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Report on Gender Integration Consultancy with USAID/EI Salvador

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Note

This 30 day consultancy to implement the recommendations contained in the 2004 Gender Assessment Report on USAID/EI Salvador programs and activities began in May 2005, and was completed in February 2006.

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

FINAL REPORT FOR GENDER CONSULTANCY

1. PURPOSE

The purpose of the consultancy was to assist USAID/El Salvador to implement the recommendations of the Gender Assessment to achieve greater gender integration in its programs, and to help the recently established Mission Gender Committee obtain the necessary skills to enable its members to work and support their respective SO Teams in the process of incorporating gender considerations in the design, implementation and evaluation of programs and activities.

2. FINDINGS

First, in the interval since the Gender Assessment was completed in March 2004, it was evident that Mission personnel have demonstrated increased interest and commitment to improving gender integration within USAID projects and programs. It was also evident that additional support and training is necessary to better enable Mission personnel to work toward achieving gender integration.

Part of the need for support and training has been addressed through the activities completed under this contract. However, the need remains for additional support and training for Mission personnel in general, and the Gender Committee in particular, to continue to provide on-going guidance in gender considerations to partners, contractors, and grantees for projects and programs.

Second, the Mission Order presupposes the existence of a mission gender strategy. The El Salvador Mission does not currently have a mission gender strategy.

3. INTERVENTIONS

Over the duration of this consultancy the following services were provided:

- Relevant documentation including the Gender Assessment report and all other materials suggested by USAID/El Salvador staff, partners, contractors and grantees was reviewed to assist the Mission's efforts to integrate gender into its ongoing and proposed programs.
- Two sessions were held with the members of each technical office, and one session with the personnel of the contracts office, as a follow up to the Gender Assessment and Action Plan.
- Additional training sessions were provided to each technical office regarding gender concepts and salient issues related to gender integration in the new activities under the USAID/El Salvador Country Plan FY 2004-FY 2009
- Existing information and data from each technical area were reviewed to assess the extent to which findings relating to gender could be demonstrated.

- Recommendations were made for other information and/or data needed to conduct a more complete and on-going gender monitoring process within each technical area and for each SO.
- Approaches to better monitor and analyze gender trends and impact (indicators) were discussed within the context of the SO results frameworks. In addition to working with the technical teams on the development of gender indicators, data collection and analysis of data were discussed for each SO.
- Activity Approval Documents for the new activities under the El Salvador Country Plan were reviewed and inputs to the gender statements were provided. Also, select statements of work for the new activities were reviewed and inputs were provided.
- Training sessions were carried out with each technical office and the Gender Committee to develop skills to enable the Committee to work and support their respective SO Teams (design, implementation, and evaluations)

The following materials were prepared:

- A draft Mission Order on Gender for USAID/El Salvador (See Annex 1)
- Information sheets for each session with each technical office (See Annex 2 for a selected sample of materials)
- A Power Point presentation, "Mainstreaming Gender: Recommendations & Considerations," was prepared for gender sessions for the technical offices. (See Annex 3)
- A final report

4. RECOMMENDATIONS FOR USAID/EL SALVADOR

The importance and validity of gender, gender issues, and gender analysis is undeniable. There is now widespread recognition that these concerns are real and have impact, whether actively taken into account or not, on the success and outcomes of projects and activities. Moreover, projects and activities have impact on gender relations, inadvertently or not.

USAID/El Salvador's ultimate goal for gender should be **gender equality**. Gender equality implies that women and men have equal conditions for realizing their human rights and for contributing to and benefiting from economic, social, cultural, and political development. **Gender equity** is one step towards achieving gender equality; equity measures compensate for disadvantage and ensure that both men and women have the opportunity to fully access, participate, and benefit from development activities. Gender equality is the goal.

➤ **Mission Gender Strategy**

As noted, the El Salvador Mission does not have a Mission Gender Strategy. Development of a Mission Gender Strategy is essential to better guide the process of gender integration within and across strategic objectives and to provide consistency in coordinating the process with partners,

contractors and grantees. Preparation of a Mission Gender Strategy for El Salvador should be a priority activity.

➤ **Gender Committee**

To better develop the skills of participants and foster cohesion and an understanding of gender issues beyond the members' area of technical expertise, the Gender Committee should meet at a regular time and place at least biweekly. When specific tasks are not pending, the Gender Committee should use this time to invite other Mission members, whether or not they are on the committee, or members of the community at large to share their expertise about gender issues.

➤ **Gender Issues and Awareness Training**

As in other technical areas, in-service training should be provided to the Gender Committee, annually, to the extent possible. Limited contractor and grantee participation in these training sessions is also recommended.

➤ **Recommendations for Integrating Gender Concerns in Programs & Activities**

What follows is a list of recommendations to better address gender concerns in USAID/EI Salvador activities and programs.

- Take gender seriously. Gender differences in roles and priorities, like difference in class and culture, do exist and influence decisions and outcomes whether or not they are taken into account. Take them into account and help them work to the benefit of projects, programs and policies while promoting gender equality in the process.
- Mention gender throughout solicitation documents – not only in one isolated section – so implementers realize that we are serious about this issue.
- Think about how activities are implemented.
 - Avoid approaches that are **Exploitive**:
Exploitive: programs that exploit gender inequalities in pursuit of project objectives. For example, a campaign to increase condom use may promote inequalities on sex (power relationship in the couple).
 - Be cautious about approaches that are **Accommodating**:
Accommodating: programs that accommodate gender roles to achieve project objectives (just accepting things the way they are). For example, promoters going to houses giving family planning methods and not fostering female mobility and decision making.
 - Implement activities that are **Transformative**:
Transformative: programs that seek to transform gender relations to promote equality and achieve project objectives. For example, using education system to foster equality through life skills. Programs may begin as Accommodating, but should move towards Transformative.
- For activities in the process of implementation:
 - Ensure that the databases established for projects that are about to begin or are in their initial stages of investigation include gender relevant variables.

- Get data both in real numbers and percentages. The actual numbers are very important, but the percentages facilitate analysis, especially comparative analysis between different data bases.
 - Built in short term feedback mechanisms, especially for new practices. New practices may have unintended consequences for better or worse. They should be carefully monitored, especially at the initial stages.
 - Analyze existing Data. Even when not required, many NGOs collect socioeconomic, cultural and gender information, which they then use to refine and better target their methods and strategies. USAID can access that data and use it to refine and better target its methods and strategies.
- Seek advice from external experts on more effective ways to plan, implement, and monitor projects, in the current context, with regard to gender issues.
 - Include technical staff, counterparts, and implementers in training programs that strengthen awareness and increase knowledge, in the current context, with regard to gender issues.
 - Promote collaboration with other donors and international financial institutions to foster gender equality.

REPORTE FINAL DE LA CONSULTORIA DE GÉNERO

1. PROPÓSITO

El propósito de la consultoría ha sido asistir a USAID/El Salvador implementar las recomendaciones del Informe de la Evaluación del Género para lograr una integración mejorada de Género en sus programas. Además ha sido para apoyar al recién formado comité de Género adquirir las destrezas necesarias para que sus miembros sean capaces de guiar a sus equipos de Objetivo Estratégico (OE) en el proceso de incorporar consideraciones de género en el diseño, realización y evaluación de proyectos y actividades.

2. CONCLUSIONES

Primero, en el intervalo que pasó desde cuando se terminó el Informe de la Evaluación del Género de Programas y Actividades de USAID/El Salvador ha sido obvio que el personal ha demostrado mayor interés y un compromiso a mejorar la integración de género en sus programas y actividades. También fue evidente que el personal de la Misión necesita más apoyo y entrenamiento para lograr el fin de integración de género.

Por medio de este contrato se ha cubierto una parte de la necesidad de apoyo y entrenamiento. Sin embargo, persiste una necesidad de más apoyo y entrenamiento para el personal de la Misión y especialmente para el comité de género. Solo así van a poder continuar a proveer dirección en asuntos de género a los socios, contratistas y donatarios de proyectos y programas.

Segundo, la Orden de la Misión sobre Género supone que existe una estrategia de género para la Misión. Pero en este momento la Misión de El Salvador no tiene tal estrategia.

3. INTERVENCIONES

Durante el transcurso de esta consultoría se ha realizado lo siguiente:

- La documentación relevante que incluye el Informe de la Evaluación del Género de Programas y Actividades de USAID/El Salvador y la demás materia recomendada del personal de USAID/El Salvador y sus socios, contratistas y donatarios fue revisada para apoyar a los esfuerzos de la Misión a mejorar la integración de género en sus programas y actividades
- Se realizó dos sesiones con los miembros de cada oficina técnica y una sesión con los miembros de la oficina de contratos como un paso de seguimiento a la Evaluación del Género de Programas y Actividades y plan de Acción.
- Sesiones adicionales en cuanto a conceptos de género y temas relacionados a la integración de género aplicado a las nuevas actividades del Plan de País de El Salvador de los años fiscales 2004 a 2009 fueron proveídas a cada oficina técnica.
- Información y datos existentes de cada oficina técnica fueron revisados para estimar hasta donde se pudiera mostrar conclusiones en cuanto a género.

- Se hizo recomendaciones para otra información y/o datos necesarios para realizar un proceso de monitoreo más completo y constante en cada área técnica y para cada OE.
- Se hablaron de técnicas para monitorear y analizar mejor las tendencias y el impacto (indicadores) de género dentro del contexto de marcos conceptuales de resultados de OE. No obstante el trabajo con los equipos técnicos para desarrollar indicadores de género, también se hablaron de como coleccionar y analizar los datos.
- Se revisó documentos de aprobación de actividades para las nuevas actividades contempladas dentro del Plan de País de El Salvador y se dió sugerencias para las especificaciones sobre género. También se revisó los alcances de trabajo de las nuevas actividades y se hizo sugerencias para las mismas.
- Se realizó sesiones de capacitación con todas las oficinas técnicas y el comité de género para desarrollar las destrezas y capacitarles para apoyar sus propios equipos de OE (diseño, implementación y evaluaciones).

Se dejaron preparados los siguientes materiales:

- Un borrador de la Orden de la Misión sobre Género para USAID/El Salvador (vea anexo 1)
- Hojas de información para cada sesión con cada oficina técnica (Vea en anexo 2 ejemplares de estos materiales)
- Una presentación de PowerPoint titulada "Mainstreaming Gender: Recommendations & Considerations", para las sesiones de capacitación de género para las oficinas técnicas. (vea anexo 3)
- Un resumen final

4. RECOMENDACIONES PARA USAID/EL SALVADOR

No se puede negar la importancia y validez del concepto de género, temas de género, y el análisis de género. Ahora esta aceptada por muchas fuentes que la problemática de género es real y, si se admite o no, tiene impacto en el éxito y resultados de proyectos y actividades. Además, los proyectos y las actividades influyen las relaciones de género entre las personas, sea a propósito o no.

El objetivo final de USAID/El Salvador en cuanto a género ha de ser la **igualdad de género**. La igualdad de género implica que las mujeres y los hombres tienen acceso igual para realizar sus derechos humanos y para contribuir a, y para beneficiarse del desarrollo económico, social, cultural y político. La **equidad de género** es un paso más en llegar a la igualdad de género. Las medidas de equidad compensan la desventaja y aseguran que tanto las mujeres como los hombres tengan la oportunidad de tener acceso, participar y beneficiarse de las actividades de desarrollo. La igualdad de género es el objetivo.

➤ **Estrategia de la Misión en Cuanto a Género**

Como se ha notado, la Misión de El Salvador no tiene una estrategia de género vigente. La Misión tiene que desarrollar una estrategia de género para guiar mejor el proceso de integrar género dentro y a través de los objetivos estratégicos. Además, se quiere proveer consistencia en la coordinación del proceso con los socios, contratistas y donatarios.

➤ **Comité de Género**

Para mejorar las destrezas de los participantes y promover cohesión y un entendimiento de asuntos de género con las cuales los miembros del comité no han tenido experiencia el Comité de Género ha de reunirse por lo menos cada quince días en un día y hora fija. Cuando no existen cargos específicos pendientes, el comité ha de aprovechar el tiempo para invitar a otras personas, sean personal de USAID u otros, para compartir sus experiencias y conocimientos en cuanto a género.

➤ **Temas de Género Y Capacitación en Conocimiento de Género**

Como en todas las áreas técnicas, se debe proveer capacitación al Comité de Género cada año si fuera posible. También se recomienda una participación limitada de los contratistas y donatarios en estas sesiones.

➤ **Recomendaciones de Como Integrar Temas de Género en los Programas y Actividades**

Lo que sigue es una lista de recomendaciones para dirigirse mejor a los temas de género en las actividades y programas de USAID/El Salvador.

- Tomar el tema de género en serio. Las diferencias de género en cuanto a papeles y prioridades, como las diferencias en clase socioeconómica y prioridades, existen e influyen decisiones y resultados si se les toma en cuenta o no. Se debe tomarlos en cuenta y apoyarlos para beneficiarse de proyectos, programas, y políticas a la vez promoviendo la igualdad de género en el proceso.
- Se debe mencionar temas de género en varias secciones de los documentos de licitación y no en una sola sección del documento. Solo así se puede destacar la importancia que se de a esa tema.
- Ponga atención en la manera en como se realizan las actividades.
 - **Evitar un enfoque que explota:**
Enfoques que explotan son aquellos programas que explotan las desigualdades de género para lograr objetivos de proyectos. Por ejemplo, una campaña con el fin de promover el uso de condones pueda promover desigualdades entre la pareja en cuanto al sexo (relaciones de poder).
 - **Usar prudencia con enfoques que acomodan:**
Enfoques que se acomodan son aquellas programas que se acomodan a los papeles de género que existen en el momento (se acepta los papeles de género tal como están). Un ejemplo sería que los promotores de planificación familiar irían a las casas de las mujeres en vez de promover la movilidad y derecho de decisión de las mujeres.

- **Implementar actividades con enfoques que transforman las relaciones de género:**
Enfoques que transforman son aquellos programas que intentan transformar las relaciones existentes de género para promover igualdad a la vez de lograr los objetivos del proyecto. Un ejemplo sería el uso del sistema educativo para avanzar igualdad por medio del contenido de una materia como destrezas de la vida diaria. Un programa podría empezar como uno que se acomoda pero poco a poco avanzaría hacia un programa que intenta transformar las relaciones de género para que sean más igualitarias.
- Para actividades que están en el proceso de implementación:
 - Asegurar que las bases de datos establecidas para proyectos que van a empezar o acaban de empezar incluyen variables relevantes de género.
 - Conseguir los datos tanto en números como en porcentajes. Los números actuales son muy importantes pero los porcentajes facilitan el análisis, especialmente el análisis comparativo entre diferentes bases de datos.
 - Incorporar mecanismos de retroalimentación especialmente para nuevas prácticas. Nuevas prácticas pueden generar resultados no previstos que pueden ser positivos o negativos. Hay que dar importancia al monitoreo de estas nuevas prácticas, especialmente cuando empiezan a implementarlos.
 - Analizar los datos existentes. Aunque no sea requerido, varias ONGs toman en cuenta información socioeconómica, cultural y de género. Usan esta información para refinar y mejorar sus métodos y estrategias. USAID podría aprovechar estos datos y utilizarlos para refinar y mejorar sus métodos y estrategias.
- Buscar consejos de expertos que no trabajan con USAID con sus sugerencias de técnicas de planificar, implementar y monitorear proyectos en su contexto actual en cuanto a temas de género.
- Incluir al personal técnico, contrapartes, y ellos quienes implementan proyectos en las capacitaciones que refuerzan y aumentan conocimientos en cuanto a temas de género en su contexto actual.
- Promover colaboración con los otros donantes e instituciones financieras internacionales para promover igualdad de género.

ANNEXES

1. Mission Order
2. Selected Materials from the Consultancy Activities :
 - Suggestions for incorporating gender concerns into RFAs and RFPs
 - Gender References in Procurement
 - Why Do We Care?
 - Why Should We Care?
3. Power Point Presentation

MISSION ORDER¹

United States Agency for International Development San Salvador, El Salvador

<u>Chapter:</u>	Program & Project Development	<u>Mission Order:</u>
<u>Subject:</u>	Incorporating gender	<u>Transmittal:</u>
	Considerations into the USAID El Salvador programs portfolio as a cross-cutting theme	<u>Supersedes:</u> New
<u>References:</u>	ADS 200 & 300	<u>Issuance Date:</u> 00
<u>Distribution:</u>	All Mission Employees	<u>Effective Date:</u> 00

A. Purpose

The purpose of this Mission Order is to establish Mission policy on the mainstreaming and integration of gender into all relevant Mission programs and activities, and to provide guidance for implementing the Mission's gender strategy for achieving gender equality.

B. Policy

Consistent with Agency policy and provisions on gender analysis and integration contained in Series 200 and 300 of the Automated Directives System (ADS)² and other USAID guidance on gender issues, the Mission, through this Mission Order, clarifies and systematizes its policy on gender, and establishes procedures and mechanisms to ensure effective integration of gender issues throughout its programs.

This policy is guided by USAID's conceptual framework for mainstreaming gender, as summarized below:

- Including or addressing gender issues results in more effective and efficient development.
- Assessing the gender issues for men, as well as women, as they relate to proposed programs and projects.
- Mainstreaming or identifying and analyzing potential gender differences and integrating them throughout the planning, implementation, monitoring and evaluation of programs and projects.

Terms used in this Mission Order are defined as follows:

- **Gender** refers to “the economic, social, political, and cultural attributes and opportunities associated with being male and female.”³

¹ This is a revised version that has not been signed by the Mission Director (April 2006)

² ADS 200 and 300, Available at the website: www.usaid.gov/pubs/ads.

³ Development Assistance Committee (DAC) *Guidelines for Gender Equality and Women's Empowerment in Development Co-operation*, Organization for Economic Co-operation and Development, Paris, 1998.

- **Gender integration** means “taking account of both the differences and the inequalities between men and women in program planning, implementing, and assessing.”⁴
- **Gender Analysis** is the “methodology applied to development problems to identify and understand the dimensions and relevance of gender issues and gender-based constraints, and to undertake measures to ensure gender mainstreaming.”⁵ Gender analysis should be included in any other analysis, evaluation or assessment being conducted and should include looking at the differences between men’s and women’s roles, rights, opportunities and constraints.

C. Rationale

Gender is a priority area of concern and should be addressed in a cross-cutting manner in all strategic and special objectives encompassed by USAID/El Salvador programs, and included in all relevant program and activity design, procurement and reporting documents, in accordance with the guidelines in the section on procedures, below. Further, gender issues should be addressed in a coordinated manner to ensure maximum synergy and impact in all program areas. Measures to facilitate coordination are outlined below in the section on coordination.

D. Procedures

This section outlines the procedures to be followed in integrating attention to gender in USAID/El Salvador program activities and documentation.

I. Strategic Plans

Gender shall be identified as a crosscutting issue, and reducing gender disparities with the goal of achieving gender equality shall be indicated as a strategic priority in all program areas in which gender disparities are likely to adversely affect development results.

All analyses conducted for development of the strategic plan shall incorporate a gender analysis. Based on such analyses, the strategic plan narrative shall specifically note (1) the impact of gender disparities on development in El Salvador, (2) the implications of gender-related issues for achieving the results outlined in the Results Frameworks, and (3) the strategies and illustrative activities planned to address gender-related issues. These shall be discussed as an integral part of the narrative for each strategic or special objective, rather than in a separate section on gender.

Each Results Framework shall incorporate gender in SO and IR statements when gender is a key variable in achieving the results sought; appropriate gender-disaggregated or gender-sensitive performance indicators shall be included.

2. Annual Reports (AR)

Results and progress toward eliminating gender disparities shall be reported in the AR in terms of their impact on or contribution to achievement of intermediate results and Strategic Objectives/Special Objectives (SOs/SPOs). Measures taken to reduce gender disparities, and the results of those efforts shall be discussed in the narrative, together with the probable reasons for any unexpected results. Success stories relevant to both gender and achievement of results shall be included whenever possible.

⁴ *A Guide to Gender Integration and Analysis: Annex to ADS 200 Series.* <http://www.usaid.gov/pubs/ads/200/ppcrefindx2.htm>

⁵ Ibid.

3. Activity Identification and Design

During activity identification and design processes, it must be determined whether gender is relevant and in what ways, through gender analysis.

In simplified form, the following questions shall be answered:

- **Who** needs to be reached for action or change to occur? (By sex and other relevant variables).
- **Why, or so what?** What difference would it make if these groups participate or not? What are the implications for achieving objectives?
- **How** can these groups be reached? What are the motivations or important interests of the group? What constraints exist and what are the best means to overcome constraints? What are the best means of communication or outreach?
- **How will we know?** What information is needed to determine who participated and what changes occurred as a result?
- **What happened?** Will we know if the expected results are being achieved? If the results are not achieved, can we find out why? Is there sufficient flexibility in the design to allow changes to improve results?

If gender is determined by the SO/SPO or activities design team not to be a relevant factor, the team must document that decision, and the reasons for it, in accordance with ADS requirements (see sections 303.5.5b and E303.5.5b4).

All activity identification documents shall highlight relevant gender issues, the availability of gender-disaggregated information, and needs for additional information. Activity design documents and processes shall take these issues into account and set forth and analyze the necessary information to demonstrate the relevance and importance of gender issues to the activity's ability to achieve the desired results. Addressing relevant and important gender issues and disparities must be an integral part of the activity design, and the necessary human skills, material and financial resources, and time needed to address gender issues must be provided for in the design. The design and performance-monitoring plan must also include indicators and benchmarks to monitor progress, taking gender into account. The indicators selected shall reflect dimensions important to achievement of the activity's objectives.

4. Proposal Solicitation and Selection

Requests for Proposals (RFPs), Requests for Applications (RFAs) and similar documents soliciting proposals for the implementation of activities shall require attention to gender in all activities for which gender is a relevant factor. If gender has been determined not to be relevant, the document shall so state. The areas or aspects of the activity in which gender is relevant shall be clearly indicated, and the proposal shall be required to specifically show how gender issues will be addressed; how results are determined taking gender into account; what resources will be provided to do this; and how implementer will keep track of gender issues and accomplishments.

Proposal selection criteria shall include the ability to address gender issues, for all proposals for which gender is relevant. The appropriateness of the proposed design, activities, staff and budget should be assessed with regard to gender integration, for both solicited and unsolicited proposals.

5. Assessments and Evaluations

All sector and activity assessments and evaluations for which gender is a relevant factor shall assess the extent to which both sexes participate and benefit, as well as the degree to which the project design contributed to reducing gender disparities and improving the situation of disadvantaged girls/women and/or boys/men. Lessons learned with regard to gender shall be highlighted. Scopes of Work for assessments and evaluations shall specifically require attention to gender and ensure that gender expertise is included on the assessment/evaluation team, whenever gender is a relevant factor. Ability to address gender issues shall be a selection criterion in selecting assessment/evaluation teams.

E. Coordination

1. Gender Committee Composition

As part of the USAID/EI Salvador Mission effort to more deliberately address gender issues, the Mission's Gender Committee, which was inactive for more than six years, was reactivated in 2003. This Gender Committee has the responsibility of providing guidance on the gender mainstreaming process in the Mission.

The Gender Committee is constituted as follows:

First, it is composed of a minimum of two persons from each technical office as well as from the Strategic Development Office (SDO) with representation from the Regional Contracts and Grants (RCG) Office as deemed necessary. Two representatives from each office increases the likelihood that representation and/or consultation from each office is available at any given time.

Second, committee membership is based on interest, with the consent of the office director. It is, and should be, an ongoing learning experience in which both men and women are encouraged to participate.

Third, the job description of each Gender Committee member allots two hours per week for attention to gender issues.

2. Gender Committee Schedule

The Gender Committee convenes bi-weekly at an established meeting time, and the scheduling of that meeting is noted by all technical and support offices as well as the Front Office. It also meets on an adhoc basis as necessary.

3. Gender Committee Authority

Gender Committee members have authority to request information, data, and/or explanations, as well as recommendations for Scopes of Work (SOWs), RFPs, and the like, and to review and comment on draft reports for gender issues.

4. Gender Committee Training

Gender Committee members receive training at least once a year to bring them up to date with current thinking and approaches to better achieving gender equality.

F. Mission Roles and Responsibilities for Gender

SO Teams: Integrating gender concerns into the Mission's program and ensuring that gender integration takes place is the responsibility of all USAID/EI Salvador technical employees. The principal responsibility for integrating gender into Mission's existing and new activities lies with each SO/SPO team, as part of each technical employee's duties. Each SO/SPO team is responsible for gender integration in its respective section of the strategy and for including gender-sensitive indicators and narrative in the AR. The SO/SPO teams shall carry out any revisions needed to better integrate gender aspect in their respective activities.

Strategic Development Office: The Strategic Development Office is responsible for ensuring gender integration with the goal of gender equality in the entire Country Strategic Plan (CSP). The Program Office oversees any revisions needed to better integrate gender into existing activities. The Program Office is responsible for reviewing all program and activity documentation to ensure that all Agency and Mission guidance related to developing new programs and activities, including this Mission Order, is respected.

Mission Gender Equality Officer (GEO) Officer: The Mission GEO Officer is responsible for overseeing the gender approach in the Mission program portfolio and for developing, with the support of outside technical assistance, the Mission's Gender strategy, annual Action Plans and subsequent crosscutting gender activities, and the suggestion of implementation mechanisms.

Gender Committee: The role of the Gender Committee is to oversee implementation of the Mission's gender strategy, and the provisions outlined in this Mission Order, across the entire USAID/EI Salvador program, as well as to promote synergies with regard to gender throughout all areas of the program. The Gender Committee shall review the strategic plan prior to finalization, to ensure that gender issues are adequately identified, analyzed and incorporated in the strategy. The Gender Committee members shall be involved in development of activity designs in their respective team, assisted as needed by the GEO Officer and other members of the gender committee, and/or by external technical assistance. Each gender committee member shall review her/his SOT's activity identification and design documents for adequate attention to gender, and indicate to the SO/SPO team leader any revisions needed, prior to final approval.

Specific functions of the Gender Committee members in their respective teams include:

- Reviewing strategic plans, results frameworks and annual report (including indicators) for attention to gender, and recommending needed revisions. The revisions suggested by the Gender Committee shall be made by the respective SO/SPO team, unless convincing reasons are set forth for not making such changes. The SD Officer will make the final determination, in cases of difference of opinion.
- Reviewing activity identification and design documents for attention to gender, under the same conditions as above.
- Reviewing proposal solicitation documents (RFPs, RFAs) and proposals for attention to gender.
- Reviewing Scopes of Work for assessments and evaluations, as well as drafts of completed assessments and evaluations, for attention to gender.

- Serving as a resource to assist SO/SPO teams in conceptualizing gender issues and drafting the above documents.
 - Ensuring that gender-related interventions across activities and/or sectors are coordinated, and that as much synergy as possible is achieved to maximize impact.
-
- (Signed by Mission Director)

June 14, 2005

Second meeting for Gender and the team for:
Improved Management and Conservation of Critical Watersheds

Put simply, references to gender should be evident throughout the document and not just in a paragraph titled gender issues or gender concerns.

Suggestions for incorporating gender concerns into RFAs and RFPs:

- In **Background Activity Description** include occasional specific references to women as well as men, for example, “male and female farmers”, “employment options for women and men”, “4000 well trained farmers, women and men”.
- In **Technical** section, include need to address gender as well as other cross-cutting concerns such as democratic governance
- In **Reporting and Performance Monitoring and Evaluation** section, state that data for people, whether they are teachers, trainers, participants, students, etc. must also be disaggregated by sex. Remember to request data in absolute numbers as well as percentages to facilitate comparisons within and between projects.
- Where applicable, for **Reporting and Performance Monitoring and Evaluation**, request a select number of case studies to demonstrate gender impact as well as other considerations. For example, for small and medium size businesses, request a number of case studies to identify jobs created by type of job, duration of employment, and number and sex of employees in each category.
- In **Personnel** the need for a person(s) with expertise in gender issues can be included
- In **Past Performance** criteria include the need for experience in addressing gender issues.

FLACSO: Gender and Shifting Population Trends in Protected Areas in the Dominican Hinterlands: Implications of Female Out-migration for Conservation in the Cordillera Central”
March 2002.

http://www.usaid.gov/our_work/cross-cutting_programs/wid/pubs/dr_ib_0302.pdf

“Gender Assessment of USAID/Mexico Environment Program with Focus on Conservation International’s Usumacinta Watershed Conservation Program in Chiapas”
November 2004.

http://www.usaid.gov/our_work/cross-cutting_programs/wid/pubs/ga_mexico.pdf

GENDER REFERENCES IN PROCUREMENT¹

The following excerpts from USAID solicitation documents have been compiled to provide examples of how USAID Missions and Bureaus have integrated gender concerns into their procurement process. The list of examples below is far from exhaustive but provides at least one example from each sector area. As shown by the examples below, some of the ways that USAID procurement documents can integrate gender include:

- Discuss gender issues in background/problem analysis section
- Require that different needs of men and women (boys/girls) and strategies for addressing these be discussed as part of the methodology/proposed approach
- Discuss need to address gender as part of Expected Results
- Require collection of sex-disaggregated data
- Include specific evaluation criteria related to gender issues
- Require key personnel to have experience in gender programming

Democracy and Governance

USAID/Bulgaria: Bulgaria Local Government Initiative
RFP 183-0104

...In accordance with USAID's recognition that gender issues are important considerations in development, the contractor will look for gender implications or opportunities in the program. Further, the contractor will determine whether women or particular women's groups represent useful interests or alliances, and identify where attention to gender issues and/or women's participation would contribute to results. Similarly, it is important to consider whether there are any gender-based barriers to achieving the tasks outlined in this SOW. If so, program assistance should focus on lowering or eliminating such barriers...

USAID/Armenia: Civil Society Development
Annual Program Statement
Program

...In developing activities, particular attention should be paid to encouraging women's participation in the political process. While there is some evidence that women's participation in the political process (at least in terms of holding formally elected political positions) has declined since the breakup of the Soviet Union, the reasons for this decline are not well understood, nor are the methods that could be used to address it...

... Applicants should present their approach on how they would address the following areas:

- Increasing citizen awareness of their rights and responsibilities in a democracy
- Developing and implementing models for increasing citizen activism and involvement in the governing process
- Increasing citizen access to information necessary for increased activism and responsibility
- Developing concrete mechanisms and models that demonstrate how citizens can effect change
- Promoting greater public awareness of corruption and its effects as well as reducing public tolerance of corruption
- Increasing women's political participation and influence

¹ Page extracted from a DevTech gender resource tool, "Gender References in Procurement"

Why Do We Care?

I. Official Reasons: human rights commitments to gender equity and equality

II. Results: The results of our work should adhere, at the very least, to the “Do No Wrong” principle. Secondly, USAID requires that two gender questions be answered under the ADS requirements.

ADS 201 – Planning

201.3.8 Mandatory Technical Analyses for Developing Strategic Plans
Effective Date: 01/31/2003

201.3.8.4 Gender Analysis
Effective Date: 01/31/2003

Mandatory: Strategic Plans must reflect attention to gender concerns. Unlike other technical analyses described in this section, gender is not a separate topic to be analyzed and reported on in isolation. Instead, USAID’s gender mainstreaming approach requires that appropriate gender analysis be applied to the range of technical issues that are considered in the development of a given Strategic Plan.

Analytical work performed in the planning and development of SOs and IRs must address at least two questions:

(1) how will gender relations affect the achievement of sustainable results;

(2) how will proposed results affect the relative status of men and women.

Addressing these questions involves taking into account not only the different roles of men and women, but also the relationship and balance between them and the institutional structures that support them.

Why Should We Care?

Health-HIV/AIDS: Women and girls comprise up to 60% of the new cases of HIV/AIDS in Africa. If we don't ask why, generic projects will not address the issue. Women, married or single, have little control over their sexuality or sexual protection.

Health – Primary Healthcare: To reduce costs, health care planning needs to examine how each sex uses preventive health care services. When men do not practice preventive care; they are more likely to use costly emergency health services. Programs need to disaggregate data to determine the targets for behavioral change programs.

Municipal Services: Before privatizing municipal services, a gender analysis could reveal which sex would be least able to pay increased costs and be most harmed by privatization plans. Further analysis could reveal that women-headed households are more severely impacted because women usually earn lower wages and are absent from the workforce more frequently because of family health care responsibilities.

Economic Policy: Pension reform needs to take into account the life expectancy of each sex, as well as lifetime incomes in order to provide appropriate safety nets for society. Gender factors can also be important in the rights of survivorship and protection after divorce or abandonment.

Business Development: Standardizing the requirements for collateral in business loans can adversely affect each sex differently. Men may have title to cars or property, but women may have jewelry or household appliances.

Agriculture/Agribusiness: Women grow up to 70 percent of the domestically-consumed food in Africa, while men raise most cash crops. If you look at food security, you have to ask why this is true and how it is related to economic productivity and agricultural yield.

Education: Studies have shown that educated females are more receptive to birth control methods and pay more attention to education and health care of their families. Unless statistics are disaggregated, an evaluator will not know if a project is taking one step towards improving society.

Forestry: Land use planning often drastically affects women whose gender roles are to collect firewood and may have to travel much farther distances, affecting their time and energy for agricultural production.

Disaster Assistance: When dealing with the tsunami disaster last year, sex disaggregated statistics were important in determining who needed what kind of supplies and, among the survivors, what kinds of skills and aid were necessary. Most victims were female, and men in some villages were left to care for the household and children at home. In terms of supplies that were sent, women's sanitary products were often overlooked. In distributing food aid from helicopters, media coverage showed recipients as almost exclusively men, which raised questions of who actually received the supplies.

Power Point Presentation

Slide 1

Mainstreaming Gender:
Recommendations and
Considerations

*Integrando un Enfoque de
Género : Recomendaciones y
Consideraciones*

Slide

To promote gender integration,
the focus is generally on
extending opportunities or
services to women.

*Para promover integrar un
enfoque de género, casi siempre
se ofrece oportunidades y
servicios a mujeres.*

Slide 3

Is this a gender focus or a
woman focus?

*¿Es esto un enfoque de género
o un enfoque en la mujer?*

Slide 4

Efforts to integrate generally
focus on the group that is
marginal or subordinate.

*Por lo general, esfuerzos de
promover la integración
se enfocan en el grupo que
esta marginado o menos
valorado.*

Slide 5

In Latin America the most
common pattern is that men
dominate. Women are
subordinate.

*En Latino America, el patrón
mas común es que los hombres
dominan. Las mujeres son
menos valoradas.*

Slide 6

Men predominate in public positions
of power such as community
leadership, and of control of
resources such as land ownership.

*Los hombres dominan los espacios
públicos como puestos de
liderazgo. También dominan en el
control de recursos como terreno.*

Slide 7

Even when women participate
men tend to hold the leadership
and decision-making positions.

*Aunque participen las mujeres,
los hombres se acostumbran
tomar los puestos de liderazgo y
toma de decisiones.*

Slide 8

Therefore, efforts to promote
gender integration should give
special attention to women.

*De eso, sigue que los esfuerzos
para integrar género deben de
enfocarse mas a las mujeres.*

Slide 9

Some ways to better incorporate
women should include:

*Unas maneras por medio de
cuales puede incorporarse mas a
la mujer incluyen:*

Slide 10

Encourage women to discover and use the power of their words

Apoyar a las mujeres descubrir y utilizar el poder de sus palabras

Slide 11

Experience in:

- Working in groups
- Analyzing problems & seeking solutions
- Negotiating skills
- Positions of leadership

Experiencia en:

- *Trabajando en grupos*
- *Analizando problemas y buscando soluciones*
- *Destrezas de negociar*
- *Puestos de liderazgo*

Slide 12

• Enhance women's Decision-making power:
 * affecting themselves, their partners, and their children
 * affecting household well-being

Mejorar la capacidad de la mujer para hacer decisiones en cuanto a:

- * *ellas mismas, sus parejas, y sus niños*
- * *bienestar de la familia*

Slide 13

Increase women's control of resources: land, labor, capital

Aumentar el control de la mujer sobre los recursos: tierra, mano de obra, capital

Slide 14

Prioritize within sectors: health, nutrition, agriculture

Establecer un orden de prioridades dentro los sectores: salud, nutrición, agricultura

Slide 15

Prioritize across sectors, particularly in terms of the sequence of experiences

Establecer un orden de prioridades entre los sectores, especialmente con referencia al orden de las experiencias