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TRANSPARENCY PROJECT IN GUATEMALA

GENDER EQUALITY PLAN

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ACRONYMS

AC	<i>Acción Ciudadana</i>
ADP	<i>Asociación de Amigos por el Desarrollo y por la Paz</i>
AG	Attorney General
ALAC	Center for Legal Anti-Corruption Activity
CIEN	<i>Centro de Investigaciones Economicas Nacionales</i>
CG	Comptroller General
CSOs	Civil Society Organizations
COTR	Contracting Officer Technical Representative
DCOP	Deputy Chief of Party
DEMI	Indigenous Women Ombudsman Office
dTS	Development and Training Services, Inc.
ENGAGE	Encouraging Global Anticorruption and Good Governance Effort
FOIL	Freedom of Information Law
GEP	Gender Equity Plan
GC	Comptroller General
GoG	Government of Guatemala
IRs	Intermediate Results
IQC	Indefinite Quantity Contract
LLRs	Lower Level Results
M&E	Monitoring and Evaluation
SEPREM	Presidential Secretary for Women
SOSEP	Secretary for Social Services of the First Lady of Guatemala
TP	Transparency Project
T/AC	Transparency, Anti-Corruption and Accountability Program
UAIs	Units for Access to Public Information
USAID	United States Agency for International Development
WID	Women in Development

EXECUTIVE SUMMARY

United States Agency for International Development (USAID) has provided funding for Associates in Rural Development, Inc. (ARD) through the Encouraging Global Anticorruption and Good Governance Effort (ENGAGE) Indefinite Quantity Contract (IQC) to implement the Transparency Project in Guatemala (TP). The Transparency Project will help to combat impunity and strengthen systems of transparency and accountability, contributing to a more lawful, transparent, and democratic Guatemalan State.

USAID/Guatemala has stipulated that the TP should effectively address gender considerations throughout project implementation (baseline analyses, activity design, planning, and all aspects of implementation, including engaging civil society, analyses and mechanisms to ensure effective participation). To meet this objective, ARD has requested that Development and Training Services, Inc. (dTS) develop a Gender Equity Plan (GEP) to provide guidelines for integrating gender analyses and women-focused initiatives into the project work plan and M&E plan for Guatemala TP. This report was developed by governance and gender integration specialist Lelia Mooney, consultant to dTS, over the course of two weeks in close consultation with USAID/Guatemala, ARD field and home office staff, and TP's key implementing partners for Year 1 of the project.

The GEP benefits from the considered input and feedback of TP project staff and counterparts. The recommended activities are a direct result of feedback obtained from these sources on gender activities which the project can feasibly integrate into the approved work plan.

A successful implementation of the GEP within the context of the TP project will also entail the incorporation of cross-cutting gender integration recommendations. These recommendations focus on *compliance* with USAID, the development of *capacity building* approaches that strengthen gender understanding and awareness of project staff and key implementing partners.

Ultimately, the GEP is meant to be a road map to guide the TP in addressing gender in Years 1 and 2 of the project. As with any project plan, the GEP should be revisited on an annual basis to evaluate achievements against the proposed gender activities and indicators, identifying areas to improve, and identifying new opportunities to address gender in light of changing circumstances. Annual gender assessments will assist the project in generating lessons learned and designing appropriate GEPs for the project's subsequent years as activities and partners expand.

1.0 INTRODUCTION AND BACKGROUND

1.1 GENDER SCOPE OF WORK AND OBJECTIVES

USAID recognizes the importance of integrating gender across all of its programming to increase program effectiveness and to ensure that all members of society can contribute to and benefit from their country's development. To that end, USAID/Guatemala has stipulated that the Transparency Project (TP) should effectively address gender considerations throughout project implementation (baseline analyses, activity design, planning, and all aspects of implementation, including engaging civil society, analyses and mechanisms to ensure effective participation). Specifically, the statement of work requires that all activities under each of the lower level results should take into consideration the traditions, culture and ethnicity of various populations in Guatemala. As such, design, implementation, monitoring and evaluation should be culturally and gender sensitive, exhibit flexibility and include sex-disaggregated data all leading to understanding how gender roles, responsibilities and relations may contribute to or resist corruption.

To fulfill this statement of work, ARD has subcontracted Development and Training Services, Inc. (dTS) to develop a Gender Equity Plan (GEP) to provide guidelines for integrating gender analyses and women-focused initiatives into the existing work plan and monitoring and evaluation (M&E) plan for Guatemala TP.

The expected outcomes for the dTS consultancy included¹:

- Gender analysis of existing work plan
- Inclusion of illustrative indicators to support gender integration in the existing project Monitoring Plan (PMP);
- Development of a Gender Equity Plan (GEP) based on the above outcomes and inclusive of recommendations for gender integration activities across project activities.

This report constitutes the Gender Equity Plan.

1.2 OVERVIEW OF GENDER EQUITY PLAN

The GEP's purpose is to strengthen the project's results by integrating attention to gender throughout project activities. It does so by identifying strategic areas of intervention in the work plan and providing recommendations on how to integrate gender into already existing and approved activities. It is important to note that as gender integration proceeds through project implementation, there may be need to modify gender activities to address changing circumstances or take advantage of additional gender integration opportunities as they arise. For this reason, the GEP should be considered a road map that should be revisited and updated as the project proceeds.

To provide a framework for the relevance of gender to TP, the GEP first reviews concepts of gender integration and mainstreaming and the need to explore the relevance of gender analysis and focus for

¹ The Scope of Work for the consultant is found in Appendix A

combating corruption. It does so by discussing gender integration in the context of how relationships between men and women can foster interventions that promote transparency and anti-corruption at the local and national levels. Next, the GEP provides a list of illustrative activities and indicators for integration into the approved work plan and M&E plan. This section is followed by broad guidelines for gender integration into the work plan to strengthen project implementation, generate new knowledge and foster innovative activities in coordination with the implementation strategy-highlights established for Year 1. The final section provides conclusion and next steps.

I.3 METHODOLOGY

The GEP was developed over the course of two weeks utilizing a two-pronged methodology including a literature review of gender and anti-corruption documents along with interviews with project staff and key stakeholders.

The literature review focused on the review of democracy and governance, transparency and gender documents from USAID Missions, other donors, and civil society organizations (CSOs).² Special consideration was given to the analyses and recommendations provided by the Gender Assessment of USAID/Guatemala and the Gender Equity Plan of the Transparency, Anti-Corruption and Accountability Program (T/AC) and how they could be integrated within the GEP for the TP project.

The formulation of recommendations contained in the GEP was largely due to the input received from three categories of interviews and consultations.³

- USAID/Guatemala: In order to ensure that the GEP was consistent with the Mission's expectations the USAID/Guatemala Mission was consulted early in the process of developing the GEP. In particular, feedback was solicited from USAID/Guatemala Contracting Officer's Technical Representative (COTR) and USAID/Guatemala Gender Specialist to capture their insights on how the GEP can be a practical and implementable tool for TP. Both the COTR and gender specialist reviewed and approved the outline of this report prior to the start of interviews and report drafting.
- TP Staff in Guatemala and Home Office Staff in the U.S.: As with any gender integration process it is important to have the buy-in and input of the implementing staff as they are ultimately responsible for carrying out the recommendations. To achieve this, the dTS consultant worked in close coordination and technical consultation with TP's Deputy Director in Guatemala and project staff in the U.S. Special attention was given to seeking feedback on the types of activities the project could realistically implement within their existing project activities. As such, the consultant worked very closely with the TP Project Staff in Guatemala developing the report outline, coming up with gender activities and developing indicators that the project could reasonably integrate into their PMP.
- Project Counterparts: The buy in and commitment of the project's counterparts is as important as the buy in of project implementing staff. To solicit the counterparts' ideas on gender, the consultant developed a questionnaire that was circulated for completion.⁴ The consultant then engaged in interviews with TP's major counterparts for Year 1, Accion Ciudadana (AC), Pro-Justicia, and the Centro de Investigaciones Economicas Nacionales (CIEN). The interviews were productive as the interviewees had reviewed the questionnaire prior to the call and were thus prepared for the interview with their own thinking and ideas regarding gender.

² Appendix D shows the bibliography and resources consulted

³ Appendix C shows the list of organizations and individuals consulted

⁴ The interview question guide is presented in Appendix B

2.0 GENDER

2.1 GENDER DEFINITIONS

The process of gender mainstreaming has posed an implementation challenge in that it now anticipates that all project staff and partners must understand what gender analysis and integration mean. It is no longer an isolated area, a specialty only for Women in Development (WID) or gender experts. Hence definitions are important for ensuring that all “mainstream” staff and partners understand the concept and mechanisms.

The following provides definitions of commonly used gender terms in order to increase the utility of the GEP for project staff and counterparts.

Gender: The term “gender” refers to the economic, social, political and cultural attributes and opportunities associated with being male and female.⁵ Integrating gender considerations in the development process requires an understanding of how relationships between men and women are framed in society in terms of the roles they play, the responsibilities they have, the different relationships of power and their different access to resources.⁶ Increasingly, there is an expectation that the improvement of communication and relations between men and women may be one way to strengthen family resilience, corporate creativity, and local and national government leadership and services.

USAID is committed to incorporating gender by requiring that adequate consideration be given to gender as a critical element of development. Gender integration usually- but not always- involves a focus on women because social, economic and political systems often under-include or poorly involve women. USAID pays attention to gender not only because gender affects program results, but also to promote gender equality and empowerment of women. From the point of view of development programming, gender integration is concerned with the impact of these relationships on program results, and on the impact of the program on the relative status of men and women.⁷

Through gender analysis and gender integration, the project will seek to identify those key lessons learned that will contribute to clarifying the relationship of gender to corruption and the role that both men and women can play to achieve a more transparent government, less corruption and more accountable institutions that are responsive to their citizens’ demands.

Gender Analysis: The process of gender analysis encompasses a set of qualitative and quantitative social science methodologies used to identify the specific gender differences present in a given society. It involves data disaggregation by sex as a key component in order to be able to understand those key gender elements necessary to achieve program objectives and development. This process cannot be conducted in isolation. It has to be embedded within the social and multi-cultural context where relations exist. The disaggregated data by sex needs to be cross- referenced with key elements such as ethnicity, socioeconomic status, literacy, access to power, geographical location and control over resources.

Data itself it not useful unless it is analyzed after it is collected. In this project, specific consideration will be given to the data generated by the T/AC Program to support sex-disaggregated baselines.

⁵ Development Assistance Committee, Guidelines for Gender Equality and Women’s Empowerment in Development Cooperation. OECD: Paris (1998).

⁶ Development Assistance Committee, Guidelines for Gender Equality and Women’s Empowerment in Development Cooperation. OECD: Paris (1998).

⁷ USAID Automated Directives System (ADS) Chapters 200, 201, 202, 203. Washington (September 2008)

Gender Integration: The process of gender integration requires incorporating the data generated through the gender analysis process to support program design, planning, implementation, monitoring, and evaluation of impacts. It contributes to strengthening the project's life cycle by taking into account the structure of relations between men and women and their relationship to inequality. As a result, it becomes an important factor in managing for sustainable program impact.

The project will seek, when opportunities arise, to integrate gender within the relevant Sub Intermediate Results (IRs) that will be incorporated in the work plan for Years 1 and 2.

Gender Mainstreaming: Gender mainstreaming, particularly defined by the United Nations's Economic and Social⁸ committee as guidance for bilateral and multilateral assistance and government policies, calls for employing methods, processes and institutional structures for achieving gender equality. Gender mainstreaming goes beyond gender integration as it requires the consideration of gender as a critical element that needs to be taken into consideration in all policies, approaches and decision-making processes while, at the same time, it confronts traditional institutional arrangements in order to generate social equality and change. It is predicated on norms of justice and equality, but also on expectations that women's empowerment and gender equality will improve the lives of families and communities and nations – for more effective and sustainable social, economic and political change.

For this to happen, the process of women's empowerment and their role in development understands women as assets and not liabilities to the communities they live in. They bring to the table a wealth of experiences, social networks and capital that is fundamental to the development process and the achievement of governance objectives. This approach implies that women are neither victims nor disenfranchised actors but critical players who must actively participate, together with men, in the building of their own futures and strengthening of their own societies.

2.2 RELEVANCE OF GENDER ANALYSIS TO THE TRANSPARENCY PROJECT

It is widely known that corruption, lack of transparency and accountability of government generate a direct negative impact on every member of society, including women and men of all ages. It is also apparent that the less privileged in any given society suffer the greatest impact of corruption due precisely by how relations are shaped and how that generates a disproportionate equality. This will again involve men and women, but the later would probably feel the toughest consequences because they are, most of the times, the more disadvantaged due to power control and lack of resources. There is still lack of knowledge, however, when it comes to understanding the specific linkages between gender to corruption and how the lack of transparency in government agencies affects women and men differently through specific data. Nevertheless, there are specific illustrations on how they do hurt people—men and women—in daily life.

One of the major direct impacts of corruption is that resources, service delivery, access to information and to key positions would tend to go to those who can pay extra and are well positioned to afford it. This, in turn, contributes to fostering a culture of abuse and perpetrating government discrimination against those who do lack the resources to afford access to services and receiving an efficient response from the State. This leaves the poor and traditionally excluded members of society such as women, indigenous groups and indigenous women at a considerable disadvantage particularly when compared to men. Women of higher status would not likely suffer the same effects of corruption than poor women do, however, they are impacted by the exorbitantly high cost of transactions, which ultimately prevents and discourages qualified women to run their own businesses or even hold a government position.

TP's implementation strategy acknowledges the relevance of gender in program implementation. The project plans to integrate gender into its work plan for years 1 and 2, when possible. It will take into

⁸ <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>

consideration elements such as status, power, ethnicity, access to social services in general and differential access to social services in particular. Furthermore, the project will actively involve citizens (men and women) to voice their concerns and demands for greater transparency and accountability for service delivery at the local and national levels and to efficiently lead social auditing process.

Beyond applying gender analysis to strengthen project implementation and to detect disparities through monitoring, the GEP will target purposeful attention to how the distinctive roles of women and men may enhance efforts to combat corruption – a knowledge generation dimension. Throughout its life cycle, the project will generate knowledge under the relevant SUB IRs and produce gender-based data and a qualitative understanding of areas that warrant further gender analysis and research.

3.0 STRENGTHENING PROGRAM IMPLEMENTATION THROUGH GENDER INTEGRATION ACTIVITIES

This section outlines specific activities and illustrative indicators for integrating gender into the work plan to strengthen program implementation and monitoring. They are the result of the consultations and specific recommendations made by the project's DCOP and representatives from the project's key implementing partners for Year 1 including Pro-Justicia, Accion Ciudadana (AC) and Centro de Investigaciones Economicas Nacionales (CIEN). To ensure the feasibility of the recommended activities, consultations focused on how to best foster gender integration into activities they have already been approved by USAID and agreed upon between TP and its implementing partners. The proposed gender integration activities also incorporate USAID/Guatemala's recommendations based on the Gender Assessment for USAID Guatemala and the Gender Equity Plan of the Transparency, Anti-Corruption and Accountability Program (T/AC).

The three key implementing partners received a detailed questionnaire to discuss the relationship between gender and corruption and the roles of men and women in fostering transparency and combating corruption in Guatemala. They were asked, among other questions, to provide insights and recommendations on how they could integrate gender into their ongoing and planned activities for Year 1 of the project without generating new interventions.

This section has also been developed in keeping with the work plan and integrating the guidelines already set out in the M&E Plan (and its set of indicators). As such, it covers only the first two years of the project and the illustrative indicators adhere to project's M&E Plan.

RECOMMENDED GENDER INTEGRATION ACTIVITIES		
SUB IRs	GENDER INTEGRATION ACTIVITIES	GENERAL ILLUSTRATIVE INDICATORS
SUB IR 2.1: CITIZENS CAPABLE AND BETTER INFORMED TO FIGHT AGAINST CORRUPTION		
LLR 2.1.1: Increase and Strengthen Participation of Civil Society Organizations in Watchdog Activities and Provide Oversight to Public Authorities and Resources	<ul style="list-style-type: none"> • Accion Ciudadana (AC) develops strategic alliances with key women’s organizations in Coban (in partnership with Asociacion de Amigos para el Desarrollo y por la Paz- ADP) and Quetzaltenango to strengthen the decentralization process of its two Chapters. • AC’s ALAC (Center for Legal Anti-Corruption Activity) in Coban provides Specialized Assistance (Asistencia Focalizada) to local women’s groups (CSOs, women business owners) that have direct contact with the Public Sector to support them in the challenges they face as “users” of public services.) • AC’s newly created ALAC in Quetzaltenango follows the same model of providing Asistencia Focalizada to women’s groups and specific target groups that have direct contact with the Public Sector and/or are beneficiaries of special social programs that make them users of public services. • AC designs and implements gender inclusive outreach for the FOIL training processes and for the recruitment of volunteers that will promote the demand for public information following the FOIL. • AC increases women requests of information at the <i>Unidades de Acceso a la Información Pública</i> (UAI) by 10% based on the baseline established at the M&E plan • AC’s shadow report on the Inter-American Convention Against Corruption integrates the vision of women’s organizations that interact with government agencies and have experience working to promote transparency and anti-corruption. • PRO-JUSTICIA and its coalition members facilitate the participation of women’s groups and the voicing of their concerns as part of its social auditing mechanism to be included in the process of the election of the AG and CG. • Train women’s CSOs, business women and media organizations from Guatemala City, Coban and Quetzaltenango on the FOIL • Centro de Estudios de Investigaciones Economicas Nacionales (CIEN) develops trainings for women’s CSOs to strengthen their capacity to understand the process of budget design, allocation, implementation and monitoring process. 	<ul style="list-style-type: none"> • women’s CSOs working with AC in Coban and Quetzaltenango. • # of local women receiving specialized assistance from AC in Coban . • # of local women and beneficiaries receiving specialized assistance from AC in Quetzaltenango. • # of women and women’s organization receiving training on FOIL • # AC’s shadow report includes the gender experience. • # of women organizations that conduct social auditing of the election process. • # of women organizations ready to monitor the transparency of the budget process.
LLR 2.1.3: Mass Media Publishes High Quality Information to Control Corruption and Promote Accountability	<ul style="list-style-type: none"> • Assist local organizations (universities, journalists associations) to develop or upgrade a course in investigative journalism that integrates the gender dimension into the curriculum. 	<ul style="list-style-type: none"> • curriculum that integrates the gender dimension

RECOMMENDED GENDER INTEGRATION ACTIVITIES		
SUB IRs	GENDER INTEGRATION ACTIVITIES	GENERAL ILLUSTRATIVE INDICATORS
SUB IR 2.2: KEY EXECUTIVE BRANCH INSTITUTIONS WITH INCREASED CAPACITY TO OVERSEE AND IMPLEMENT ANTI-CORRUPTION MEASURES		
LLR 2.2.1.: Freedom of Information (FOI) Law Disseminated and Implemented by the Executive Branch and other National Institutions	<ul style="list-style-type: none"> Develop alliances with 1 selected government agency that works with women's issues and monitor national compliance of gender policies (such as SEPREM, SOSEP and/or DEMI) to strengthen/create their UAIs. AC develops and implements a training- of-trainer program to transfer capacity to key selected government agencies and their staff (men and women) to create internal public awareness programs related to implementing FOIL. Potential trainees will be heads of UAIs, public communication officers, human resources officers among others with a focus on gender balance in participation. Train women that interact with these key government agencies on a regular basis on how to use the FOIL and interact with their UAIs. 	<ul style="list-style-type: none"> 1 Agency in Year 1 # of government officials disaggregated by sex receiving anti-corruption training # of women receiving training on anti-corruption and FOIL.
LLR 2.2.4: Mechanisms to Pursue Allegations of Corruption Established and Working in Key GoG Institutions.	<ul style="list-style-type: none"> Work with AC to promote a specific mechanism to collect and process allegations related to breaches to the FOIL that integrates the gender dimension and produces gender-disaggregated data. Assist local NGOs to submit reports with gender disaggregated data on audits and corruption allegations, to the AG's office, the CG's office, and other competent authorities to process and prosecute corruption cases in the courts. Strengthen CG's and AG's relevant offices to process corruption allegations and strengthen their response/processing of cases and corruption allegations initiated by women as users of the system. 	<ul style="list-style-type: none"> tool that generates gender-disaggregated data developed. # of women receiving training
SUB IR 2.3: A MORE ACTIVE ROLE OF KEY OVERSIGHT ENTITIES PROMOTED		
LLR 2.3.1: Regulatory Framework and Ad Hoc Legislation to Combat Corruption is Promoted by Congress in Performing Oversight Role	<ul style="list-style-type: none"> Work with Congresswomen champions and CSO groups (e.g. Grupo Guatemalteco de Mujeres, Fundacion Sobrevivientes and others) to raise awareness on the fight against corruption, and increase knowledge of the FOIL among women and network members that are users of different GoG institutions such as the AG and Justice Sector to promote transparency. 	<ul style="list-style-type: none"> # of women's organizations and networks that receive training on anti-corruption and the FOIL and that influence the public debate on anti-corruption legislation

RECOMMENDED GENDER INTEGRATION ACTIVITIES		
SUB IRs	GENDER INTEGRATION ACTIVITIES	GENERAL ILLUSTRATIVE INDICATORS
LLR 2.3.3: Comptroller General Office Improves its Performance in Selected Areas of Intervention	<ul style="list-style-type: none"> • PRO-JUSTICIA and its coalition members facilitate the participation of women's groups and the voicing of their concerns as part of its social auditing mechanism to be included in the process of the election of the AG and CG. 	<ul style="list-style-type: none"> • # of women organizations that conduct social auditing of the election process.
SUB IR 2.4: A MORE TRANSPARENT POLITICAL PARTY FINANCING SYSTEM ESTABLISHED AND WORKING		
LLR 2.4.1: A More Transparent Political Party Financing System Established and Working	<ul style="list-style-type: none"> • Promote the inclusion of key women (women in politics, private sector, civil society organizations) women's organizations as key relevant stakeholders on the public debate on political party financing. 	<ul style="list-style-type: none"> • # of women leaders, women's organizations and networks participating and influencing the public debate process.

4.0 CROSS CUTTING GENDER INTEGRATION RECOMMENDATIONS

The TP is built around six implementation strategy highlights that include the integration of gender responsive considerations, when opportunities arise, in the design, implementation, and monitoring of all TP activities. If TP’s gender integration objectives are to be met, it is important to coordinate gender understanding, analysis and lessons-learned across project components, SUB IRs and LLRs, and integrate gender through specific technical assistance and capacity building efforts for key implementing partners. Moreover, the recommendations of this report should be integrated into the TP’s work plan and M&E plan to ensure gender integration from the outset of the project.

In addition to the specific gender integration activities outlined in Section 3, the Gender Equity Plan includes three cross cutting gender integration recommendations that serve the following purposes:

- Complying with USAID contractual requirements and approved work plan
- Training and capacity-building from a gender perspective
- Generating new knowledge and lessons learned on the relationship of gender to combating corruption and promoting transparency

Primary activities under each function are recommended as follows across all project related activities:

CROSS-CUTTING GENDER INTEGRATION RECOMMENDATIONS		
COMPLIANCE	TRAINING AND CAPACITY BUILDING	NEW KNOWLEDGE
<ul style="list-style-type: none"> • Ensure the TP is in compliance with the recommendations of the Gender Assessment of USAID/Guatemala and the Gender Equity Plan of the Transparency, Anti-Corruption and Accountability Program (T/AC) implemented by Casals. • Review the data generated by the T/AC project and its sex-disaggregation and see how it can provide a baseline and be integrated into the TP’s gender integration process. • Gender monitoring and evaluation • Integrate the GEP into the TP’s Work Plan and M&E Plan. • Contribute to USAID and PMP reporting with sex- disaggregated data and indicators. 	<ul style="list-style-type: none"> • Develop gender inclusive strategies, tools, modules, curricula and programming. • Liaise with internal and external stakeholders to promote integration of gender issues and their integration in capacity building tools • Monitor/evaluate trainings from a gender perspective 	<ul style="list-style-type: none"> • Sex disaggregated data, disaggregated indices of perception of corruption, transparency and access to information. • Development of baseline to support project monitoring and implementation. • Reports on lessons learned, challenges and opportunities on fostering gender integration into project monitoring and implementation

5.0 CONCLUSION

The GEP provides guidelines and activities to facilitate gender integration throughout project activities in partnership with the key CSO implementing partners during Years 1 and 2. The process of gender integration into program monitoring and management will contribute to strengthening the results and impact of the project as a whole. The GEP benefits greatly from the input of the TP's DCOP and key implementing partners. The proposed activities are reflective of recommendations put forth by these counterparts and are reflective of their commitment to integrating gender in a manner that is feasible and doable by the project.

A successful implementation of the GEP within the context of the TP project will also entail the incorporation of cross-cutting gender integration recommendations. These recommendations focus on *compliance* with USAID, the development of *capacity building* approaches that strengthen gender understanding and awareness of project staff and key implementing partners. This will ensure effective project management and foster new *knowledge* that, in turn, will contribute throughout the life of the project, to clarifying the relationship of gender to corruption and the role that both men and women can play in promoting a more transparent government, less corruption and more accountable institutions that are responsive to citizens' demands.

As such, this GEP should serve as a roadmap that provides a starting point to the process of integrating gender throughout SUB IRs and LLRs and across program components. The project should work closely with the USAID Mission in Guatemala, its COTR and Gender Specialist to continue identifying lessons learned, challenges and opportunities to integrating gender into program activities.

Similar to work plan development, the GEP should be revisited on an annual basis to assess progress against the proposed activities and indicators, gather lessons learned, and identify additional opportunities for integrating gender into the project's next operating year. The project would benefit from targeted short term technical assistance to provide an objective analysis of the GEP each year as well as provide capacity building and training for project staff and counterparts in the area of gender integration. Such assistance will enable the project to stay on course with its gender integration activities while also generating much needed knowledge regarding the role of gender and corruption. As the project proceeds through each year and works with more partners, these lessons will prove critical to successfully integrating gender throughout project activities.

APPENDIX A: CONSULTANT SCOPE OF WORK

ARD will engage dTS to provide short term technical assistance in developing ARD's project gender plan and to participate in the work planning process during the project start up period. During this assistance, dTS will contribute to and support:

Tasks:

- Conduct a rapid literature review including Gender Assessment Report for Guatemala and other relevant documents pertaining to anti-corruption and gender in Guatemala
- Gather data on women's role in anti-corruption through interviews with civil society organizations and individual interviews.
- Submit to USAID a draft of the Gender Equity Plan Outline for prior review and approval.
- Designing gender integration activities that can be mainstreamed throughout project activities and as cross-cutting components;
- Identify stand alone gender activities to ensure that women as individuals and constituents and users of services, are engaged and empowered as a result of the project's anti-corruption and transparency efforts;
- Consult with project staff in Washington DC and Guatemala and key CSO implementing partners to get their specific recommendations on gender integration activities into already developed Work Plan and M&E Plan.
- Develop a question guide to interview project key CSO implementing partners.
- Share draft Gender Equity Plan with dTS Team for quality control assurance and for review, comments and feedback integration.
- Share draft Gender Equity Plan with ARD project staff in Washington DC and Guatemala for review, comments and feedback integration.

Expected Results and Deliverables:

- Draft Gender Equity Plan to include a narrative overview, set of activities and indicators identified for integrating gender into the project's Year 1 and 2 Work Plan.

APPENDIX B: INTERVIEW QUESTION GUIDE

Consultation with key implementing partners for Year 1 of the Project including the following questions/areas of inquiry:

- a. Gender Policies/Gender Integration Strategies (if any) and their level of Implementation of Gender Policies/Strategies (if any)
- b. Delivery/Service to clients (any history of data disaggregation based on gender)
- c. Recommendations on plans/ needs assessment/commitment to integrating the gender perspective into their organizational capacity and service delivery efforts within the framework of the Guatemala Transparency and Integrity Program
- d. Relationship between gender to corruption:
 1. Does it matter that both men and women are included?
 2. What difference does corruption/decreased corruption make in the lives of men and women throughout the country?
 3. How does the way men and women relate to one another impacts the level of corruption in the country both at the local and national levels?
 4. How improved gender relationships contribute to less corruption?
 5. How can the integration of the gender perspective into relevant SUB IRs and LLRs contribute to generate more demand for transparency and decreased corruption?
 6. How can the integration of the gender approach into program implementation contribute to the development of new knowledge on the gender-corruption relationship and generate innovative interventions and results?
- e. Data gathering/analysis
- f. Disaggregated indices of perception of corruption

APPENDIX: C

ORGANIZATIONS/INDIVIDUALS CONTACTED

Carla Aguilar, COTR, USAID/Guatemala

Liliana Gil, Gender Specialist, USAID/Guatemala

Antonio Iskandar, ARD, Inc., Washington D.C.

Jorge Lavarreda, CIEN

Violeta Mazariegos, D

COP/USAID Transparency Project

Eleonora Muralles, Pro-Justicia

Alejandro Urizar, Accion Ciudadana

APPENDIX: D

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