rural areas are being left behind by global development, especially those who identities intersect with these groups (i.e rural Indigenous women) (Costa Rica Star, July 2018).

These realities have the potential to impact our work as they influence the capacity or likelihood of women and girls to engage with our programming, as well as the representation of women and women's voices in leadership and decision-making amongst our stakeholders. This, in turn, may influence the degree to which feminist, intersectional considerations are adopted and integrated in the work of our development partners.

6. VISION, GUIDING PRINCIPLES, AND OBJECTIVES

OUR VISION

The statement below describes NCGC's draft strategic vision with respect to gender equality:

As a global justice organization that takes a feminist approach, we understand that a more just, equitable and sustainable world cannot be achieved without promoting inclusivity, connection, and equitable power relations across all genders. Therefore, our vision is to challenge oppression and advance gender equality by providing transformative global citizenship and capacity building opportunities for northern Canadians.

OUR GUIDING PRINCIPLES

- 1. RIGHTS-BASED.** As an organization, we take a rights-based approach that is informed by a gender analysis.
- 2. TRANSFORMATIONAL.** Our programming aims to transform gendered power relations, norms, and structures through attention to the differences in experiences and situations among people of different genders.
- 3. INTERSECTIONAL.** We incorporate an understanding of how multiple identities (gender, age, class, ethnicity etc.) intersect to create and sustain discrimination, marginalization and violence into every project, program and strategy we develop.
- 4. CAPACITY-FOCUSED.** We are dedicated to facilitating and supporting individual and collective capacity for sustainable change.
- 5. SUPPORTIVE.** We invest deeply in relationships with partner communities and organizations and work to amplify Northern women's voices and agendas. We seek men's backing as allies in the advancement of gender equality.
- 6. ENABLING.** We strive to create and sustain enabling environments for women's leadership at all levels and across all domains (e.g., family, economic, political, social).
- 7. YOUTH-CENTERED.** We believe that youth are the future. By investing in opportunities for a diversity of youth to participate in transformational learning experiences, we support them to become agents of change in their communities and beyond.
- 8. INNOVATIVE.** We understand that advancing gender equality calls for innovative approaches, from community conversations on difficult topics to behaviour-change campaigns that challenge discriminatory social norms and practices. We work collaboratively with our partners to develop creative tactics for addressing complex issues.
- 9. PARTNERSHIPS BETWEEN GENDERS.** NCGC recognizes that the advancement of gender equality is a shared responsibility of women and men to effectively create communities based on equality and human rights. The promotion of mutually empowering relationships between men, women and diverse genders is key to

transforming traditional roles, attitudes and behaviours that limit human potential and for the promotion of positive and equitable relationships.

10. COMMUNICATION AND COLLABORATION. Communication and collaboration are critical to maximizing opportunities for promoting gender equality. For example, NCGC will strive to work cooperatively with other projects and donors on complementary activities, such as developing gender mainstreaming training curriculum and tools. NCGC will include information about gender within publicity materials and take advantage of opportunities to promote gender equality, as appropriate.

These principles were adapted from *Oxfam's Guide to Feminist Influencing* (2019) and the Government of Canada's *Feminist International Assistance Gender Equality Toolkit for Projects* (2019). They articulate our fundamental values as an organization and guide how we approach our work.

OBJECTIVES

Objectives provide the framework for our strategy. They define our priorities for advancing gender equality within our organization and programming. Our objectives are as follows:

1. Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.
2. Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
3. Foster alliances and build strong networks with partners who have common objectives.
4. Support NCGC's network to strengthen their capacity to integrate gender transformative programming.
5. Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.

7. GENDER EQUALITY OUTCOMES

STRATEGIC AREAS AND ACTIONS

STRATEGIC AREA #1: ORGANIZATIONAL CULTURE AND OPERATIONS

The actions identified in this strategic area contribute to the following immediate outcome(s):

- Increased capacity among NCGC, their members and partners to deliver inclusive, inclusive, sustainable, innovative programming that advances gender equality in support of Feminist International Assistance policy action areas and the Sustainable Development Goals.

The actions identified in this strategic area contribute to the following intermediate outcome(s):

- Increased effectiveness of Canadian development partners to deliver inclusive, sustainable, innovative programming that advances gender equality in support of Feminist International Assistance policy action areas and the Sustainable Development Goals.

Action	Considerations	Potential Implementation Challenges, Risks	Ease of Implementation ¹	Resources Required ²	Relationship to Objectives <i>(i.e., which objectives could this impact?)</i>

¹ Quick start = can be completed in less than 6 months; Short-term = can be completed in 6 months to 1 year; Medium-term = can be completed in 1-3 years; Long-term = requires 3+ years to complete

² Low = very little time/money required to implement; Medium = some time and/or money required to implement; High = lots of time and/or money required to implement

1. Identify an NCGC gender focal point/champion at staff and board level	NCGC leadership	Staff/board turnover	Short-term	Low	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
2. Prioritize training for NCGC staff to enable them to bring deeper gender-transformative analysis to their work (including training on Gender Based Analysis Plus (GBA +, how to carry out a gender power analysis, feminist influencing, cultural safety, etc.)	Ensure training is appropriate	Staff turnover	Short-term	Medium	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
3. Support staff professional development to understand the connections between the Missing and Murdered Indigenous Women and Girls Inquiry Final Report, the UN's Declaration on the Rights of Indigenous Peoples, and Canada's Truth and Reconciliation Commission's calls to action and local-global gender equality issues	Research appropriate resources	Staff turnover Shallow implementation/checking boxes	Medium-term	Medium	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.

4. Provide professional development opportunities for staff/board to understand international and national laws, conventions and policies to advance gender equality	Research appropriate resources	No risk	Medium-term	Medium	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
5. Build the capacity of staff and board members to ensure that they demonstrate attitudes and behaviours which promote gender equality		Staff and board turnover	Medium-term	Low	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
6. Review the gender equality strategy and apply the objectives from the gender equality strategy when conducting future work planning for specific program components (NCGC strategic planning and annual work plans)	Gender equality focal point / champion to ensure this is carried out	Absence of GE focal point	Long-term	Low	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
7. Ensure that goals, objectives and activities for all programmatic work explicitly demonstrate at a minimum a	Gender equality focal point / champion to ensure this is carried out	Absence of GE focal point	Long-term	Low	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.

gender-sensitive approach, and ultimately a gender-transformative one.					
8. Ensure all monitoring and evaluation is approached with an intersectional understanding and includes disaggregated data inclusive of all gender identifications.	Gender equality focal point / champion to ensure this is carried out	Absence of GE focal point	Medium-term	High	#5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.

STRATEGIC AREA #2: WORKING WITH YOUTH

NCGC believes that youth are a strategic program target for sustained active global citizenship. By facilitating the participation of youth in local, national and international experiential learning opportunities including gender transformative, programming NCGC will influence and inspire youth to make changes in their own lives and increase their active participation in both local and global initiatives that support Canada's international development efforts.

The actions identified in this strategic area contribute to the following immediate outcome(s):

- Increased positive behaviour modeled by northern youth in support of women's rights and gender equality. Increased knowledge and skills among youth and educators to engage on key global issues and Sustainable Development Goals, especially on gender equality, empowerment, human rights, and the environment.

The actions identified in this strategic area contribute to the following immediate outcome(s):

- Increased awareness among northern Canadians of key global issues, including the Sustainable Development Goals in a global context, and the impact of intersectionality on gender equality.

- Increased engagement of Canadians, especially youth in international development and key global issues in support of Canada’s Feminist International Policy action areas and the Sustainable Development Goals.

Action	Rationale	Potential Implementation Challenges, Risks	Ease of Implementation	Resources Required	Relationship to Objectives
1. Identify ways to engage youth on gender equality in our programming through research and analysis on target audiences’ behaviour (concerns, issues, beliefs, mindset), as it relates to international development assistance and global citizenship with a particular focus on gender equality	Gender equality is at the forefront of our branding and program	Potential barrier is that youth don’t identify with the language we use for gender equality, or the issues we present.	Short-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
2. Create global citizenship and gender equality learning assets/ toolkits for NCGC program participants	Gender equality is at the forefront of our branding and program	Assets and toolkits don’t effectively engage or speak to youth	Short-term	Low	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
3. Leverage and strengthen NCGC youth participants in NCGC planning and programs	Following youth engagement best practices, programs must be informed by and for youth	Identifying interested youth with flexibility in their schedules	Long-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
4. Build youth skills in gender equality-sensitive research/data collection to	Support youth skill development and follow best	Identifying interested youth	Medium-term	High	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.

assist with baseline and midline surveys	practices in participatory, feminist monitoring, evaluation and learning toolkit.				
5. Design activities that are relevant to youth and local context	Northern youth have diverse learning need and experiences than those in southern Canada. Their desired outcomes and motives to participate in the program must be considered.	Homogenizing youth and contexts	Medium-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
6. Develop programming that is accessible to a diversity of youth	Promoting equitable access to programs; rights-based approach to program development	Competing priorities / social and family commitments / rapid pace of change in community situations	Long-term	High	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
7. Identify a diversity of participants (e.g., in remote communities) and ways to engage	Promote the work of NCGC in rural communities	Competing priorities / social and family commitments / rapid pace of change in	Long-term	High (cost of travel to remote communities)	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.

		community situations			
8. Consider community readiness when thinking through building a foundation for program participation	To establish trusted relationships	Takes time to establish relationships	Long-term	Medium - high	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
9. Conduct environmental scan to find out what kinds of programs exist now in communities (identify which schools have social justice clubs, which programs have youth councils)	Sustainable Development Goals mapping has been carried out	Rapidly changing landscape in communities	Long-term	Medium (SDG mapping is a good start but requires updating)	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
10. Establish Citizen Journalism Program with a focus on gender equality with gender responsive outcome (change in behaviour) that is accessible to a diversity of youth	Gender equality is the main focus of the program;	Risk of program being inaccessible to some youth	Long-term	High (signature program for NCGC)	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
11. Establish Northern Ambassador Program with a focus on gender equality with gender responsive outcome (change in behaviour)	Gender equality is the main focus of the program attached to a sub-theme (e.g., climate change)	Keeping youth invested and interested in the program	Long-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
12. Support public engagement activities for participants taking part in NCGC programming	Participants engage their communities in the gender	Keeping up momentum to stay engaged in the program to	Long-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.

	equality work they experienced with reflections on how their behaviour / attitude has changed	carry out PE activities			
13. Support social justice educators in applying global citizenship principles with a focus on gender equality in course development.	Ensure that gender and other stereotypes are not perpetuated through education system but reflect current context of gender equality (e.g., language, realities)	Long-term; behavioural change	Long-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.

STRATEGIC AREA #3: CAPACITY BUILDING FOR OUR NETWORK

NCGC is committed to supporting knowledge sharing and capacity building on gender issues and honoring diverse perspectives where applicable. This is done both internally within our organization, and externally with our network, to promote greater understanding of how gender affects the work that we do together. NCGC will work with members to promote gender equality and the empowerment of women and girls through their programming in the Global South.

NCGC staff and board will share the roles and responsibilities to ensure effective implementation of the gender policy.

The actions identified in this strategic area contribute to the following immediate outcome(s):

- Increased capacity among NCGC, their members and partners to deliver inclusive sustainable, innovative, gender transformative, best-practise programming that advances Canada’s Feminist International Assistance Policy action areas and contributes to effective implementation of SDGs
- Improved enabling environment (policy, dialogs, partnerships, research) for effective, collaborative and innovative programming advancing the Sustainable Development Goals, gender equality and human rights among Councils, their members and other development actors
- Strengthened pan-Canadian partnerships in support of Canada’s Feminist International Assistance Policy action areas, especially focusing on gender equality and contribution to the achievement of the Sustainable Development Goals.

The actions identified in this strategic area contribute to the following intermediate outcome(s):

- Increased engagement of Canadians, especially youth, in international development and key global issues in support to Canada's Feminist International Policy action areas and the Sustainable Development Goals.
- Increased effectiveness of Canadian development partners to deliver innovative, inclusive programming that advances gender equality in support of Canada's Feminist International Assistance Policy action areas and the Sustainable Development Goals.

Action	Rationale	Potential Implementation Challenges, Risks	Ease of Implementation	Resources Required	Relationship to Objectives
Determine NCGC’s network priorities for gender equality capacity building workshops and training (e.g., focus groups, surveys, discussion)	Provide the most appropriate learning opportunities	No risks	Short-term	Low	#4 - Support NCGC’s network to strengthen their capacity to integrate gender transformative programming.
Determine NCGC’s current level of understanding of gender equality	Provide the most appropriate	No risks	Short-term	Low	#4 - Support NCGC’s network to strengthen their capacity to integrate gender transformative programming.

	learning opportunities				
Support NCGC's network in building their capacity with respect to feminist analysis in policy and program development, as well as monitoring and evaluation	Increase understanding of gender equality	Lack of time (volunteers)	Medium-term	Medium	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming.
Provide opportunities for NCGC staff and network to attend regional conferences that focus on gender equality	To ensure NCGC has a sound understanding of best practices, trends and developments regarding gender equality	Availability of relevant training / learning opportunities	Short-term	Low	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming. #5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
Share our gender equality strategy with our network	Build capacity with sector and understanding of the northern Canadian context	No risks	Short-term	Medium	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming. #5 - Strengthen NCGC's commitment and leadership toward the practice and promotion of gender equality and women's empowerment throughout our programs, and lead by example.
Look for gender equality advocates when hosting speakers	Focus on gender equality	Finding gender equality advocates that resonate with Northern audiences	Medium-term	Medium	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming.
Support organizational practices and policies among NCGC network that promote women's rights and contribute to greater gender equality, including	Focus on gender equality	Network's commitment and capacity to change and policy development	Medium-term	Medium	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming.

those related to the prevention of and response to sexual exploitation, sexual abuse, sexual harassment, and other forms of sexual misconduct and gender-based violence					
Support members in developing/adopting gender equality policies; mainstreaming gender equality throughout their structures and programs; and applying a gender responsive lens to their programs and public engagement initiatives.	Focus on gender equality	Network's capacity to adopt and sustain training	Medium-term	Medium	#4 - Support NCGC's network to strengthen their capacity to integrate gender transformative programming.

STRATEGIC AREA #4: ALLIANCES AND PARTNERSHIPS

NCGC is committed to establishing and growing trusted alliances and partnerships.

The actions identified in this strategic area contribute to the following immediate outcome(s):

- Increased capacity among NCGC, their members and partners to deliver inclusive sustainable, innovative, gender transformative, best-practise programming that advances Canada's Feminist International Assistance Policy action areas and contributes to effective implementation of the Sustainable Development Goals.
- Improved enabling environment (policy, dialogs, partnerships, research) for effective, collaborative and innovative programming advancing the Sustainable Development Goals, gender equality and human rights among Councils, their members and other development actors
- Strengthened pan-Canadian partnerships in support of Canada's Feminist International Assistance Policy action areas, especially focusing on gender equality and contribution to the achievement of the Sustainable Development Goals

The actions identified in this strategic area contribute to the following intermediate outcome(s):

- Increased effectiveness of Canadian development partners to deliver innovative, inclusive programming that advances gender equality in support of Canada's Feminist International Assistance Policy action areas and the Sustainable Development Goals.

Action	Rationale	Potential Implementation Challenges, Risks	Ease of Implementation	Resources Required	Relationship to Objectives
Identify opportunities to facilitate connections and solidarity with community champions and other organizations working on gender equality initiatives	We are stronger together; avoid duplication of efforts; sustain movements and share best practices	Geographic challenges of northern context; capacity	Short-term	Low	#3 - Foster alliances with partners who have common objectives.
Network with women's rights and gender equality organizations (northern, Canadian and international) to help inform NCGC's gender equality programming and realize the objectives of this policy.	Co-learning, opportunity for NCGC to develop northern context-specific knowledge and expertise	Constraints on staff time	Long-term	Low	#3 - Foster alliances with partners who have common objectives.
Research connections between gender equality local organizational issues (i.e., northern Canada) and global issues	Linking global and local issues to support gender equality movement as a whole	Constraints on staff time	Long-term	High	#3 - Foster alliances with partners who have common objectives.

Re-visit NCGC's Sustainable Development Goals Map and identify gender equality organizations working in the northern territories	Network development; co-learning, resource sharing	No risks	Medium-term	Medium	#3 - Foster alliances with partners who have common objectives.
Collaborate with the Inter-Council Network to hold the Canadian government accountable to addressing gender inequalities across all international initiatives as well as the implementation of its Feminist International Assistance Policy	Maintain advocacy role in the sector	No risks	Medium-term	Medium	#3 - Foster alliances with partners who have common objectives.
Seek opportunities to partner with educational institutions in the north including Yukon University and northern Colleges for gender equality advocacy and Education for Global Citizenship.	Importance of cross-sector collaboration to achieve gender equality and other intersecting outcomes locally and globally	Limited interest by educational institutions/their competing priorities	Long-term	Medium	#2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change. #3 - Foster alliances with partners who have common objectives.

STRATEGIC AREA #5: COMMUNICATIONS

NCGC is committed to communicating the importance of gender equality using media such as social media, websites, campaigns, and printed materials to engage and inform the public on the interconnection of gender, justice issues and international assistance.

The actions identified in this Strategic Area contribute to the following immediate outcome(s):

- Increased awareness among northern Canadians of key global issues including the Sustainable Development Goals in a global-local context, and the impact of intersectionality on gender equality.
- Increased knowledge and skills among youth and educators to engage on key global issues and the Sustainable Development Goals, especially on gender equality, empowerment, human rights & environment.
- Improved enabling environment (policy, dialogue, partnerships, research) for effective, collaborative and innovative programming advancing the Sustainable Development Goals, gender equality and human rights among Councils, their members and other development actors.

The actions identified in this Strategic Area contribute to the following intermediate outcome(s):

- Increased engagement of Canadians, especially youth, in international development and key global issues in support to Canada's Feminist International Policy action areas and the Sustainable Development Goals .

Action	Rationale	Potential Implementation Challenges, Risks	Ease of Implementation	Resources Required	Relationship to Objectives
Identify, spotlight and elevate NCGC's network organizations whose activities support gender equality practices	Promote awareness	Information overload	Quick-start	Low	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.
Ensure there is diversity in communication messages and varied perspectives of development, for example based on the experience of women/women's groups in the Global South/Indigenous groups and on feminist	Importance of promoting diversity, innovative and alternative forms of development.	Staff time constraints	Medium-term	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.

perspectives on development.					
Ensure images that are used in NCGC communications shows all genders, especially women and gender non-conforming, in positions of strength and power. The ratio of women to men should be equal or more women in the photos used.	NCGC will not perpetuate harmful stereotypes and will lead by example in the use of ethical imagery	Ability to engage a diversity of people in public photos.	Medium-term	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.
Create youth-focused or by-youth-for-youth communications using youth-friendly platforms	As per communications and youth engagement best practices, otherwise, risk of missing audience.	Platform changing constantly Time constraints?	Medium-term	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians. #2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
Support gender equality ambassadors/program participants with local public engagement events that focus on gender equality	Acknowledging that community-based approaches to public engagement (rather than parachuting in experts) is more effective	Competing events / youth commitment / public interest	Medium-term	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians. #2 - Increase opportunities for a diversity of northern youth to participate in transformational learning experiences that will help them develop as global citizens, gender equality advocates, and agents of change.
Identify champions in different communities who can highlight the gender	Youth engagement best practices, youth-to-youth	Youth capacity and interest	Quick-start	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.

equality work of NCGC and our network	communication as most effective methodology				
Work with partners, public, libraries and schools to highlight stories of gender equality during International Development Week	To ensure communications and outreach are not dependent solely on technology but also reach other audiences (this could include Elders for instance).	Ability to reach diversity of northern communities	Quick-start	Medium	#1 - Increase awareness, knowledge and skills for gender equality and the rights of women and girls locally and globally through global citizenship education among northern Canadians.

8. MONITORING AND REPORTING

NCGC will use sex-age disaggregated baseline data for indicators to set relevant targets; and collect data on gender-sensitive indicators in the Performance Measurement Framework (PMF) to monitor progress toward results.

NCGC will be using Kinaki - cutting-edge software for project design, data collection, analysis, reporting and sharing that is built on results-based management principles, with a focus on boosting gender-sensitive monitoring, evaluation and learning. It provides a platform for timely and meaningful project monitoring systems for humanitarian, development and social service organizations. Kinaki is an innovative software platform in that it is the only monitoring, learning and evaluation software focused on supporting a feminist approach and prioritizing accessibility of information, ownership and utilization for all project stakeholders. Kinaki supports organizations in collecting, storing, analyzing, interpreting and sharing information that makes a difference to the lives of women, men, girls and boys, by building in easy and intuitive data disaggregation options and tips. The software, and coaching support associated with it, also aims to promote data collection that better engages women and girls and provides a methodology whereby participants can play a stronger role in data analysis, interpretation and sharing. The Kinaki system will be used to explore further options for female and male youth to be engaged in the monitoring, evaluation and learning aspects of a project.

To ensure that the Gender Strategy remains a central component of NCGC's culture, programming, and outreach a monitoring and reporting framework has been developed using Results-based Management and Monitoring, Learning and Evaluation (MEL) best practices. As NCGC's internal capacity develops, this framework will be adapted and strengthened as needed, ensuring that it is informed by and reflective of feminist and participatory approaches to MEL.

For each objective outlined in the Gender Strategy, indicators have been assigned to monitor progress. The indicators have been developed in accordance with the training and resources provided by Salanga as part of NCGC's initial capacity building session and informed by Global Affairs Canada's gender equality toolkits for projects and other monitoring, evaluation and learning resources.

The following steps will be carried out as part of the monitoring and reporting required in this gender strategy.

Step 1: Collect baseline data for gender equality strategy

Step 2: Adapt and establish targets in accordance with the baseline data

Step 3: Evaluate progress at regular intervals as indicated in the table below. At a minimum, this will take place annually.

NCGC will assess the progress on the gender equality objectives as outlined in the table below in accordance with the Global Affairs Canada reporting schedule (mid-term and annually). Following best practices, NCGC's process for monitoring and reporting will be inclusive, transparent and supported by adequate resources, both in terms of personnel and funds. NCGC staff will remain committed to developing skills and expertise in this area and strive to ensure our work is reflective of these best practices. The findings will be shared publicly and will be open for consultation and engagement with local stakeholders at the NCGC Annual General Meeting. We will continue to work with an external gender specialist to review, analyze and share the data that we collect and to develop our internal capacity.

See Appendix B.

9. RESOURCES AND BUDGET

Financial and human resources are required in order to ensure a project is actively working toward gender equality in its interactions with NCGC's network and public. Staff specifically responsible for ensuring gender is well-mainstreamed throughout all programming and project components include:

Board of Directors

In general, the board of directors is to provide oversight and guidance to the executive director. The board ensures that NCGC stays aligned with its mission, values, and strategic plan and ensures that NCGC is operating in accordance with all policies. Several board members have extensive knowledge in gender programming and one board member is designated as the gender champion/focal point. These individuals will be drawn upon at key moments as additional gender resources for NCGC programs are needed to support gender equality work.

Executive Director

- The Executive Director is to ensure that gender related work planning is results-oriented across NCGC programs and projects, in accordance with the gender equality results and accountability framework
- The Executive Director will provide the necessary coordination and leadership in applying the gender equality strategy and reporting to the Board

NCGC Staff

- NCGC staff are to ensure that women's empowerment and gender equality goals are highlighted in strategic plans, programs, projects, annual plans and all work processes
- Staff are to engage NCGC's network and the public in the attainment of women's empowerment and gender equality
- Staff are to coordinate gender-responsive programming, carry out capacity development, build and share knowledge on gender equality with our network in the territories and nationally

10. TECHNICAL EXPERTISE AND TRAINING

NCGC will incorporate a feminist approach to all aspects of the Inspiring Action for Global Citizenship Project by contracting a Gender Equality Specialist with experience in the Northern territories to develop a participatory Gender Equality Strategy that will inform our programming for the next four years. NCGC has worked with [the Firelight Group](#), an Indigenous-owned consulting group with substantial experience working in the three territories. This consulting firm is reflective of the unique expertise required to support NCGC's northern, gender-transformative programming ambitions.

NCGC staff will undertake training in inclusive monitoring, evaluation and learning approaches, implementing an effective gender-sensitive data storage and analysis system and carrying out targeted baseline, midline, and end line surveys. NCGC's monitoring, evaluation and learning system and practices will be established and strengthened. This in turn will provide the needed data and analysis to ensure benefits to all program participants, including marginalized populations, and continuously improve programming to ensure the greatest impact. NCGC will be

utilizing cutting-edge data collection, analysis, reporting and sharing software (Kinaki) that is built on results-based management principles, with a focus on boosting gender-sensitive monitoring, evaluation and learning. It will provide a platform for timely and meaningful project monitoring and promote engagement from staff, communities, implementing partners and donors. The use of relevant data will influence project implementation, strategic planning and policy development.

APPENDIX A: GLOSSARY

Ability

Ability consists of the possession of the means or skill to do something. In the context of gender based analysis, ability constitutes an important factor of identity that should be taken into account during the policy process. Those with constrained mental or physical abilities may require special consideration when designing a policy, program or initiative.

Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)

CEDAW serves as the strongest legal guidance on gender equality and the requirements to ensure non-discrimination. CEDAW lays the framework for substantive equality, going beyond formal equality in the law, and focusing on a real and lived equality.

Cisgender

Cisgender is a term that can be used to describe a person who identifies with the gender they were assigned at birth.

Disaggregated data

Disaggregated data refers to data broken down by age, race, ethnicity, income, education, etc. This is sometimes referred to as sex- or gender-disaggregated data. This type of data is a pre-requisite for gender-inclusive analysis.

Discrimination

Discrimination refers to exclusion, prejudice or restriction of opportunity because of one's belonging to a category of people or things (e.g. gender, disability, religion, age, ethnicity, etc.)

Diverse groups of people

Groups of people are not homogeneous. A variety of factors such as ethnicity, socio-economic status, ability, sexual orientation, migration status, age, faith, gender identity and geography interact with sex and gender to contribute to different lived experiences.

Diversity

Diversity consists of the conditions, expressions and experiences of different groups identified by age, culture, ethnicity, education, gender, disability, sexual orientation, migration status, geography, language and religious beliefs (and other factors).

Empowerment

Empowerment in this context refers to women and men taking control over their own lives: setting their own agendas, gaining skills, building self-confidence, solving problems, and developing self-reliance.

Feminist International Assistance Policy (FIAP)

Global Affairs Canada created a Feminist International Assistance Policy in 2017. GAC's approach focuses on the goal of poverty eradication and on the empowerment of women and girls and promotion of gender equality as the most effective approach to achieving this goal. To most effectively champion gender equality and the global empowerment of women and girls, Canada will advocate for and support initiatives that:

- enhance the protection and promotion of the human rights of women and girls;
- increase the participation of women and girls in equal decision making, particularly when it comes to sustainable development and peace; and
- give women and girls more equitable access to and control over the resources they need to secure ongoing economic and social equality.

Gender

Gender is a person's status in society as a man, woman or as gender diverse. A person's gender may be influenced by several factors, including biological features, cultural and behavioural norms, and self-identity.

Gender-based Analysis Plus (GBA+)

Gender-based Analysis Plus (GBA+) is an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives. The "plus" in GBA+ acknowledges that GBA goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ also considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

Gender equality

Gender equality refers to equal rights, responsibilities and opportunities for women, men and non-binary people. Equality refers to the state of being equal while equity refers to the state of being just, impartial or fair. However, equality of opportunity by itself does not guarantee equal outcomes for women, men and non-binary people.

Gender equity

Gender equity refers to fairness, impartiality and justice in the distribution of benefits and responsibilities between women, men and non-binary people. Unlike gender equality, which simply provides for equality of opportunity, gender equity explicitly recognizes and actively promotes measures to address historical and social disadvantages. By "levelling the playing field," gender equity creates circumstances through which gender equality can be achieved. Gender equity means providing all social actors with the means to take advantage of equality of opportunity.

Gender expression

Gender expression refers to the various ways in which people choose to express their gender identity. For example: clothes, voice, hair, make-up, etc. A person's gender expression may not align with societal expectations of gender. It is therefore not a reliable indicator of a person's gender identity.

Gender identity

Gender identity is an internal and deeply felt sense of being a man or woman, both or neither. A person's gender identity may or may not align with the gender typically associated with their sex.

Gender mainstreaming

The process of assessing the implications for women and men of any planned action, including legislation, policies, or programs, in all areas and at all levels. A strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic, and societal spheres so the women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender neutral

Gender neutral refers to programs, policy and language that are free of explicit or implicit reference to gender or sex.

Gender-responsive budgeting

Gender-responsive budgeting is designed to address the different needs and interests of women and men, girls and boys, and inequalities that may exist between them. Gender-responsive budgets are not separate budgets for women or men. Instead, they bring gender awareness into the policies and budgets of departments and agencies. In particular, it contributes to advancing gender equality and fulfilling the rights of women and men, boys and girls. It entails identifying and reflecting needed interventions to address gender inequalities in policies, plans, programs and budgets. Gender-responsive budgeting also aims to

analyze the gender-specific impact of revenue-raising policies and the allocation of domestic resources and official development assistance.

Gender roles

Gender roles refers to learned behaviours in a given society/community that determine which activities, tasks and responsibilities are perceived as masculine and feminine. Gender roles are affected by age, class, race, ethnicity, religion or other ideologies and by the geographical, economical, and political environment. Changes in gender roles often occur in response to changing economic or political circumstances. Gender roles within a given social context may be flexible or rigid, similar or different and complementary or conflicting.

Gender sensitivity/responsiveness

Gender sensitivity refers to being aware that there are both biological and gender differences between diverse groups of people and including sex and gender as socially important variables. Ideas, initiatives, or actions that take into account the particularities of women's and men's lives, while aiming to eliminate inequalities and promoting an equal distribution of resources, benefits, burdens, rights and obligations to both men and women.

Intersex

Intersex people are born with any of several variations in sex characteristics, including chromosomes, gonads, sex hormones, or genitals that do not fit with typical conceptions of "male" or "female" bodies.

Indicators

Indicators refer to the types of results that a policy, program or service wants to achieve. Indicators explain how you are going to measure and monitor the achievements of the desired changes, quantitatively or qualitatively.

Intersecting factors

People are members of more than one community at the same time and live multiple, layered identities. For example, a woman who is also a new immigrant and a senior can be viewed as belonging to three separate identity groups. Intersecting factors refers to the point where these 'conditions' overlap or intersect to create opportunities and/or barriers.

2SLGBTIQ+

2SLGBTIQ+ is an acronym standing for the categories of two-spirit, lesbian, gay, bisexual (those who are attracted to both men and women), transgender, intersex, queer (a self-identifying term used in some gay communities, typically by younger persons) and two-spirit. There are many different acronyms that may be used by various communities. It should be noted that acronyms like these may combine sex, gender, and sexual orientation attributes into one community. This combination may or may not be appropriate in all circumstances, and GBA+ analysis should be specific where appropriate.

Marginalized

People and/or groups who are relegated to an unimportant or powerless position within a society.

Non-Binary

Non-Binary (also "genderqueer") refers to a person whose gender identity does not align with a binary understanding of gender such as man or woman. A gender identity which may include man and woman, androgynous, fluid, multiple, no gender, or a different gender outside of the "woman—man" spectrum.

Outcomes

Outcomes refer to the results that would be necessary to achieve the operational objectives of a policy, program or service.

Sex

Sex refers to a person's biological and physiological characteristics. A person's sex is most often designated by a medical assessment at the moment of birth. This is also referred to as birth-assigned sex.

Sex-disaggregated data

Sex-disaggregated refers to the collection of statistics that are presented by sex to show the respective data for women and men separately.

Systemic discrimination

Systemic discrimination refers to a system-wide, yet often subtle, form of discrimination. It consists of distinction, exclusion or restriction made on the basis of one's belonging to a category of people. This can apply to gender, ethnicity, religion, age, disability, etc. It is often a mixture of intentional and unintentional actions that will have a more serious effect (or a disproportionate impact) on one group than on others.

Targeted approach

A targeted approach involves taking measures to meet specific identified needs, or to prevent a group from being negatively affected by a policy, program or initiative.

Trans or transgender

A trans or transgender person is someone whose gender identity differs from what is typically associated with the sex they were assigned at birth. It includes people who identify with binary genders (i.e. trans men and women), and people who do not fit within the gender binary, i.e. non-binary, gender non-conforming, genderqueer, agender, etc.

Transsexual

Transsexual is a term that is no longer commonly used, though may be more frequently used by transgender individuals of an older cohort. The term defines a person whose gender identity differs from their sex assigned at birth, who has undertaken physical transition which may include medical and/or surgical interventions. The term has fallen out of favour as it implies that physical transition is necessary in order to claim a trans identity.

Two-spirit

Two-Spirit (also Two Spirit or Two-Spirited) is an English term used to broadly capture concepts traditional to many Indigenous cultures. It is a culturally specific identity used by some Indigenous people to indicate a person whose gender identity, spiritual identity and/or sexual orientation comprises both male and female spirits.

Youth

The United Nations, for statistical purposes, defines "youth" as those persons between the ages of 15 and 24 years, without prejudice to other definitions by Member States. For the purpose of NCGC's Global Affairs Canada funded project, we refer to youth as ages 18-35.

APPENDIX B: MONITORING AND REPORTING

Indicators	Data Tool	Baseline Data	Frequency	Target	Responsibility	Comments
Strategic Area 1: Organizational Culture and Operations						
Action 1: Identify an NCGC gender focal point/champion at staff and board level						
NCGC gender equality focal point/champion at staff and board level selected (Yes/No)	Activity Monitoring		AGM / annually	2/year for full term	Executive Director and Board Executive	
Action 2: Prioritize training for NCGC staff to enable them to bring deeper gender-transformative analysis to their work						
# of trainings delivered on GBA +, how to carry out a gender power analysis, feminist influencing, cultural safety	Activity Monitoring			4 x year		
% of staff who complete training on GBA +, how to carry out a gender power analysis, feminist influencing, cultural safety.	Activity Monitoring			100 %		
% of staff who indicate an increased capacity to bring deeper gender-transformative analysis to their work	Survey with staff			100 %		
Action 3: Support staff professional development to understand the connections between the MMIWG Inquiry Final Report/UNDRIP/TRC Calls to Action and local-global gender equality issues						
# of (frequency of?) Professional development opportunities completed by staff specific to MMIWG Inquiry Final Report/UNDRIP, TRC Calls to action and local-global gender equality issues	Activity Monitoring			2 x annually		
Action 4: Provide professional development opportunities for staff/board to understand international and national laws, conventions and policies to advance gender equality						
# of professional development attended by staff/board to understand international and national laws, conventions and policies to advance gender equality	Activity Monitoring			1 x annually		
% of staff/board who indicate an increased level of understanding of international and national laws, conventions and policies to advance gender equality	Survey with staff and board			100 %		

Action 5: Build the capacity of staff and board member to ensure that they demonstrate attitudes and behaviours which promote gender equality						
% of staff and board members exhibiting behaviours and attitudes which promote gender equality	Interview/survey			100 %	Annual external evaluation of NCGC's staff and board member attitudes and behaviour which promote gender equality (interview). Direct response from youth program participants	Gender Specialist
Action 6: Review the gender equality strategy and apply the objectives from the gender equality strategy when conducting future work planning for specific program components (NCGC strategic planning and annual work plans)						
Gender equality strategy and objectives applied during work during strategic planning and annual work plan Yes/No	Activity Monitoring				Executive Director and Gender Champion	Executive Director / Gender Champion
Action 7: Ensure that goals, objectives and activities for all programmatic work explicitly demonstrate at a minimum a gender-sensitive approach, and ultimately a gender-transformative one.						
Goals, objectives and activities for all programmatic work explicitly demonstrate at a minimum a gender-sensitive approach, and ultimately a gender-transformative one (Yes / No Activity monitoring)					Gender Champion / External Evaluator/Consultant?	
Action 8: Ensure all monitoring and evaluation is approached with an intersectional understanding and includes disaggregated data inclusive of all gender identifications.						
Strategic Area #2: Working with Youth						
Action 1: Identify ways to engage youth on gender equality in our programming through research and analysis on target audiences' behaviour (concerns, issues, beliefs, mindset), as it relates to international development assistance and global citizenship with a particular focus on gender equality						
Research and analysis on target audiences' behaviour (concerns, issues, beliefs, mindset) as it relates to international development assistance and global citizenship with a particular focus on gender equality conducted (yes/no)	Activity Monitoring			3 x (baseline, midline, end)		
Action 2: Create global citizenship and gender equality learning assets/ toolkits for participants for NCGC program participants						

Create and regularly of global citizenship and gender equality tool kit (yes/no)	Activity Monitoring			# of resources created - ____ x year		
# of participants receiving assets/toolkits	Activity Monitoring			20 youth / year in NCGC programs		
Action 3: Leverage and strengthen NCGC youth council in NCGC planning and programs						
Youth Council Policy Developed (Y/N)	Activity Monitoring		Reviewed Annually	1		
# of Youth Council Meetings held	Activity Monitoring			4 x year		
% of Attendance of youth council Members	Activity Monitoring			75 %		
% of Youth Council members who strongly agree that their participation has an impact on NCGC planning and programs	Survey with Youth Council			100%		
Action 4: Build youth skills in gender equality sensitive research/data collection to assist with baseline and midline surveys						
# of youth participating in gender equality sensitive research/data collection training	Activity Monitoring			5 youth / year		
% of youth participating in gender equality sensitive research/data collection training who indicate an increased level of knowledge.	Survey with youth program participants			100%		
Action 5: Design activities that are relevant to youth and local context						
% of youth surveyed who indicate that NCGC's programs are relevant to youth and local context	Survey with youth program participants			100%		Focus group or survey?
Action 6: Develop programming that is accessible to a diversity of youth (with emphasis on hard to reach Indigenous youth)						
% of Indigenous youth in remote communities who indicate that NCGC's programming is accessible	Baseline Survey			100%		
# of program applications who identify as Indigenous living in remote communities	Survey with youth program participants					
Activity 7: Identify a diversity of participants (e.g., in remote communities) and ways to engage						

Youth communications and engagement strategy developed based on feedback from youth council and baseline survey (Yes/No)	Activity Monitoring		Baseline			
Youth communications and engagement strategy implemented.	Activity Monitoring		Baseline, Midline and End line Updates			
Action 8: Consider community readiness when thinking through building a foundation for program participation						
% of survey respondent (disaggregated / community, sex, age) that indicate youth readiness and enthusiasm for NCGC's programming	Baseline Survey		Baseline, Midline and End line	65 %		
Action 9: Conduct environmental scan to find out what kinds of programs exist now in communities (identify which schools have social justice clubs, which programs have youth councils)						
% of northern communities where environmental scan has been completed	Activity Monitoring			100 %		
Action 10: Establish Citizen Journalism Program with a focus on gender equality with gender responsive outcome (change in behaviour) that is accessible to a diversity of youth						
Program established (Y/N)	Activity Monitoring		Annually	A		
% of participants who indicate change in behaviour	Survey with youth program participants		After program completion and 6 months	100 %		
Diversity of youth participants identifying as rural and/or Indigenous, 2SLGBTQI+, new Canadians, etc.	Survey with youth program participants			50 %		
Action 11: Establish Northern Ambassador Program with a focus on gender equality with gender responsive outcome (change in behaviour)						
Program established (Y/N)	Activity Monitoring		Annually			
% of participants who indicate change in behaviour	Survey with youth program participants		After program completion and 6 months	100%		
Action 12: Support public engagement activities for participants taking part in NCGC's programs						
# of public engagement activities carried out by NCGC program participants	Activity Monitoring		Annually	3 x per participant		Could include # of individuals reached (intent to create reach each year)
Action 13: Support social justice educators in applying global citizenship principles with a focus on gender equality in course development and teaching.						

Strategic Area #3: Capacity Building for Our Network						
Action 1: Determine NCGC's network priorities for gender equality capacity building workshops/training (focus groups/survey/discussion)						
Action 2: Determine NCGC's current level of understanding of gender equality						
Action 3: Support NCGC's network in building their capacity with respect to feminist analysis in policy and program development, as well as monitoring and evaluation						
Action 4: Provide opportunities for NCGC staff and network to attend regional conferences that focus on gender equality						
Action 5: Share our gender equality strategy with our network						
Action 6: Look for gender equality advocates when hosting speakers						
Action 7: Support organizational practices and policies among NCGC network that promote women's rights and contribute to greater gender equality, including those related to the prevention of and response to sexual exploitation, sexual abuse, sexual harassment, and other forms of sexual misconduct and gender-based violence						
Action 8: Support members in developing/adopting gender equality policies; mainstreaming gender equality throughout their structures and programs; and applying a gender responsive lens to their programs and public engagement initiatives.						

APPENDIX C: Gender Equality Policy

The Northern Council of Global Cooperation has adopted Council Member L'Association québécoise des organismes de coopération internationale (AQOCI)'s Gender Equality Policy.

OUR VISION

The statement below describes NCGC's draft strategic vision with respect to gender equality:

As a global justice organization that takes a feminist approach, we understand that a more just, equitable and sustainable world cannot be achieved without promoting inclusivity, connection, and equitable power relations across all genders. Therefore, our vision is to challenge oppression and advance gender equality by providing transformative global citizenship and capacity building opportunities for northern Canadians.

INTRODUCTION

NCGC has decided to embrace a strong feminist identity. The eradication of poverty and the fair distribution of resources cannot be achieved without radically addressing power relations between men and women. By embracing a feminist identity, NCGC is clearly stating that patriarchy and all forms of gender discrimination must be tackled head on if we are to build solidarity and equitable relations amongst all peoples. This is a long-term endeavor and it is the responsibility of each and every one of us, both in the North and in the South.

NCGC wishes to contribute to building a world in which the rights of women and girls are respected, men and women are treated equally, and women's movements are fully recognized as key civil society actors. By adopting this policy, the Board of Directors has expressed its renewed political commitment to advancing gender equality. This policy is intended to serve as an institutional lever and a tool for dialogue with its affiliates.

The Board of Directors wishes to give NCGC the means to more systematically mainstream gender throughout its programs, and to better support its affiliates so that they can contribute to advancing the rights of women and girls in the Global North and the Global South.

OUR GUIDING PRINCIPLES

- 1. RIGHTS-BASED.** As an organization, we take a rights-based approach that is informed by a gender analysis.
- 2. TRANSFORMATIONAL.** Our programming aims to transform gendered power relations, norms, and structures through attention to the differences in experiences and situations among people of different genders.
- 3. INTERSECTIONAL.** We incorporate an understanding of how multiple identities (gender, age, class, ethnicity etc.) intersect to create and sustain discrimination, marginalization and violence into every project, program and strategy we develop.
- 4. CAPACITY-FOCUSED.** We are dedicated to facilitating and supporting individual and collective capacity for sustainable change.

5. **SUPPORTIVE.** We invest deeply in relationships with partner communities and organizations and work to amplify Northern women’s voices and agendas. We seek men’s backing as allies in the advancement of gender equality.
6. **ENABLING.** We strive to create and sustain enabling environments for women’s leadership at all levels and across all domains (e.g., family, economic, political, social).
7. **YOUTH-CENTERED.** We believe that youth are the future. By investing in opportunities for a diversity of youth to participate in transformational learning experiences, we support them to become agents of change in their communities and beyond.
8. **INNOVATIVE.** We understand that advancing gender equality calls for innovative approaches, from community conversations on difficult topics to behaviour-change campaigns that challenge discriminatory social norms and practices. We work collaboratively with our partners to develop creative tactics for addressing complex issues.
9. **PARTNERSHIPS BETWEEN GENDERS.** NCGC recognizes that the advancement of gender equality is a shared responsibility of women and men to effectively create communities based on equality and human rights. The promotion of mutually empowering relationships between men, women and diverse genders is key to transforming traditional roles, attitudes and behaviours that limit human potential and for the promotion of positive and equitable relationships.
10. **COMMUNICATION AND COLLABORATION.** Communication and collaboration are critical to maximizing opportunities for promoting gender equality. For example, NCGC will strive to work cooperatively with other projects and donors on complementary activities, such as developing gender mainstreaming training curriculum and tools. NCGC will include information about gender within publicity materials and take advantage of opportunities to promote gender equality, as appropriate.

OUR COMMITMENTS

Challenging patriarchy and empowering women are critical for development. This policy affirms NCGC’s commitment to placing gender equality at the heart of its structures, programs and support to its network.

In terms of its structure, NCGC is committed to:

- Applying this Gender Equality Policy by putting in place concrete mechanisms, such as action plans, and measuring the achievement of stated objectives and commitments
- Ensuring gender parity among its spokespeople
- Being an equal opportunity employer and require that all employees, at all levels, have a commitment to and knowledge of gender equality
- Ensuring that a focal point with relevant expertise is responsible for the gender equality file in order to respond to the needs of NCGC staff and members, and to build knowledge and awareness of gender equality issues
- Supporting and promoting the expertise and mandate of the Gender Equality Policy by providing the necessary human and financial resources

In terms of its programs, NCGC is committed to:

- Promoting alternative visions of development based on the experience of women's groups in the Global South and on feminist perspectives on development
- Systematically applying a gender analysis to all its programs, advocacy initiatives and public engagement campaigns
- Defend women's rights in all its position statements and ensure that its communications and public engagement work contribute to changing attitudes towards gender equality
- Influence foreign policy, across the North and Canada, so that it advances gender equality
- Encourage Canada's international aid programs to place a greater emphasis on women's rights and to offer targeted support to women's groups
- Build solidarity with women's movements and support feminist struggles, both in the Global North and the Global South

In terms of its support to its affiliates across the North, NCGC is committed to:

- Raising awareness among its affiliates on the importance of gender equality in the fight against poverty and the struggle for social justice
- Encouraging its affiliates to adopt gender equality policies and to put gender equality at the heart of their structures, communications and programs through both gender mainstreaming and standalone work on women's rights;
- Providing training and tools on gender equality to its members to enable them to apply a gender analysis to their public engagement initiatives and development programs