



USAID Civic Initiatives Support Program

Gender Analysis and Workplan

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A. Background

A deliverable of the USAID Civic Initiatives Support Program (USAID CIS) is an analysis to guide the integration of gender considerations throughout project strategies in support of USAID's gender equality and female empowerment goals. The USAID CIS team consulted with the FHI360 gender team in Washington, DC and participated in similar discussions held among other USAID implementers in Jordan. Per AOR guidance, this document contains both gender analysis and workplan to inform program activities. Taking into consideration the experience FHI 360 gained while implementing the Jordan Civil Society Program (CSP), the plan is based on gender assessments, strategies, and reports. The workplan specifies actions that may be taken under each component and phase of the program covered in the Year I workplan. Subsequent workplans will consider progress made on gender goals, and will be updated as needed.

In finalizing the gender analysis and workplan, the USAID CIS staff: 1) reviewed the FHI 360 Gender Framework, USAID Gender Equality and Female Empowerment Policy and other relevant documents; 2) prepared a draft workplan for the three program results and program level management; 3) shared the draft with the program team leaders and solicited their feedback; and 4) shared the draft with the AOR on December 9 and received initial feedback and approval on Dec 18.

This document outlines the main processes necessary to ensure gender equality mainstreaming. It is considered a living document that will be updated based on lessons learned throughout implementation. Insights will be documented and shared with USAID and others to be used as a reference for future programs.

The workplan (Section D, below) is divided into four sections:

- Section D.1 – Result I: Civic initiatives and advocacy responding to common interests enhanced
- Section D.2 – Result II: Capacity of CSOs at all levels strengthened
- Section D.3 – Result III: Enhancing government CSOs engagement
- Section D.4 – USAID Implementer (program level)

The first section of the workplan includes the components of gender analysis, potential questions to be explored, and a snapshot of the gender issues relevant to its result/component, as appropriate.

The next section articulates gender goals, entry points and actions, and the responsible persons/teams (staff or subcontractor) needed to fully consider and appropriately resource gender and inclusion in the program's activities. Additionally, this section includes a list of relevant resources that may be useful in implementing the workplan.

The last section includes performance indicators and an explanation of potential risks or assumptions to be addressed or mitigated. Each action item is linked to approved USAID CIS program elements to ensure effective integration.

B. Definitions from the USAID Gender Equality and Female Empowerment Policy¹

- **Gender** is the socially defined set of roles, rights, responsibilities and entitlements and obligations of females and males in societies. In other words it refers to the structural framework that socially and culturally constructs the relations, roles, and traits of men and women.
- **Gender equality** concerns women and men, and it involves working with men and boys, women and girls to bring about changes in attitudes, behaviors, roles and responsibilities at home, in the workplace, and in community. Genuine equality means more than parity in numbers or laws on the books; it means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males and females.
- **Gender integration** involves identifying, and then addressing gender inequalities during strategy and project design, implementation, and monitoring and evaluation. Since the roles and power relation between men and women affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis.

C. Proposed USAID CIS Gender Analysis and Integration Workplan

The USAID gender policy aims to achieve three overarching outcomes:

1. **Reduce gender disparities** in access to, control over and benefit from resources, wealth, opportunities and services - economic, social, political, and cultural;
2. **Reduce gender-based violence** (GBV) and mitigate its harmful effects on individuals; and
3. **Increase capability of women and girls** to realize their rights, determine their life outcomes, and influence decision-making in the households, communities and societies.

Gender analyses examine the roles and status of women and men, then identify and address solutions to inequalities that may impede a program from achieving its goals (e.g., different roles, responsibilities, and status of men and women, or access to and control over resources and services).

Key questions to address include:

1. How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the program's initiatives?
2. How will initiatives' anticipated results affect women and men differently?
3. Who has access to and control over the resources and information (related to the initiatives) and how does that impact the proposed activities?
4. Are there barriers to participation and leadership (gender, socio-economic status, geography)? How can we remove those barriers?

USAID CIS will use gender-transformative approaches as the means of reaching development and gender-equality objectives. These approaches actively attempt to examine, question and change unequal gender norms and the imbalance of power between women and men. They specifically encourage critical awareness of gender roles and norms, promote the status of women, challenge the

¹ USAID Gender Equality and Female Empowerment Policy, March 2012, p. 3,
<http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

distribution of resources and allocation of duties between boys and girls and men and women, and address the power relationships between women and others in the community, such as service providers and traditional leaders.

USAID CIS will also use an inclusive approach to foster equality (women/men, boys/girls) regardless of age, sexual orientation, gender identity, disability status, religion, ethnicity, socioeconomic status, geographic area, migratory status, forced displacement or HIV/AIDS status. In addition, the program will consider gender gaps across the human life cycle. USAID CIS will develop guidelines to ensure that all activities are responsive to gender considerations and are integrated throughout the project's stages (identification, design and formulation, implementation, management and monitoring and evaluation).

D. Gender Workplan

D.1. Result I: Civic initiatives and advocacy responding to common interests enhanced.

Result/Component I main activities:

- Democracy, Rights and Governance grants
- Partnerships for Jordan’s Development Project
- USAID Civic Initiatives Support Fund

Components of analysis	Potential Questions	Gender Issues (snapshots of some of the main issues)
Laws, policies, regulations and institutional practices	<ul style="list-style-type: none"> • Do they contain explicit or implicit gender biases? • How do these influence the context in which women and men act and make decisions? 	<ul style="list-style-type: none"> • Article 6 of the Jordanian Constitution does not provide a basis of equality for men and women and does not prohibit discrimination on the basis of sex which allows discrimination against women to exist in the legal system. • Laws are mainly family and society centered rather than rights based (family protection law, penal code – crimes of honor, rape). • GBV is supported by the existing laws, institutional practices (early marriage, inheritance, alimony, access to justice). • Abused women are detained supposedly for protection purposes. • Women may divorce only by surrendering all rights.
Cultural norms and beliefs	<ul style="list-style-type: none"> • What are the perceptions of gender identity, gender stereotypes or patterns of behavior? 	<ul style="list-style-type: none"> • Women’s rights are still viewed from a protective approach, which identifies women’s rights from the perspectives of <i>Qiwama</i> (men superiority over women), and <i>wilaya</i> (guardianship) and therefore reinforces gender-based discrimination and legitimizes practices of violence against women. • Jordanian society remains patriarchal, affecting both men and women, boys and girls in different matters and making it difficult to minimize the gender gaps in areas that are considered taboos or socially unacceptable (participation in decision making that affect one’s life being social, economic and political). • Youth are not provided with the space to utilize their capacities. • Youth are becoming more conservative with regard to gender issues.

Components of analysis	Potential Questions	Gender Issues (snapshots of some of the main issues)
Gender roles, responsibilities and time used	<ul style="list-style-type: none"> • What do males and females do in productive and reproductive activity? • How do people lead their lives? • What are the potential constraints to their participation in development activities? 	<ul style="list-style-type: none"> • Women are doubly burdened by working outside and inside the home. • Males are still seen as the decision makers and bread winners at the household level.
Access and control over assets and resources	<ul style="list-style-type: none"> • Do females and males own and /or have access and capacity to use resources and information necessary to be fully active, productive participants in society? 	<ul style="list-style-type: none"> • The percentage of women who have access to land and real estate ownership does not exceed 10%. • Access to financial resources is a main challenge for women. • Lack of mobility is a major issue for women. • Participation of women is low in the labor market.
Patterns of power and decision making	<ul style="list-style-type: none"> • Do women and men have the equal ability to decide, influence, and exercise control over material, human, intellectual and financial resource, in the family, community and country? 	<ul style="list-style-type: none"> • Women are weakly represented in the political sphere which impacts their ability to shape political priorities. A quota of 10.8% at the Parliament level is not enough for women to affect policies and practices and change discriminative legislation. Additionally, the mechanism of calculating the quota denies women from large cities and constituencies the opportunity to reach the Parliament. • Representation of women is low in leadership positions, including unions and political parties.
Resources:	<ul style="list-style-type: none"> ⇒ Gender assessment reports (WB, EU, UN Women, etc.) ⇒ JNCW women strategy and reports ⇒ Global gender gap report - 2013 (World Economic Forum) ⇒ National and shadow/status reports and review committees reports (CEDAW, CRPD, CRC, UPR, etc.) ⇒ Sector specific reports and statistics ⇒ Relevant studies ⇒ DHS (Demographic Health Survey) 2012 report 	

Gender goals	Entry Points and Action	Responsibility
<p>Ensure that all grants are gender responsive to strategic needs in each area of the focus of the proposed project.</p> <p><i>Note:</i></p> <p><i>The USAID CIS program could direct specific calls for gender equality projects</i></p>	<p>Preparations:</p> <p><u>Grants manual:</u></p> <ul style="list-style-type: none"> • Reference gender and inclusion goals in the grant manual. <p><u>RFA/P development and launch</u></p> <ul style="list-style-type: none"> • Integrate gender considerations into the RFA/P. • Develop guidelines for gender mainstreaming into project stages. • Integrate gender considerations into the evaluation criteria and selection process. • Integrate a request for a gender and inclusion action plan for grants (e.g., DRG grants). <p><u>Proposals evaluation and selection:</u></p> <ul style="list-style-type: none"> • Review the proposals from gender perspective based on the guidelines and the evaluation criteria. <p><u>After signing the grant agreement:</u></p> <p>Support the recipient with integrating gender into the project activities and time frame through:</p> <ul style="list-style-type: none"> • Reviewing existing gender assessments on the specified sector/area of focus. • Conducting a gender and inclusion action plan as needed (mainly for the DRG grants). <ul style="list-style-type: none"> ○ What are the possible gender gaps? Where do we find the answers? ○ What is the gender gap (s) feasible to address in the project? ○ How the gender gap can be addressed in the project design? • Ensuring that gender is integrated into policy analysis components. • Defining project gender goals/objectives/activities. • Defining the indicators and baseline data (DRG grants). • Integrating the gender indicators into the project baseline assessment. • Agreeing on methods of data collection. 	<p>USAID CIS – gender focal point</p> <p>Supervised by the gender officer</p> <p>A team of consultants to guide/support the organizations to conduct the gender and inclusion action plan and integration of results into project plan</p>

Illustration of the actions to be taken under each step with regard to the grants and/or subcontracts



<ul style="list-style-type: none"> • Integrate gender and inclusion into the grant manual • Include gender equality and inclusion considerations into the RFA, application form and evaluation criteria • Refer to gender equality in the solicitation workshops • Develop guidelines for mainstreaming gender into project phases • Review and evaluate projects from a gender perspective and according to the developed evaluation criteria • Prepare necessary assessment tools and ensure that gender is mainstreamed within project phase 	<ul style="list-style-type: none"> • Provide feedback and technical assistance to integrate gender and inclusion into the project phases • Support the DRG grantees to develop the gender and inclusion action plan on the selected issue and integrate the results into the project plan and its implementation plan • Ensure that gender is reflected into the project policy analysis • Review the capacity building plans with regard to gender and inclusion and integrate into the project plan • Review the final M&E plan to ensure that the gender and inclusion indicators are integrated and agree methods of data collection 	<ul style="list-style-type: none"> • Review project reports and provide feedback and support as needed • Conduct quarterly meetings among implementers to get lessons learned regarding gender integration (as one component of the project) and reflect into project plan as appropriate 	<ul style="list-style-type: none"> • Integrate gender and inclusion in any post assessment and impact studies • Draw out success stories related to gender and inclusion issues (approaches, progress, etc.) • Prepare report focusing on gender and inclusion
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D.2. Result II: Capacity of CSOs at all levels strengthened.

Main component activities:

- Targeted technical assistance to USG-funded subgrantees & ISO technical assistance program (Internal Strengthening for Change)
- Institutional Strengthening Fund
- Societies Empowerment Program

Components of analysis	Gender and inclusion challenges facing CSOs
Governance Policies/procedures Approaches Capacities /capabilities	<ul style="list-style-type: none"> • Organizations lack women’s representation in the decision making positions. • Organizations’ board and executive management lack youth representation. • The majority of Organizations are dominated either by the elite or elderly. • Election processes within organizations are dominated by cultural norms that are mainly not gender-aware. • Concepts and terminologies lack clarity related to gender, confusion and misunderstanding of main terms and concepts result in superficial efforts rather than tackling root causes. • CSOs may lack comprehensive strategic thinking, which results in adopting gender operational strategies rather than transformative ones. • A majority of organizations have no gender policy and strategy and lack of considering of gender as a cross cutting theme only when required by donors. • CSOs have a limited willingness to challenge the status quo and the system that establishes the structural inequality. • CSOs may lack the ability to adhere to conceptual frameworks of gender equality. • CSOs may currently have an inability to define the organization’s position on specific issues (gender related) in a transparent way. • The CSO may not have included gender issues in their budgets. CSOs may lack understanding of the rights based approach concerning gender and how to integrate it within its programming. • No code of ethics that oblige organizations to adhere to gender mainstreaming. • Principles of women’s human rights and substantive equality are not rooted in the heart of women’s NGOs work. • Coordination among women’s NGOs usually takes the form of short term and thematic/seasonal coalitions rather than long-term strategic coalitions for achieving change. • Lack of solidarity and coordination among women’s NGOs makes it easier for conservative groups to undermine initiatives related to gender equality. • Organizations are mainly donor driven or and have specific cause/specialization and are unable/unwilling to expand their projects to include gender issues. • Limited capacity for gender analysis and mainstreaming within the organization’s strategy, programs and activities. • Women’s NGOs often shy away from directly addressing the concept of equality and instead promote concepts such as gender equity or equal opportunity to gain acceptance. • Many CSOs lack understanding of the concept of inclusion and how to put it into action.

Components of analysis	Gender and inclusion challenges facing CSOs
Resources	Gender assessment reports CSP gender review report CIVICUS report on Jordan Non-state actors mapping study Gender and Social Fund (GSF) gender mapping study / governance study

Gender goals	Entry Points and action	Responsibility
<p>To introduce a new organizational culture within CSOs by mainstreaming gender within their operating systems.</p> <p>Specific goals could be:</p> <p><i>Develop models for youth engagement and leadership</i></p> <p><i>Developing a Code of conduct</i></p> <p><i>Ensure that attitudes and behavior change regarding gender is considered (model development)</i></p>	<p><u>Assessment tools:</u></p> <ol style="list-style-type: none"> <u>Institutional Development Assessment (IDA) Tool:</u> <ul style="list-style-type: none"> - Integrate governance, gender and inclusion into the IDA tool. - Under human resources refer to nondiscriminatory hiring practices. Ensure that they are responsive to gender and disability and that sexual harassment at the workplace is addressed (human resource policies, the IDA and other tools). <u>Third party assessment Tool (i.e. Organizational Capacity Assessment - OCA)</u> <ul style="list-style-type: none"> - Ensure that gender and inclusion are integrated into the third party assessment tool. <p><u>Toolkit:</u></p> <ul style="list-style-type: none"> - Include a session about the concepts of gender and inclusion as an introductory component to the Societies toolkit to deliver during the orientation and/or training. <p><u>Strategic planning:</u></p> <ul style="list-style-type: none"> - Define a set of guidelines to consider while conducting the strategic planning with CSOs. Work with the subcontractors to integrate guidelines into the workshops. <p><u>Targeted training courses and mentoring (financial issues, project management, M&E,</u></p>	<p>USAID - CIS gender focal point</p> <p>USAID - CIS gender focal point</p> <p>USAID - CIS gender focal point</p>

Gender goals	Entry Points and action	Responsibility
Indicators	<p>Number of organizations that developed a gender equality aspect</p> <p>Number of organizations that mainstreamed gender into their strategy, programs and projects</p> <p>Number of organizations addressing gender issues</p>	
Assumptions and Risks	<p>Organizations have the willingness and capacity to adopt a gender transformative approach</p> <p>Engagement of the organization's board in the process and recognizing the need and efforts it would take to conduct this mindset shift</p> <p>Organizations ready to challenge the status quo and the norms with regard to its governance, structure and leadership</p> <p>Availability of human resources who have the capacity to discuss conceptual frameworks, analysis and integration of gender and human rights</p>	

D.3. USAID CIS Result III: Enhancing Government-CSO Engagement

Component III main activities:

- Enhancing the capacities of Registry and Government of Jordan (GoJ) civil society staff and strategic planning process for the Registry
- Civil Society Research Fund
- Dialogue for Change

Gender goals	Entry Points and action	Responsibility
<p>Ensure that there is no discrimination in the representation of women based on gender in their participation in training and dialogue sessions or in specific positions related to civil society work.</p>	<p><u>Toolkit:</u></p> <ul style="list-style-type: none"> - Include a session on the concept of gender and inclusion as an introductory component to the Societies toolkit (<i>as mentioned above under result II</i>). <p><u>Registry strategy:</u></p> <ul style="list-style-type: none"> - Include gender/inclusion as a cross cutting theme while developing the Registry strategy. <p><u>Other possible areas of intervention to be addressed in the strategic plan</u></p> <ul style="list-style-type: none"> - Integrate gender considerations into the Fund for Societies processes and projects. - Ensure that the Registry human resource policy is gender sensitive. <p><u>Research component:</u></p> <ul style="list-style-type: none"> - Define a set of guidelines of how to consider gender in any research topic to be tackled. <p><u>Dialogue for change:</u></p> <ul style="list-style-type: none"> - Ensure participation and representation of both men and women in the dialogue sessions. - Ensure the tackling of gender issues at the dialogue sessions (addressing root causes.) 	<p>USAID CIS gender focal point</p>

E. Tools and guidelines to be used throughout the process

Needed Tools	Purpose	Status	Action needed	Time frame
Intuitional Development Assessment tool (IDA)	Assess organizations institutional capacity under ISC and other components	Available	Integrate gender and inclusion	April 2014
Third party assessment tool	Full or partial institutional assessment of organizations	Available as a self-assessment tool (OCA)	Integrate gender and inclusion within each component	May 2014
Societies Toolkit	Resource toolkit for CSOs and government staff mandated to supervise CSOs	Available	Develop and integrate a session about gender and inclusion	February 2014
Gender and inclusion checklist	Assess organizations understanding of the concepts and translating them into their programs and activities	Available as a base (CSP)	Develop the checklist to use to assess	May 2014
Guidelines	To support the integration of gender at the project cycle,	Available from various resources	Amend/develop to reflect the project needs	February 2014
	To support the integration of gender at the strategic planning process			June 2014
	Gender analysis			May 2014
	Gender M&E			May 2014
	Integration gender into research			March 2014
Gender and inclusion training (concepts, analysis, integration)	To train project staff and implementers as needed	Available from various resources	Amend to reflect the project needs	April 2014