# GENDER ASSESSMENT USAID/BANGLADESH

April 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by DevTech Systems, Inc., for the Short-Term Technical Assistance & Training Task Order, under Contract No. GEW-I-01-02-00019, and the Futures Group for the USAID Health Policy Initiative, Task Order 1, funded under Contract No. GPO-I-01-05-00040-00.

# GENDER ASSESSMENT USAID/BANGLADESH

**Authored by:**

**Charla Britt, PhD of DevTech Systems, Inc.**

**with assistance from**

**Dr. Younus Ali (DevTech Systems, Inc.)**

**Dr. Nasrin Jahan (Futures Group)**

**Dr. Zarina Rahman Khan (DevTech Systems, Inc.)**



Task Order 1, for Short Term Technical Assistance and Training, was issued on September 30, 2002 under USAID's Women in Development IQC. It is funded by Contract No. GEW-I-01-02-00019, and is implemented by DevTech Systems, Inc., in collaboration with Cultural Practice, IRIS, L.T.A, World Education and World Learning. TO1 is funded through November 31, 2010.

The USAID | Health Policy Initiative, Task Order 1, is funded by USAID under Contract No. GPO-I-01-05-00040-00, beginning September 30, 2005. Task Order 1 is implemented by Futures Group, in collaboration with the Centre for Development and Population Activities (CEDPA), White Ribbon Alliance for Safe Motherhood (WRA), and Futures Institute



**DISCLAIMER:**
**The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

TABLE OF CONTENTS

Acronyms ..... 1

Acknowledgements ..... 4

Executive Summary ..... 5

Introduction ..... 9

PART ONE ..... 10

1. Gender in USAID ..... 10
2. Methodology ..... 10
3. USAID/Bangladesh: Past Activities Related to Gender ..... 11
4. Context ..... 12
   - 4.1 Gender Relations and Human Development Outcomes ..... 12
   - 4.2 NGOs, INGOs, and Donors ..... 13
   - 4.3 Political Openings and Key GOB Policies ..... 15

PART TWO: GENDER ACTION PLAN ..... 17

5. USAID/Bangladesh Strategy: Ongoing Programs and Projects ..... 17
6. Selected Projects: Gender Dimensions ..... 18
   - 6.1 Democracy and Governance: PROGATI ..... 18
   - 6.2 Economic Growth: PRICE ..... 20
   - 6.3 Humanitarian Assistance: CAARP ..... 23
   - 6.4 Investing in People: Smiling Sun Franchise Program ..... 25
7. Engendering Key Sectors for USAID/B's Strategic Plan 2011-2015 ..... 27
   - 7.1 Democracy and Governance ..... 27
   - 7.2 Food Security (agriculture, income generation, and nutrition) ..... 30
   - 7.3 Climate Change ..... 32
   - 7.4 Health ..... 33
8. Mainstreaming Gender in USAID/B Portfolio ..... 35
   - 8.1 Assessments ..... 35
   - 8.2 Strategic Planning ..... 35
   - 8.3 Design ..... 36
   - 8.4 RFA/RFPs ..... 37
   - 8.5 Evaluation of Proposals ..... 37
   - 8.6 Monitoring and Evaluation ..... 38
9. Cross-Sector Recommendations ..... 40

Annexes

Annex A: Scope of Work for Gender Assessment ..... 43
Annex B: People Consulted ..... 51
Annex C: Important Definitions ..... 64
Annex D: Gender Resources and References ..... 67
Annex E: Key Messages and Recommendations: USAID/B Gender Assessment ..... 70
Annex F: Actionable Recommendations Consolidated ..... 72
Annex G: Summary of Gender Requirements in the ADS ..... 74
Annex H: References Consulted ..... 83

## Acronyms

| | |
|---|---|
| AAD | Activity Approval Document |
| ADB | Asian Development Bank |
| ADS | Automated Directive System |
| AL | Awami League |
| ANC | Antenatal Care |
| AusAID | Australian Agency for International Development |
| BAMU | Budget Analysis and Monitoring Unit |
| BCCSAP | Bangladesh Climate Change Strategy and Action Plan |
| BDF | Bangladesh Development Forum |
| BDHS | Bangladesh Demographic and Health Survey |
| BRAC | Bangladesh Rural Advancement Committee |
| BUPF | Bangladesh Union Parishad Forum |
| BWCCI | Bangladesh Women's Chamber of Commerce and Industries |
| CAARP | Cyclone Affected Aquaculture Rehabilitation Project |
| CBNRM | Community-based natural resource management |
| CBO | Community-based organizations |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CIDA | Canadian International Development Agency |
| COP | Conference of the Parties |
| DAI | Development Alternatives International |
| DFID | Department for International Development, United Kingdom |
| DG | Democracy and Governance Office |
| EAG | Expert Advisory Group |
| EG | Economic Growth Office |
| EKN | Embassy of the Kingdom of the Netherlands |
| FAO | Food and Agricultural Organization |
| FBCCI | Federation of Bangladeshi Chambers of Commerce and Industries |
| FHI | Family Health International |
| FP | Family Planning |
| FWA | Family welfare visitors |
| FWV | Family Welfare Visitor |
| GA | Gender Assessment |
| GAD | Gender and Development |
| GAP | Gender Action Plan |
| GBV | Gender-based violence |
| GDP | Gross domestic product |
| GHFSI | Global Hunger and Food Security Initiative |
| GIOs | Gender Integration Opportunities |
| GOB | Government of Bangladesh |
| GTZ | Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation) |
| HAP | Harmonization Action Plan |

| | |
|---|---|
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome |
| HKI | Helen Keller International |
| HNPSP | Health, Nutrition, and Population Sector Program |
| ICDDRB | International Centre for Diarrheal Diseases and Research, Bangladesh |
| IDA | International Development Association |
| IFAD | International Fund for Agricultural Development |
| IFDC | International Fertilizer Development Center (An International Center for Soil Fertility and Agricultural Development) |
| IGA | Income generating activity |
| IGWG | Interagency Gender Working Group |
| ILO | International Labor Organization |
| ILSAFARM | Integrated Livelihood for *Sidr* Affected Rice Farmers |
| INGO | International Non-governmental Organization |
| IPAC | Integrated Protected Area Co-Management |
| IUD | Intra-Uterine Device |
| IWID | Investing in Women in Development |
| LA/PM | Long acting/Permanent method |
| LCG | Local Consultative Group |
| M&E | Monitoring and Evaluation |
| MAB | Municipal Association of Bangladesh |
| MCH | Maternal and Child Health |
| MCWC | Maternal and Child Welfare Centre |
| MDGs | Millennium Development Goals |
| MIS | Management Information System |
| MOE | Ministry of Education |
| MOEF | Ministry of Environment and Forests |
| MOHFW | Ministry of Health and Family Welfare |
| MOLGRDC | Ministry of Local Government, Rural Development and Co-operative |
| MOWCA | Ministry of Women and Children's Affairs |
| MPs | Members of Parliament |
| NGO | Non- governmental Organization |
| NRM | Natural resources management |
| NSVs | Non-scalpel vasectomies |
| NWDP | National Women's Development Policy |
| OFDA | Office of Foreign Disaster Assistance |
| OP | Operational Plan |
| PRICE | Poverty Reduction by Increasing the Competitiveness of Enterprises |
| PROGATI | Promoting Governance, Accountability, Transparency and Integrity |
| PROHURI | Protecting Human Rights in Bangladesh |
| PRSP | Poverty Reduction Strategy Paper |
| REDD | Reducing Emissions from Deforestation and Degradation |
| RFA | Request for Assistance |
| RFP | Request for Proposal |
| RTI | Reproductive Tract Infection |
| SBAs | Skilled Birth Attendants |

| | |
|---|---|
| SDLG | Strengthening Democratic Local Governance |
| SIDA | Swedish Development Agency |
| SOW | Scope of Work |
| SSF | Smiling Sun Franchise |
| SSS | Society for Social Services |
| STI | Sexually Transmitted Infection |
| SWAP | Sector Wide Approach |
| TA | Technical Assistance |
| UN | United Nations |
| UNDP | United Nations Development Program |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNIFEM | United Nations Development Fund for Women |
| USAID | United States Agency for International Development |
| USAID/B | United States Agency for International Development/Bangladesh |
| USG | United States Government |
| VAW | Violence against women |
| WAGE | Women's Advancement and Gender Equality (Local Consultative Group) |
| WB | World Bank |
| WHO | World Health Organization |
| WID | Women in Development |

**Acknowledgements**

The Team gratefully acknowledges the collaboration of the USAID/Bangladesh Mission staff, partner organizations, and numerous other individuals who generously offered time and information. The Program Office staff deserves special mention for the extra effort they provided in setting up meetings, sharing documentation, and reviewing drafts, and other deliverables for the assessment, especially Mahmuda Rahman Khan and Julie Chen. Mission Director, Denise Rollins, and Ambassador James Moriarty were also very supportive.

Photographs courtesy of Charla Britt, Zarina Rahman Khan, and Dr. Younus Ali.

## Executive Summary

This Gender Assessment (GA) analyzes the impact of programs and projects on gender relations, and makes recommendations for incorporating gender issues/concerns in the future. USAID/Bangladesh's (USAID/B) portfolio is examined to offer suggestions for mainstreaming gender, and to make actionable recommendations that can be implemented in the short (one to six months), medium (one to two years), and long-term (for the five-year strategy). This study also updates the Mission's gender action plan (GAP), and provides background for a new Mission strategy for 2011-2015. It is divided into two parts.

Part One provides an overview of USAID Automated Directive System's gender requirements and past activities related to gender in USAID/B, as well as the methodology. Human development outcomes, key policies of donors, and the Government of Bangladesh relating to gender, and current political openings are also examined.

Part Two presents the Gender Action Plan (GAP). It reviews gender dimensions of ongoing USAID/B programs and projects, and the four key sectors for USAID/B's upcoming Strategic Plan (democracy and governance, food security, health, and climate change). Lastly, steps for mainstreaming gender in Mission policies, procedures, and activities, and cross-sector recommendations are provided.

Bangladesh is widely regarded as a positive outlier among developing countries. This is because despite low levels of per capita income, repeated natural disasters, weak governance, and the confrontational politics of a young democratic system, it has achieved dramatic improvements in education, fertility, mortality, immunization, water and sanitation, rural roads, rural electrification, and micro-credit.

Over the last two decades, Bangladesh has maintained an economic growth rate of between 4 to 6% annually. Poverty levels which were at 57% in the early 1990s have declined to 40% in 2005. The population growth rate declined from 2.5% in the 1980s to 1.5% more recently. The net primary enrollment in schools has increased from 55% in 1988 to 91% in 2007, with gender parity in primary and secondary student ratios. Infant mortality has declined from 145 per 1,000 live births in 1970 to 40 in 2007, with child mortality dropping from 239 per 1,000 in 1970 to 61 in 2007. Micro-finance reaches about 65% of the country's poor, and the majority of these beneficiaries are women. Furthermore, the impacts of natural disasters have diminished due to better disaster response management.

However, what is commonly referred to as the "Bangladesh paradox," is not without a negative side – especially when viewed through a gender lens. Labor force participation of women is low by South Asian standards at about 26%. Domestic violence is common. One in two women experience physical violence in the home. Women's property ownership is rare. Less than 10% of all women are named as owners of marital property. Maternal and neonatal mortality and malnutrition rates remain unacceptably high. Maternal mortality is about 320 per 100,000 live births, and neonatal deaths account for two-thirds of all infant deaths. An estimated 30% of adult Bangladeshi women are malnourished. Furthermore, in the last 30 years there has been a shift from a marriage regime of "bride price" to dowry, resulting in an increase in dowry-related violence against women.

Bangladesh is a young country at a unique political place in its history. Following nearly two years of control by the Caretaker Government, elections were held at the end of 2008. The electorate turned out *en masse*, including women who accounted for more than 50% of voters, demonstrating the people's preference for a representative democratically-elected government. In 2009 the Awami League (AL) came into office with a strong mandate to implement its election promises, which included restoring women's rights to inheritance through legal reform in family laws and to place women in key governance positions by enforcing the reservation of seats for women in Parliament, local government, and all levels of government service. The AL is pushing for the implementation of the proposed National Women's Development Policy, which will establish gender equality at all levels of national life, and help to ensure

the economic and political empowerment of women. The long-awaited Domestic Violence Act is about to be enacted by Parliament, and the Local Government Law has reserved seats for women to be directly elected. The government has also promoted women to the level of Secretary in ministries (the highest civil administrative position), including that of Foreign Affairs and Home Affairs, and appointed women Members of Parliament (MPs) as chairs and members of important Parliamentary Standing Committees. Furthermore, the AL is supporting the electoral reforms proposed by the Election Commission, including a revised voter list and provisions for national identity cards to each registered voter (50% of whom are women). These cards have given women a new identity, not as a daughter or wife (only), but as individual citizens who are part of a larger society.

These steps toward gender equality are long sought and long over-due. The AL's large electoral mandate is an endorsement of its political commitments, including those designed to address gender discrimination and empower women. However, this political opening may prove fleeting. To gain traction and take hold, it is critical that the proposed policies be formulated, adopted, and implemented, with sufficient time and political will for follow-up as and when necessary. The big question is whether the AL will be able to deliver of the promises for change that it has made.

USAID/B's programs support poverty reduction by promoting democratic institutions and practices, expanding economic opportunities, and improving the quality of life for the people of Bangladesh. Each activity addresses one or more of the following three goal areas: democracy and human rights, economic prosperity, and investing in human capital. Cross-cutting themes are corruption, youth, gender, outreach, and cross-sectoral linkages. Because of time-constraints, the Gender Assessment Team was asked to undertake field visits to four projects: Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE; leather and aquaculture); Promoting Governance, Accountability, Transparency, and Integrity (PROGATI; anti-corruption); Smiling Sun (healthcare services); and Cyclone Affected Aquaculture Rehabilitations Project (CAARP; food security). The gender analysis principles applied in the review of these projects are meant to be used as a guide for integrating gender in other USAID/B programs, projects, and activities.

USAID/B and its partner organizations recognize the importance of gender integration, but implementation remains uneven. Non-governmental organizations (NGOs) have successfully channeled resources toward providing different services (especially micro-credit, community health, sanitation, and education), but they have been less successful in integrating gender and addressing gender concerns. Many NGOs continue to believe that by focusing on women beneficiaries they are addressing gender. Moreover, gender is sometimes treated as an "add on" – and not sufficiently woven into planning and design, implementation, and monitoring and evaluation. Furthermore, while indicators are mostly disaggregated by sex, they tend to offer little information on changes in gender relations. As a result, important gender integration opportunities (GIOs) are being lost.

Violence against women is a stark marker of inequality in power relations, with important implications for human rights and gender equality. PROHURI (Protecting Human Rights in Bangladesh) is a new program that is already in the pipeline. It aims to reduce the high prevalence of domestic violence in Bangladesh, and other related human rights violations through policy reform and advocacy, and increased public awareness and dialogue between the government and civil society. As a part of this it will be important to continue to assess the roots of VAW through a gender lens. For example, research should be undertaken to examine what kinds of incentives work against dowry, and which initiatives have been more effective in order to better understand where and how interventions can succeed. Moreover, support should be given to efforts aiming to secure the adoption and implementation of the National Women's Development Policy and long-awaited Domestic Violence Act.

The upcoming strategic plan (2011-2015) will concentrate on four key sectors: democracy and governance, food security, health, and climate change. Gender remains a crucial cross-cutting theme.

The assessment reviews these sectors and future programming through a gender lens, and makes recommendations for gender integration and concerns of GBV. Strategies for mainstreaming gender in the Mission portfolio and cross-sectoral recommendations are also provided.

**Key concerns and recommendations related to GBV include:**

**Labor-force participation:** Increasing access to income and productive resources will improve women's ability to access services, support themselves and their children, and avoid coercive and high risk activities that increase vulnerabilities. However, the social and economic consequences of imbalances in opportunities available to men and women in the labor force need to be considered. Even though women's participation remains low, low-skill and low-wage jobs for women may begin to exceed formal sector opportunities for men. Labor force participation for 20-24 year old women more than doubled over the period 1995-2000, but declined for men in the same age group. The demographic bulge in the youth cohort could further exacerbate the situation, with growing resentment and frustration sustaining (or even increasing) the already unacceptable levels of VAW.

**Low status and intra-family food distribution:** Women have subordinate status *vis-à-vis* men and senior women in the family, and reproductive roles and cultural practices encourage early marriage and child bearing, as well as food restrictions. Women are often the last to eat the already limited quantities of food available for the family because culturally, and even when pregnant, they are expected to defer to their husbands, children, and mother-in-law. As a result, maternal and neonatal mortality and malnutrition rates remain unacceptably high. A woman's education level and ability to control household resources are strongly associated with improvements in nutrition status for the entire family. When women are able to make decisions about the types of food to prepare and feeding preferences among siblings, nutrition levels improve – even in households that have similar budgets. The best way to address malnutrition is to empower women through a combination of education, income generation, and behavior change strategies targeted at men and women.

**Maternal and neonatal mortality:** A high maternal mortality ratio is one of the strongest indicators of gender inequity. Poverty and the disempowerment of women – low status, lack of power, lack of access to information, limited mobility, lack of decision-making and choice, early age of marriage, and violence – contribute to maternal mortality, unintended pregnancies, problems in preventing and treating HIV/AIDS, and gender-based violence. Gender equity and positive health outcomes are mutually reinforcing. Women's control over financial resources and decision-making are fundamental to their capacity to access and use health information, make informed decisions about their health and fertility, and to negotiate and insist on safe sex practices.

**Key cross-sectoral recommendations include the following**:

**Improve trainings for staff on the *meaning* of gender and sector-specific GIOs:** All managers and staff involved in project implementation should be trained on gender and sector, or project-specific GIOs. In addition, there should be a gender point person who is responsible for guiding and supporting the progress of gender-related activities. This person should have sufficient resources and authority to make programmatic changes to improve gender-related outcomes.

**Monitor and evaluate activities through gender lens:** All work plans should have activities or strategies for addressing gender disparities. Baseline, midline, and endline surveys should include gender indicators and/or ways to track changes in gender relations.

**Maximize opportunities for behavior change outreach among men:** Focus on men and youth, especially sharing the experiences of "positive deviants" and benefits of gender equality. Use progressive leaders and role models to promote gender equality.

**Include gender analysis and gender competency in all sector assessments:** At least one team member with gender competency should be included in all sector assessments to collect data on gender relations, roles, and identities in correlation with the needs or problems to be addressed. This information will help to identify gender-based constraints and opportunities early in the planning process, and improve development outcomes.

**Improve staff and management ratios, and the quality and ratio of trainers:** Be flexible and creative in recruiting women staff for field and management levels. Re-advertise positions, allow more flexible work schedules, change qualification criteria, and promote capable women into management. Also, budget for training programs to increase technical capacity and to double-up women field staff to increase security and mobility (if this is the main impediment). Trainers should be gender-aware and sensitive to women's time-constraints and workload burdens. They should be interactive and participatory in their approach.

**Track changes in gender relations through indicators that better measure gender-related inputs, outputs, and outcomes:** Use a mix of different types of indicators to better monitor results. In addition to quantitative indicators, use qualitative, process-oriented, and proxy indicators to better capture changes in gender relations and how these are affecting development outcomes. If targets are not being achieved, the project should revisit its initial gender analysis and/or seek gender expertise to identify opportunities and constraints.

**Create opportunities for sharing information about gender in ongoing projects and among partners:** Establish a forum to facilitate networking among gender specialists and gender focal points, to better share information about gender integration in ongoing projects. Monitor for gaps in communication and understanding between International NGO (INGO)/National NGOs and local NGOs and community-based organizations (CBOs).

**Increase youth-focused activities, especially at the nexus of gender and inclusion:** Youth are the future. Research indicates that young men and women are more flexible in their perceptions of gender roles and identities. Focusing on youth helps to reinforce and encourage shifts in norms.

**Gender should not be viewed as an "add-on:"** Gender objectives should be identified from the very beginning. There is a tendency to think of gender as somehow outside the purview or scope of a program, project, or activity. USAID believes that attention to gender makes development assistance more equitable, more effective, and more sustainable.

**Concentrate on ways to increase dialogue between men and women:** Social capital and shared understanding builds when groups (men and women) are brought into a dialogue or otherwise work on activities which benefit everyone.

**Disaggregate data and analysis:** Disaggregated data and analysis are essential for tracking gender-related outcomes. Without this information it is difficult to gauge changes in gender relations.

**Increase voice, agency, and influence through coalitions and federations:** Broader coalitions are better able to hold accountable the institutions that affect them. However, within these it is important to guarantee women's representation (at least 33%) in groups or coalitions (especially in office-holder positions and/or committees with decision-making authority).

**Support GOB initiatives to be more gender-responsive and accountable:** Use different tools and methods to increase awareness, accountability, and responsiveness of the GOB toward gender. Examples include: gender budgets, gender audits, gender scorecards, and gender-sensitive disaggregated data in national surveys, census, and client satisfaction surveys.

## Introduction

In Bangladesh, development experience indicates that programs and projects that are not gender-aware risk exacerbating inequalities. Despite more than 30 years of development activity and poverty reduction strategies targeted at the "ultra-poor," disaggregated data reveal gender gaps in human development outcomes. To support conditions for gender equality, concrete actions must be taken to ensure that gender concerns are adequately understood and integrated.

The purpose of this Gender Assessment (GA) is to analyze the impact of programs and projects on gender relations, and to make recommendations for ongoing and future programs and projects. As stated in the Scope of Work, the focus is on "how to incorporate gender issues/concerns," rather than "what are the issues." USAID/Bangladesh's (USAID/B) portfolio is examined to offer suggestions for mainstreaming gender, and to make actionable recommendations that can be implemented in the short (one to six months), medium (one to two years), and long-term (for the five-year strategy). The intent is to build on past actions and assessments, ensure continuity in learning, and support a more holistic approach to understanding gender integration opportunities (GIOs). Recommendations will reflect socio-cultural sensitivities to minimize backlash and maximize on opportunities. The objective is to strengthen future activities in order to reduce poverty and improve development outcomes.

This study will also serve to update the existing USAID/B gender action plan, and provide background for a new USAID/B strategy for 2011-2015. It is divided into two parts.

Part One provides an overview of USAID Automated Directive System (ADS) gender requirements and past activities related to gender in USAID/B, as well as the methodology. Human development outcomes, key policies of donors and the Government of Bangladesh (GOB) relating to gender, and current political openings are also examined.

Part Two presents a Gender Action Plan (GAP). It reviews gender dimensions for ongoing USAID/B programs and projects, and makes recommendations for the short, medium, and long term. Four key sectors for USAID/B's upcoming Strategic Plan (democracy and governance, food security, health, and climate change) are examined through a gender lens, with recommendations offered for future programs. To better implement the GAP, steps for mainstreaming gender in USAID/B policies, procedures, and activities, and cross-sector recommendations also are provided.

## PART ONE

### 1. Gender in USAID

The Automated Directive System (ADS) guidelines relating to gender affirm the importance of gender integration, and define steps for gender analysis at each stage of the programming process. USAID issued its first Gender Plan of Action in 1996, stating that "through attention to gender issues, our development assistance programs will be more equitable, more effective and – ultimately – more sustainable."[1] The ADS requires program managers and staff to incorporate gender considerations into the design of new contracts, grants, and cooperative agreements. These requirements were further reinforced in November 2009, when USAID's Acting Administrator made gender analysis ***mandatory*** in all strategic plans, projects, and activities.[2] The Agency's Guide to Gender Integration and Analysis is now electronically linked to the ADS to facilitate its use in conducting the required analysis.

The ADS specifies that: "In order to ensure that USAID assistance makes possible the optimal contribution to gender equality in conducting gender analyses for projects or activities, Operating Units must consider the following two questions:

- How will the different roles, responsibilities, and status of men and women and men within the community, political sphere, workplace, and household (e.g., roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
- How will the anticipated results of the work affect women and men differently?"[3]

In addition, the ADS notes that addressing these questions "involves taking into account not only the different roles of men and women, but also the relationship between and among men and women as well as the broader institutional and social structures that support them."[4]

### 2. Methodology

This assessment was conducted from January to March 2010. The research process included key-informant interviews and field visits. It is based on a careful review of relevant documents from USAID, donors, partner organizations, and the GOB. In-depth discussions and interviews were conducted with key stakeholders and implementing partners, and with representatives from other organizations who are grappling with how to effectively mainstream gender. Interviewees included project beneficiaries, project implementers, international and national non-governmental

---

[1] Statement by J. Brian Atwood, Administrator USAID; accessed online February 23, 2010 at: http://www.usaid.gov/policy/ads/200/gplana96.pdf

[2] Action Memo, Acting USAID Administrator Alonzo Fulgham, November 5, 2009 (emphasis added).

[3] The ADS elaborates that: "The purpose of the first question is to ensure that: (1) the differences in the roles and status of women and men are examined; and (2) any inequalities or differences that will impede achieving project or activity goals are addressed in the project or activity design." And that the second question requires "another level of analysis in which the anticipated project or activity results are: (1) fully examined regarding the possible different effects on women and men; and (2) the design is adjusted as necessary to ensure equitable and sustainable project or activity impact." (see ADS 203.6.1) ("Summary of Gender Requirements in the ADS," from WID Office, March 2010)

[4] *Ibid.*

organizations (INGOs and NGOs), civil society representatives, key USAID/B personnel, and representatives of other donor agencies in Bangladesh.

The team consisted of four consultants: Team Leader Dr. Charla Britt, a development sociologist from Monterey, California; Dr. Nasrin Jahan, a medical doctor and lecturer at Cyberjaya University College of Medical Science; Malaysia, Dr. Zarina Khan, a professor in Public Administration at Dhaka University; and Dr. Younus Ali, a medical doctor with a Masters in Primary Health Care Management.

The Scope of Work (SOW) for this assessment is attached as Annex A. Annex B identifies the people consulted and interviewed. Important gender-related definitions are given in Annex C. Annex D offers a list of relevant references and websites for further reading on gender, gender analysis frameworks, and gender integration and mainstreaming manuals. Per a request from the USAID/B Program Office, three key messages and recommendations of "what to do" for implementing gender integration are outlined in Annex E. Annex F consolidates the actionable recommendations identified for the four projects visited in the field. Annex G provides a summary of gender requirements in the ADS. Lastly, Annex H lists the consulted references for the gender assessment.

## 3. USAID/Bangladesh: Past Activities Related to Gender

In 2002, USAID/B contracted an Investing in Women in Development (IWID) fellow as a Gender Advisor to support efforts to mainstream gender. In consultation with other USAID/B staff, she conducted an extensive gender audit from September 2003 to June 2004[5] and prepared a GAP. The GAP outlined what needed to be done, by whom, and when; it was designed as a "living document" to remain contemporary with USAID/B's gender goals. As part of this process a gender working group was formed to help meet gender integration goals.[6] This raised the profile of gender concerns within USAID/B. It also resulted in the creation of a new position within the Program Office dedicated to gender. A Gender Advisor was hired in 2005, and the parameters of the position were later expanded to Project Development Specialist for Gender and Donor Coordination.

Unfortunately, some of the momentum from the 2002 to 2007 period has been sidelined due to workload burdens. The Gender Working Group, which was meeting regularly up until 2007, is currently inactive. USAID/B staff members recognize certain individuals as focal points for gender, and the Project Development Specialist for Gender is available to meet regularly with Mission staff and partners to discuss programmatic and gender issues. However, given competing obligations and time constraints, there seems to be little opportunity to meet and discuss programmatic and organizational gender concerns. USAID/B's Mission Order on Programming Policy (effective July 28, 2009) offers guidance on gender, describing what to include in Gender Statements and identifying the need for adequate and appropriate gender analyses in pre-obligation requirements.

---

[5] USAID/B was the first USAID Mission to complete a full gender audit (pers. comm. Harvey, January 2010).

[6] Information was to be shared regularly among offices through a newsletter devoted to gender issues (following the format of USAID TIPS sheets). In addition, a "Gender Team Charter" and "Guiding Principles for Mainstreaming Gender in USAID Activities in Bangladesh" were drafted in 2006 and 2007, respectively, but have not been finalized. According to the Charter, the purpose of the Gender Team is: "To ensure that USAID/B complies with all USAID gender requirements, including mainstreaming gender into all relevant aspects of USAID/B operations."

Largely through the networking and leadership of the Project Development Specialist for Gender and Donor Coordination, USAID/B has been active in facilitating the sharing of information about gender and development with other donors in the Women's Advancement and Gender Equality Local Consultative Group (WAGE-LCG). WAGE-LCG was established in the early 1990s. Meetings are convened every 6-8 weeks, but do happen more often if there are pressing events or issues. The group offers a forum for discussing operational issues, multi-sectoral strategies, and program concerns related to gender. Updates about new initiatives, best practices, and gender mainstreaming are also discussed.[7]

## 4. Context

### 4.1 Gender Relations and Human Development Outcomes[8]

Bangladesh is widely-regarded as a positive outlier among developing countries. This is because despite low levels of per capita income, repeated natural disasters, weak governance, and the confrontational politics of a young democratic system, it has achieved dramatic improvements in education, fertility, mortality, immunization, water and sanitation, rural roads, rural electrification, and micro-credit.

Over the last two decades, Bangladesh has maintained an economic growth rate of between 4 to 6% annually. Poverty levels which were at 57% in the early 1990s have declined to 40% in 2005. The population growth rate declined from 2.5% in the 1980s to 1.5% more recently. The net primary enrolment in schools has increased from 55% in 1988 to 91% in 2007, with gender parity in primary and secondary school student ratios. Infant mortality has declined from 145 per 1,000 live births in 1970 to 40 in 2007, with child mortality dropping from 239 per 1,000 in 1970 to 61 in 2007. Micro-finance reaches about 65% of the country's poor, and the majority of these beneficiaries are women. Furthermore, the impacts of natural disasters have diminished due to better disaster response management.

However, what is commonly referred to as the "Bangladesh paradox" is not without its negative side – especially when viewed through a gender lens. Positive outcomes in fertility and education have occurred despite low age at marriage, but labor force participation of women remains low by South Asian standards at 26% (though this is higher than in West Bengal). Women's property ownership is rare. Less than 10% of all women (and less than 3% of younger women) have their names on marital property. Domestic violence is common. A staggering one in two women experience physical violence in the home. Furthermore, in the past 30 years there has been a shift from a marriage regime of "bride price" to dowry.[9] Studies indicate that inflation in dowry demands is associated with a likelihood of a woman experiencing domestic violence, and attempts to meet escalating demands can render poor families destitute.

---

[7] Mahmuda Rahman Khan, USAID/B, and Mahal Aminuzzaman, gender focal point for the Danish Embassy, have been the co-chairs of this group since 2008.

[8] This section draws on the following sources, from which more detailed information about gender relations and human development outcomes is available: GOB (2007), GOB (October 2008), World Bank (2009), World Bank and AusAID (2008), Thomas, Helen T, et al. (2004 and 2005), and Oxford Policy Management and Social Development Direct (June 2008).

[9] Under the tradition of bride price, a payment is offered by the groom's family to the bride's family during marriage. For dowry, there is a payment in cash or kind by the bride's family to the groom's family. Though dowry is largely perceived as a Hindu custom, and bride price a Muslim practice, there has been a shift away from bride price and toward dowry in Bangladesh over the past three generations. (Center for Social Science 1992)

Low status within the household and cultural practices associated with childbirth and intra-family food distribution are another form of discrimination against women. Women have a subordinate status *vis-à-vis* men and senior women in the family, and reproductive roles and cultural practices encourage early marriage and child bearing, as well as food restrictions. Women are often the last to eat the already limited quantities of food available for the family because culturally they are expected to defer to their husbands, children, and mother-in-laws even when pregnant. As a result, maternal and neonatal mortality and malnutrition rates remain unacceptably high. Maternal mortality is about 320 per 100,000 live births, and neonatal deaths account for two-thirds of all infant deaths. An estimated 30% of adult Bangladeshi women are chronically malnourished.[10]

Women's empowerment does not necessarily result from increases in their income or micro-credit access. A woman's control over her earnings is often limited, and increasing her income does not automatically correlate to an increase in her ability to make autonomous (or joint) decisions about how that income should be used. Change in a woman's status within a household as a result of income may depend on the value of that income to the household, and forms of awareness-raising that can help to alter power relations in households. If increased income is augmented by behavior change messages and examples of positive deviance, then changes in a woman's status within the household is more likely.

Gender disparities affect the life-choices of both men and women. Over the past decade, there has been growing recognition that men need to be more actively involved in challenging the values and practices that perpetuate gender discrimination. In the context of Bangladesh, development programs and projects need to find ways to more constructively engage men in advancing gender equity. The main question is how to involve men in transforming the gender disparities and inequalities that currently privilege them.[11]

## 4.2 NGOs, INGOs, and Donors

As a percentage of Bangladesh's GDP, aid has gone from almost 5% in 1990 to about 2%. The NGO sector is huge; there are more than 300,000 I/NGOs registered in Bangladesh.[12] NGOs account for 9% of healthcare expenditures, and 8% of primary enrolments are in NGO-run schools.

[10] The most recent Bangladesh Demographic Health Survey (BDHS) notes that 30% of women are malnourished, with a body mass index below 18.5 (GOB 2007); this is slightly lower than the 34% reported in BDHS for 2004.
[11] UNDP 2000.
[12] NGOs are registered under different authorities as follows: 2,479 local and foreign NGOs under the NGO Affairs Bureau; 55,000 under the Department of Social Welfare; 152,000 under the Department of Cooperatives; 10,000 under the Office of the Registrar, Joint Stock Companies and Firms; 501 under Micro-Credit Regulatory Authority; 16.030 under the Department of Women and Children Affairs; and 100,000 under the Department of Youth Development. Cited in *The Daily Star,* Dhaka, January 26, 2010, "Over 20,000 NGOs to Lose Registration."

Bangladesh is well-known for its extensive NGO-based micro-credit network, due largely to the work of the Grameen Bank and the Bangladesh Rural Advancement Committee (BRAC).

USAID/B partner organizations recognize the importance of gender integration, but implementation remains uneven. NGOs have successfully channeled resources toward providing different services (especially micro-credit, community health, sanitation, and education), but they have been less successful in integrating gender and addressing gender concerns. Many NGOs continue to believe that by focusing on women beneficiaries they are addressing gender.

Most donor organizations and I/NGOs have tended to focus on their need to disburse aid, meet targets, and demonstrate results. Gender is sometimes treated as an "add on" – it is not sufficiently woven into planning and design, implementation, and monitoring and evaluation. Indicators are mostly disaggregated by sex, but generally offer little information on changes in gender relations. Important GIOs are being lost.

A number of donors do integrate gender in their programs and projects, especially GTZ (German Technical Cooperation), the Danish Embassy, Embassy of the Kingdom of Netherlands (EKN), and Asian Development Bank (ADB). In all cases there was strong and consistent leadership (from the country director and headquarters) to mainstream gender both organizationally and operationally. In addition, gender focal points were given sufficient authority, responsibility, and motivation to monitor gender integration (or not) in projects and programs. Gender analysis and checklist tools have been designed for specific sectors, with clear gender objectives and indicators outlined. Furthermore, appropriate time allocation for review and analysis of gender impacts is incorporated into the terms of reference or scopes of work.

There are increasing efforts to harmonize activities among donors. These include the Local Consultative Group (LCG) system, the Harmonization Action Plan (HAP), the Bangladesh Development Forum (BDF), and sector-specific consortia.[13] Gender mainstreaming is not explicitly addressed, with the exception of the Local Consultative Group of Women's Advancement and Gender (LCG-WAGE) which focuses on gender and women's equality.[14]

There are 18 sector and thematic LCG subgroups. LCG-WAGE is largely considered a model group among the different LCGs. Though sometimes derided for being more talk than action, the group has made a number of important contributions, including comments for the World Bank's consultative Poverty Reduction Strategy Papers (Interim-PRSP, and PRSP1 and PRSP2) and, more recently, the Bangladesh Development Forum. Moreover, it is likely that the newly-appointed Secretary of the Ministry of Women and Children's Affairs (MOWCA), Razia Begum, may be tapped to regularly attend, if not be a co-chair for LCG-WAGE (with the other co-chair being from a donor organization).[15] This will help to reinforce the ideals of the joint-cooperative strategy –

[13] Harmonization activities have been prepared for health and education sector-wide approaches (SWAP), including: pooled accounts, procedures for pool-funded procurement, performance based financing, joint implementation and supervision activities, and common audit and reporting requirements.

[14] A task group that focuses on gender was formed to advance the Health Nutrition Population Sector Program (HNPSP) in the health SWAP. The Gender Equity Voice Task Group has been an active in advancing initiatives, such as Women Friendly Hospitals, Demand Side Financing, Promotion of Stakeholder Participation, the Gender Equality Stock-take, and the Tribal Health Plan.

[15] This was announced by the Minister for MOWCA, Dr. Sharmin Shirin Chowdhury, at the Multi-Sectoral Program on Violence Against Women, January 26, 2010.

namely, that the GOB and donors should work more closely to improve communication, align aid priorities, and reduce transaction costs.

### 4.3 Political Openings and Key GOB Policies

Political opportunities are cracks in the polity that sometime result from changes in the government or policies, the expansion or contraction in institutional structures, the ideological disposition of those in power, and the dynamic leadership of individuals or small groups of people. Bangladesh held a historic election at the end of 2008. The Awami League (AL) was elected by an overwhelming majority. The AL's election platform included promises to restore women's rights to inheritance through legal reform in family laws and to place women in key governance positions, by enforcing the reservation of seats for women in the Parliament, local government, and in all levels of government services.[16] Furthermore, the AL has vowed to end discriminatory laws by implementing the proposed National Women's Development Policy (NWDP) and CEDAW (Convention on the Elimination of All Forms of Discrimination against Women).[17]

NWDP aims are to establish gender equality at all levels of national life, and to ensure the socio-economic and political empowerment of women. The demand for a uniform Family Law Civil Code to end discriminatory inheritance laws is gathering momentum, putting pressure on the government to adopt and implement the NWDP. To the relief of many, the long awaited law against Domestic Violence has been recently approved by the cabinet for enactment in Parliament.

Bangladesh ratified CEDAW with reservations that impact religion-based personal laws on women's rights in the private sphere. Initially, there were reservations for Articles 2(a)(f), 13(a) and 16.1(c)(f). Later all but reservations for Article 2(a) and 16.1(c) were withdrawn. Article 2(a) pertains to achieving equality of men and women in national constitutions or other appropriate legislation and in practical realization. Article 16.1(c) ensures the same rights and responsibilities for men and women during marriage and at its dissolution. The Women's Movement has lobbied successive governments to withdraw the reservations on Article 2 on the grounds that it contradicts Bangladesh's constitution. The proposed NWDP, if adopted, will create the basis for doing this.

The objective of CEDAW is to abolish all discriminatory laws, and initiate legal reforms to ensure the rights of women in public and private spheres. CEDAW's Optional Protocol allows individuals or organizations to submit written claims of violations to the Committee that monitors CEDAW compliance. It also gives the Committee a mandate to investigate violations in countries that are signatories. CEDAW has been employed by advocates of women's human rights in many countries. In Bangladesh, a case brought by the Bangladesh National Women's Lawyers Association, challenged the High Court to prohibit sexual harassment although there was no national law against it. In 2009, the Court issued a decision prohibiting sexual harassment, based

[16] The AL manifesto read "in order to ensure women's empowerment and equality in rights and opportunities, the National Women's Development Policy formulated by the Awami League in 1997 will be revived. The number of reserved seats for women by direct election in the Parliament will be increased to 100. Necessary measures will be taken for appointment of women in senior posts in the administration and in all spheres of employment. Strictest legal measures will be taken to stop oppression of women." (The Election Manifesto of Bangladesh Awami League-2008, in The Daily Star, Election special Issue, December 16, 2008).

[17] Bangladesh ratified CEDAW in 1984 (it was one of the first Asian countries to do so), and signed on to the optional protocol in 2000. It also endorsed the Beijing Platform for Action in 1995, and followed-up with the National Action Plan for Women's Advancement: Implementation of the Platform for Action" (prepared by MOWCA in 1998).

on CEDAW and Constitutional guarantees.[18] The Court's guidelines against sexual harassment will remain in place and serve as "Law" until legislation can be passed.

To remove gender imbalance at higher decision-making levels, the current government under the AL party will make contractual appointments, with quotas continued and increased.[19] The Local Government Law, enacted by the government in 2009, has reserved seats for women to be directly elected. Moreover, the government is promoting women to the level of secretaries (the highest civil administrative position in ministries), and to fill more mid-level decision-making positions. On forming the Government, the AL allocated non-traditional cabinet positions to women (including that of Foreign Affairs and Home Affairs ministries), and appointed women MPs as chairs and members of important Parliamentary Standing Committees. MOWCA is led by the Prime Minister and Party Chief, and has a professional female lawyer and women activist as her Deputy Minister. The assigned gender focal points in key ministries for coordination and integration of gender in policy and implementation are being reactivated under the direction of the MOWCA.

In addition, the current government is supporting the electoral reforms proposed by the Election Commission, in keeping with its pledge to achieve targets for electoral commitments by 2021(Vision 2021). It nominated and supported a number of women to contest from key constituencies for the first time. Reform initiatives included a revised voter list, and provision for a national ID card to each registered voter. This has given women a new identity, not as a daughter or wife (only), but as individuals who are also part of society. An indication of the enthusiasm created among female voters as a result of this is evident in the finding that in a majority of the polling stations the number of women voters was larger than men.[20]

These positive steps toward gender equality are long sought and long over-due. The AL's huge electoral mandate is an endorsement of its political commitments, including those designed to address gender discrimination and empower women. This has created political opportunity spaces to incorporate women in all spheres of public life and integrate gender-aware policies and approaches, as mandated by the Constitution (Articles 10, 28 [1][2] and [4], in particular). However, to gain traction and take hold, it is critical that these policies be formulated, adopted, and implemented, with sufficient time and political will for follow-up as and when necessary. Furthermore, measures already taken should be backed up with laws, and reinforced by the continuing support from civil society and donor agencies. The big question is whether the AL will be able deliver on the promises for change that it has made.

[18] http://www.unifem.org/cedaw30/success_stories/ February 27, 2010. Another success in this regard was through the Bangladesh University Grants Commission. In 2008, it established a code of conduct for the prevention of sexual harassment in higher educational institutions. Chittagong University was the first to adopt this code in August 2009.

[19] At least 30% of positions will be reserved in all policy and decision making bodies as per the country's commitment to the UN Economic and Social Council Recommendations.

[20] See Women's participation in Elections: study report, sponsored by the Royal Netherlands Embassy, Dhaka, January 2009.

## PART TWO: GENDER ACTION PLAN

### 5. USAID/Bangladesh Strategy: Ongoing Programs and Projects

USAID/B is in the initial stages of updating its strategy (see discussion in Section 8). Ongoing programs and projects support poverty reduction by promoting democratic institutions and practices, expanding economic opportunities, and improving the quality of life for the people of Bangladesh. Each activity addresses one or more of the following three goal areas: democracy and human rights, economic prosperity, and investing in human capital. Cross-cutting themes are corruption, youth, gender, outreach, and cross-sectoral linkages.

USAID/B is providing assistance for five priority objectives. These are listed below, along with the types of projects undertaken:

- Peace and Security
    - Combating trafficking in persons
    - Community policing
- Governing Justly and Democratically
    - Anti-corruption
    - Civil society advocacy
    - Local government decentralization
    - Political participation and leadership in representative government
    - Human rights (domestic violence prevention)
- Investing in People
    - Population
    - HIV/AIDS
    - Tuberculosis
    - Health
    - Nutrition
    - Education
- Economic Growth
    - Private sector competitiveness
    - Energy
    - Environment
    - Food Security
- Humanitarian Assistance
    - Disaster preparedness and mitigation
    - Non-emergency food aid programs

## 6. Selected Projects: Gender Dimensions

Because of time-constraints, the Gender Assessment Team was asked to undertake field visits to the following projects:[21]

- PROGATI (anti-corruption)
- PRICE (leather and aquaculture)
- Smiling Sun (healthcare services)
- CAARP (food security)

This section focuses on promising practices and gender concerns identified through field visits and key informant interviews. Actionable recommendations are made for the short, medium, and long-term, and potential gender-sensitive indicators are listed by sector. The gender analysis principles applied in the review of these projects are meant to be used as a guide for gender-integration in other USAID/B programs, projects, and activities.

### 6.1 Democracy and Governance: PROGATI

Democracy and Governance office programs are designed to advance political party reforms, and promote transparent and accountable government. The idea is to build the capacity for participatory democracy, strengthen institutions for good governance, promote human rights, and offer support to Bangladesh's culture of tolerance among different religious and ethnic groups. In early meetings with the office we were asked to focus on these questions: How to increase women's participation and leadership; and how to orient men to accept women in those roles?

The Promoting Governance Accountability Transparency and Integrity (PROGATI) project aims to improve transparency and accountability in public resource management by strengthening institutions that provide public sector oversight. It focuses on four key sectors to decrease the level of corruption in Bangladesh: media, civil society, public institutions, and Parliament. In media, the project is expanding opportunities for female journalists to pursue investigative journalism through a fellowship program. In civil society, activities at the Union Parishad level are engaging communities (including women leaders) to monitor health and education services through a citizen scorecard process and other forms of dialogue. In public institutions, PROGATI is supporting activities to make more transparent and accessible the offices of the Comptroller and Auditor General to civil society and the media. Lastly, in Parliament, it has supported the formation of "Budget Analysis and Monitoring Unit" (BAMU) in the Secretariat. BAMU will provide services to MPs for analyzing and monitoring the impacts of the national budget expenditures. As part of developing a "community of practice," civil society organizations, think-tanks, and journalists are encouraged to interact and otherwise enhance their watchdog and/or investigative capacities.

PROGATI training workshops are an important part of its overall design for raising awareness about what can be done to reduce corruption. Training modules include discussions on: the concepts of corruption, transparency, and accountability; the concept of monitoring; using community scorecards to monitor public services; publicity mechanisms (to increase mass awareness, transparency, and accountability); and campaigns (collective action to increase awareness, transparency, accountability, and support the right to information). Anti-corruption

[21] To the extent opportunities arose, Team members also visited Mayer Hashi, SUCCEED, REAL, and Jibon O Jibika.

training programs for women entrepreneurs have also been conducted, with modules focused on promoting ways for businesswomen to avoid corruption.

In 2008, PROGATI conducted a national survey on the perceptions of corruption to gather data on how Bangladeshis experience corruption in the public and private sectors. The majority of respondents believed that women are more victimized than men by public sector corruption (71%) and private sector corruption (69%). The reasons given were social status, security issues, and limited mobility. However, men and women reported nearly identical levels of corruption with different public and private sector institutions.[22]

| Table 1. Actionable Recommendations (PROGATI) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Training workshop schedules should be made more sensitive to women's workloads and time constraints | √ | | |
| Training workshops should include appropriate gender-related information (e.g., gender balance in staff and trainers, and gendered impacts of corruption – examine why survey respondents believe that women more victimized than men by corruption?) | √ | | |
| Training workshops should be followed up with "what next" activities | √ | √ | |
| Work closely with NGOs modifying training modules to include gender perspective | √ | √ | |
| Maximize on collective action by supporting initiatives taken by trainees and offering leverage through networks or coalitions | √ | √ | |
| Include individuals from service providers known for perpetuating corruption (e.g., banks, taxation offices) to participate in anti-corruption workshops and training programs – especially in role plays | √ | √ | |
| Involve household members (e.g., couples) in trainings so they share learning, understanding, and responsibility | √ | √ | |
| Trainers should have good training skills, be gender-sensitive, and encourage participation | √ | √ | √ |

Gender Assessment team members met with women entrepreneurs and local NGO and community-based organization (CBO) representatives who participated in anti-corruption trainings held by PROGATI. It was clear from the discussion that the training workshops have resulted in greater feelings of empowerment from the information about legal rights and remedies conveyed. However, some shortcomings were also identified. The local NGO/CBO groups remained unclear about their roles in the project. There seemed to be a lack of clarity and/or limited formal understanding between the national-level NGOs and local NGOs/CBOs. Local level NGOs/CBOs were expected to provide attendees for the workshops, and encouraged to seek-out women participants. Some succeeded at doing this, while others did not. The training workshops rarely achieved the objective of 50% participation of women. In addition, the modules provided limited gender-related information, and the intensity of the scheduling was not conducive to women's multi-tasking workloads (especially for the women entrepreneurs).

There were also complaints about the lack of follow-up or understanding of "what next"? The women entrepreneurs described the discrimination they experience in trying to secure bank loans, and at licensing and tax offices. Following the anti-corruption training workshop they felt empowered with new information. A group of women decided to go to a bank, and complain about the discrimination they face in trying to get loans. They received a positive response in the

[22] PROGATI 2010: mimeo.

presence of higher officials initially, but now bank staff members barely acknowledge their presence and/or continue to seek bribes and "favors" for processing applications. This is an unfortunate outcome. It is disempowering for women entrepreneurs who are, in effect, business "pioneers" and role models for other women. Follow-up and leverage (support from larger coalitions or media publicity) could help to produce a more positive and empowering result.

PROGATI plans to expand its activities related to the impact of gender and anti-corruption in 2010. It will begin working with two national gender-based coalitions – Steps Toward Development and the Durbar Network – to adapt existing training modules to address specific issues related to gender and corruption. It is hoped that this will significantly expand training and campaigns in order to increase the number of activities and range of issues and participating organizations.

**Gender-sensitive indicators:**

- **Anti-corruption Reforms**
  - Number of anti-corruption reforms promoted that would benefit women
  - Number of anti-corruption reforms that were adopted and benefited women
- **Training Programs**
  - Number of people in target group trained on anti-corruption activity (e.g., citizen scorecard), disaggregated by sex and other social variables (i.e., age, economic class, location, sector, industry, occupation)
  - Number of trained people adopting new behavior/practices (based on follow-up survey), disaggregated by sex and other social variables
  - Number and percentage of trainers, disaggregated by sex
  - Levels of participant satisfaction with training, disaggregated by sex
  - Number of trainings offered, disaggregated by location and training timing (and perception of convenience for women and men)
  - Number and percentage of participants who engage in an anti-corruption action (in the year following the training), disaggregated by sex

## 6.2 Economic Growth: PRICE

USAID/B's Economic Growth office seeks to reduce poverty through improving private sector competitiveness, promoting livelihoods and good governance in natural resource management, building and expanding the energy sector, and increasing food security. In early meetings with the office they asked us to focus on the following questions: How to reach out to women? How to identify what they want, what they need? And, how to get that done? Gender Assessment Team members visited Bay Footwear Factory in Gazipur, and an aquaculture group and Society for Social Services (SSS) in Tangail.

The PRICE (Poverty Reduction by Increasing the Competitiveness of Enterprises) Project aims to increase sales, jobs, and investment throughout the aquaculture, horticulture, and leather value chains, with particular benefit to women, young adults, and small and medium enterprises. It focuses on enhancing the competitiveness of Bangladeshi firms, products, and services globally while increasing opportunities for the poor by designing strategic sector-wide activities, facilitating sales transactions, and advocating for policy reform. In July 2008, a sector-based gender analysis

report was done to assess gender equity issues in aquaculture, shrimp, and leather value chains, identify gender roles in value chains and interventions for gender equity, and recommend ways of integrating gender equity and monitoring for those interventions in future activities.[23]

SSS is the local NGO responsible for organizing all-female fish-farmer groups. Since May 2009, more than 1,100 smallholders have been formed into female farmers' groups in four districts. PRICE has also trained 420 women farmers on improved farming technology, and 480 women farmers on improved farm management. The women's group reported that their households were benefiting from the increased production of fish, and the technical assistance provided by SSS. They felt that through their participation in the project their importance or status in the family had improved. They noted that shared decision-making (among husbands and wives) had increased, and domestic violence and divorce rates had declined (the latter was attributed to women-only micro-credit opportunities that men want to utilize). Women's access to micro-credit seems to be the main criteria in establishing their value to the family. Much of the labor for cleaning the ponds and feeding, collecting and selling the fish was done by husbands or male helpers. The fish value-chain is dominated by male middle-men. The increase in income is helping many of the families to send their children to school.

Bay Footwear is a private company that works with PRICE's leather product sector initiative by employing trainees in its factory. Since November 2008, PRICE has trained 2,722 women and 924 men in leather working and stitching. The majority of these trainees are being employed in the booming leather industry,[24] though wages remain low and opportunities for upward mobility (into management level) are minimal. The trainees are being drawn from areas near leather industry hubs, as the project has discovered that the social and economic constraints of relocation are prohibitive if they train in places that are far away from factories.

| Table 2. Actionable Recommendations (PRICE) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Encourage partner NGOs to involve men and women in training programs so they share the learning and responsibility | √ | √ | √ |
| Support initiatives to promote women into management level positions (e.g., training for management roles and/or providing examples of successful women managers and factories that have promoted women) | √ | √ | |
| Review policies and incentive structures for retaining female workers in small and medium enterprises (focus on differences between enterprises that are retaining workers and those that have high attrition rates) | √ | √ | |
| Review incentive structures within NRM local institutions (agreed rules of use) from a gender perspective | √ | | |
| Support reform initiatives for tanneries to comply with international standards for labor and environmental protection | | √ | √ |

The Government of Bangladesh has given big incentives to the leather industry as part of its 2008 and 2009 stimulus packages. However, no provisions have been made for marginal groups and women. Leather is a $70 billion global market, with Bangladesh's share standing at just .5% of this total. There is scope for tremendous growth, and factory owners expect to grab more market share because of the low wages in Bangladesh. In order to create advantages for workers and the industry, however, tanneries should be prepared to comply with international

[23] USAID 2008.

[24] PRICE estimates that the leather goods and footwear industry will need at least 5,000 more skilled workers per year.

standards for labor and environmental protection, as have many factories or hatcheries in the shrimp, garment, and footwear industries.

Bay Footwear Factory is compliant with International Labor Organization (ILO) standards. It has a punch time clock, a medical center, and clearly marked exits, as well as a crèche, a canteen, and separate toilet facilities. There are about 500 workers, 78% of whom are women. There are very few women in management or supervisory levels. When questioned about why this is the case, the manager said he did not believe that women could handle the negotiation or multi-tasking demands expected of management. Most workers learn their skills on the job, but the PRICE trainees are in demand because they are already trained in stitching techniques. The salary range is between Taka 2,500 and 4,500 (US$37-66) per month, with equal wages for men and women. Overtime hours are regularly 10-12 hours per week, for which workers are paid double. However, the turnover rate of workers is high at 60% per year, suggesting that the incentive structures (perhaps in wage levels or opportunities for promotion) are not adequate. Moreover, the differences in opportunity structures for men and women in employment and positions can further exacerbate and reinforce gender inequalities. Not promoting capable and qualified women to supervisory or management positions sends a message that women are inferior to men.

Comprehending the link between gender relations and macroeconomic policies can be challenging. The leather and footwear industry is scaling up in much the same way that the garment industry grew in the 1980s. Some of the lessons from that experience could be helpful in understanding gender concerns. Potential impacts include: the socio-economic effect of the influx of young female migrants to urban areas on gender relations and household economics in both the city and rural communities they left behind; the flow of remittances to rural areas; the effect on school enrollments due to changes in the expectations of girls' employability; and early drop-out rates from middle-school education for girls seeking available jobs.

**Gender-sensitive indicators:**

- **Small and Medium Enterprise and Vocational Training**
    - Number of women who received fair wages commensurate with their abilities and skills
    - Number of women promoted to management-level positions
    - Number and percentage of entrants trained in non-stereotypical ("un-gendered") and emerging opportunity occupations, disaggregated by sex
    - Number and percentage of entrants employed in "un-gendered" jobs, disaggregated by sex
    - Number and percentage of women-owned businesses

- **Agriculture Production**
    - Number and percentage of participants cultivating cash crops, disaggregated by sex
    - Number and percentage of producers who adopt new cash crops, disaggregated by sex
    - Changes in income for producers of new crops, disaggregated by sex
    - Changes in household nutritional status, disaggregated by sex and position within the household (e.g., mother-in-law, daughter-in-law, daughter, son)

- **Income Generation Activities**
    - Change in women's or household's income and spending
    - Number of women who become engaged in new home-based economic activities
    - Analysis of time-use and division of labor, disaggregated by sex
    - Number and percentage of entrepreneurs engaging at higher levels in the value chain, disaggregated by sex
    - Number of "female value chains" disaggregated by sector or products
    - Change in income of women engaged in "female value chains" measured annually
    - Number of links established with Fair Trade organizations for women's products or good
    - Annual sales from Fair Trade contracts, disaggregated by sex

- **Natural Resources Management and Governance**
    - Changes in the types of resources, intensity of use, and need for resources, disaggregated by sex
    - Changes in perceptions about natural resource problems and solutions, disaggregated by sex
    - Changes in men's and women's workloads (time and task allocation, disaggregated by sex)
    - Number of hours spent collecting fuelwood or water before and after project's inception, disaggregated by sex
    - Qualitative changes in local men and women's involvement in decision-making about resource management
    - Number of new jobs created from forward and backward links to tourism (e.g., handicrafts, small hotels, eco-tourism, and other cultural activities), disaggregated by sex

### 6.3 Humanitarian Assistance: CAARP

The Office of Food, Disaster, and Humanitarian Assistance (OFDHA) provides emergency response and short-term humanitarian assistance in the event of a natural disaster. Their programs focus on increasing household incomes through food or cash-for-work programs, developing income generation skills, and assistance for households.

The Cyclone Affected Aquaculture Rehabilitation Project (CAARP) is implemented by WorldFish through local NGO partners. The objective is to rehabilitate 262,000 farmers who, because of the scale of their overall loses and poverty, have been unable to resume farming following devastating cyclones. The implementation strategy includes training and technical assistance, consolidation of private sector input supply and marketing, and integrated fish pond and vegetable farming to increase household incomes and improve food security. The project also addresses concerns of gender, environment and climate change, and nutrition awareness. The idea is to increase the social and economic resilience of poor families

living in vulnerable locations so that they can recover from and better respond to the aftermath of a natural disaster.

CAARP initially formed male (28%), female (5%), and mixed (67%) groups for training on the best fish for cultivation in small ponds. Because most of the ponds were close to their homes, women took over the responsibility for fish cultivation, and ultimately were identified as the *de facto* "owners" of the pond. Due to technological inputs from CAARP, the farmers were able to harvest the fish within a short period of time. Vegetable farming on the banks of the ponds was also introduced. The fish and vegetables were sold in the market and eaten by the families, thus raising both household incomes and family nutrition levels. Intra-family nutrition distribution has also improved. In 2005, the consumption difference between men and women was about 1 kilogram per household; in 2008 this had declined to around 200 grams.

As the "owners" of the pond women are better able to retain greater control over their earnings, and the number of husbands and wives who are jointly taking decisions about expenditures for family needs has increased. In a small group meeting with men, 83% of male respondents mentioned that their wives retain their income for meeting basic family needs; the remaining 17% offered that while they possess their wives' earning, they have started to make decisions about expenditures jointly. In a small group meeting with women, over 50% noted that men were becoming more involved in household activities (e.g., childcare or care for elderly, and cooking). About 80% of these women mentioned that they were able to control how the money they had earned from fish farming would be spent. The women said that mostly money went toward expenses for their children's education, and that they had learned to negotiate the price of fish for maximum profits. They believe that the changes in men's behavior were due to the economic contributions women were now able to make toward the household.

Prior to CAARP the small ponds were not used in any way. With appropriate technology and knowledge-sharing among members of households, the ponds have been converted into assets for ultra-poor families. Given the demonstrated benefits, community resistance to women working at fish farming is now almost gone. While CAARP initially segregated groups into male and female categories, the project discovered that mixed group meetings were more effective for sharing experiences and gaining greater acceptance of women's roles in fish farming. This has increased women's status within the household. It was observed that women remain most responsible for cooking, childcare, and care-giving, but that some husbands have started to assist their wives in household-related work (e.g., water collection, bathing children).

The staff of WorldFish and all partner NGOs and CBOs were trained on gender. Also, in selecting partner organizations, WorldFish gave priority to NGOs that were headed by women or had a better gender-balance in their staff ratio. This has helped WorldFish and its partner organization identify and address barriers to women's participation in training programs, and in working outside the home. In future, however, benefits could be extended by having a gender-objective strategy and identifying gender-sensitive indicators to better monitor progress and increase awareness. One area of noted concern was the prevalence and frequency of illness of family members. This is a major drain on resources, both economic and physical, and the responsibility for caretaking and seeking medical services often falls on women. In future, the project should provide more information for both men and women about basic sanitation and cleanliness practices, the

importance of a balanced diet to health, and ways of seeking appropriate medical care when required.

**Gender-sensitive indicators:**

- Number and percentage of beneficiaries trained on homestead food production, disaggregated by sex
- Number and percentage of Village Model Farmers/pond owners who are women
- Percentage of women who control their earnings from homestead production
- Percentage of male participation in community group meetings where issues of nutrition, healthcare, and intra-family food distribution are discussed
- Number and percentage of female volunteers trained in emergency preparedness

| Table 3. Actionable Recommendations (CAARP) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Survey disaster response infrastructure and mobilization strategies to determin whether physical security needs of women and girls are being sufficiently addressed | √ | √ | |
| Include a gender-objective in future documents outlining project objectives | √ | √ | |
| Incorporate information about ways to stay healthy in training sessions to reduce the frequency illnesses | √ | √ | |
| Integrate basic health and nutrition awareness activities targeted at both men and women | √ | √ | |

## 6.4 Investing in People: Smiling Sun Franchise Program

Health programs funded by USAID/B include family planning and reproductive health, maternal and child health, HIV/AIDS, and tuberculosis. These are carried out in underserved areas and specifically target the poor. Women and children are the main beneficiaries.

Smiling Sun Franchise (SSF) is impressive for its scale and service provision. It provides integrated family planning and health service coverage to 20 million (14% of the population) in both urban and rural areas, through 318 clinics, 8,000 satellite clinics, and 6,000 community workers. From the field visit it was apparent that the medical practitioners are very competent, accessible, and sensitive to their patients. However, some of the satellite clinics lack adequate light and privacy for examinations and counseling.

The clinics have expanded medical services from an initial focus on women to families and, more recently, the "community." However, this information has not changed the clientele very much. It was estimated that less than 10% of patients are men, and husbands rarely accompany their wives or kids (even when they are not otherwise engaged in work). Moreover, many women are not informed about male methods of contraception. This appears to be the case, even as they have no other option but to stop contraception or switch to different contraceptive methods due to health issues or other complications.

Based on disaggregated data from monthly clinic reports, immunizations are almost equal among boys and girls, and households from all socio-economic levels. However, this data is compiled at the central level with no disaggregation. This is a missed opportunity to monitor broad trends in immunization practices.

It will be important to better understand the differences in the way women and men use and benefit from health care services, and how this affects everyone in the household. Health service

provider's attitudes toward and knowledge of gender concerns can be a key factor in changing gendered behavior in reproductive health decisions taken by their clients and spread throughout the community. SSF should work to increase men's involvement in reproductive health, including delivery and post-natal check-ups. One underutilized avenue for doing this may be clinic counselors and/or doctors, who could share information on male contraceptive options. Peer education, men-to-men group discussions, special men-only hours at the clinic, and media could be used to emphasize behavior change messages that challenge traditional notions of "masculinity" and men's roles, and support models of "positive deviance."

The involvement of men, however, must be done carefully. In the past, efforts to include men in family planning initiatives in other countries have inadvertently sent messages that reinforced stereotypical attitudes of men as the sole decision-makers, thereby reducing women's reproductive choices. Emphasis in outreach should be on the importance of shared decision-making between husbands and wives (and other family members) for family health.

| Table 4. Actionable Recommendations (SSF) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Include sex disaggregated data in compiled information management reports at the central level | √ | √ | √ |
| More effectively combine women-to-women services with a family health approach inclusive of men | | √ | √ |
| Promote men's responsibility in sexual practices, domestic work, and violence against women through men-to-men counseling and examples of positive deviance | | √ | √ |
| Address household member's insistence on boy-child, problems of domestic violence, and intra-family food distribution through clinic counseling | | √ | √ |
| Promote women's autonomy in decisions about fertility and decision-making in the household through clinic and community-level counseling and health education | √ | √ | |
| Spread the message (using media, billboards, word-of-mouth) that SSF provides medical services for both men and women | √ | √ | √ |
| Analyze choices in contraceptive methods from a gender perspective, focusing on how to attract more men | √ | √ | |
| Use satisfied male-method contraceptive users (NSV) to counsel other men and advocate for this approach in outreach (media, billboards, word-of-mouth) | √ | √ | √ |
| Procure female condoms for protection against STI/RTI/HIV/AIDS | | √ | √ |

**Gender-sensitive indicators:**

- Number of staff/providers trained on gender from a reproductive health perspective
- Number of couples offered counseling services related to reproductive health
- Number of couples offered counseling services related to contraceptive choices (for both men and women)
- Number of men using male contraceptive methods
- Number and percentage of families offered counseling services related to intra-family nutrition
- Number and percentage of malnourished women and children
- Number and percentage of anemic women
- Number of males bringing sick children to clinic
- Number and percentage of counselors or providers trained in GIOs and gender-sensitive behavior changes messages
- Number of women who completed ANC
- Number of high-risk pregnant women identified
- Number of high-risk pregnant women who delivered at hospital
- Number of neonatal mortality

- Knowledge of HIV/AIDS prevention methods among men and women
- Knowledge of increased nutrition and medical needs during pregnancy
- Changes in attitudes toward violence against women, disaggregated by sex

## 7. Engendering Key Sectors for USAID/B's Strategic Plan 2011-2015

USAID/B's funding is expected to grow substantially. It anticipates using resources from the Global Hunger and Food Security Initiative, the Global Health Initiative, the Climate Change Initiative, the Global Engagement Initiative, and Food for Peace Title II to fund core investments in family planning, health approaches to nutrition, agriculture and food security, and governance. Gender remains a critical cross-cutting theme. This section reviews future programming through a gender lens, and makes recommendations for integrating gender in new strategy sectors.

### 7.1 Democracy and Governance

Gender equity is relevant to all areas of effective governance. Bangladesh is a young nation at a unique place in its political history. USAID/B is committed to creating an enabling environment for women to participate in public life and facilitate their entry into leadership positions within politics and the civil service. At present two programs are in the pipeline: Strengthening Democratic Local Governance (SDLG) and Protecting Human Rights in Bangladesh (PROHURI).

The goal of the SDLG program is to promote and expand decentralization by improving transparent and participatory public administration at the local level, and enhancing legal and policy reform at the national level. There is an emphasis on creating tools and practices that enable local governments to become more democratic, effective, and responsive institutions of governance. The SDLG will support women and men to enhance their leadership and management skills, with leadership training for female local representatives and local council candidates as well as the newly-elected female Vice Chairs of Upazila Parishads and Union Parishads representatives prioritized. It also plans to expand women's political skills by consolidating the women's wings of the Municipal Association of Bangladesh (MAB) and Bangladesh Union Parishad Forum (BUPF).

Bangladesh has a highly centralized government structure, making it difficult to hold public service providers accountable. In its 2008 manifesto the AL promised effective action against corruption and to increase the power of local government. Among other things, priority was given to establishing good governance through public administration, electoral, and civil service reforms. Legal reforms have shifted service delivery to local government, but without the capacity and resources to perform. This is the result of unresolved control issues between the central government and MPs, as well as a legacy of the dominant role given to the local civil administration and government line departments.

There is a need for strong advocacy, particularly by organized coalitions (e.g., local government associations and women's caucuses) to strengthen local government reforms and expand programs for capacity-building of elected representatives. Provisions have been made for the reservation of seats for women through direct election. However, past experience demonstrates that securing their entrance into such positions in the Union Parishads is not sufficient for securing their participation or strengthening the councils. Further measures should be taken to ensure their active participation and empowerment.

Women's political mobilization around quotas or reservation of seats is controversial. It is true that an increase in the number of women representatives does not necessarily lead to better outcomes for women, because of strong and entrenched gender biases which undermine the impact of women's voices and presence in public life.[25] However, women's political power and leverage increase as they begin to vote en bloc in response to a political party's platform. At issue is not whether quotas are the best mechanism for increasing women's political participation or voice, but how elected and administrative public officials can be incentivized to meet the needs of poor women.

**Box 1: Getting Good Government for Women: Examples of Select Mechanisms**

***Increasing Political Voice***

- Affirmative action in electoral politics and internal party politics, including quotas and reservations
- Training and support programs for local and national representative
- Women's wings in political parties
- Women's manifestos
- Recruitment, mentoring, and leadership development in political parties
- Women-friendly institutional structures (e.g., timing of meetings, travel safety, child support)
- Equal opportunity structures in civil service (e.g., anti-discrimination bureaus, merit protection agencies, equal opportunity commissions)
- Party-independent bodies that provide financial and moral support to female candidates and link leaders to gender constituency
- Organizing women and girls to promote their political awareness, leadership, and advocacy abilities
- Gender quorums in community meetings

***Securing Administrative Accountability***

- Ministries/agencies of gender in national and local governments
- Gender focal points in sectoral ministries and decentralized departments
- Organizational gender policies and structures, such as gender working groups
- Advisory councils on women's issues
- Affirmative action in the public administration
- Gender-sensitive complaint mechanisms
- Female field workers
- Gender-responsive budgets
- Gender-sensitive design and implementation of programs and projects
- Gender-disaggregated and gender-sensitive monitoring indicators

***Reinforcing Client Power***

- Women's self-help groups in governance
- Affirmative action in user group membership
- Gender-sensitive citizen monitoring and auditing

* Adapted from Horowitz (2009).

In India, close to a million women came into power in the early 1990s as a result of Constitutional amendments which created an active *panchayat* system of village, block, and district councils, and reserved one-third of seats in *panchayat* councils and one-third of council presidencies for women. Though women initially found it very difficult to work effectively, they have received greater acceptance and brought about big changes in political priorities (e.g., clean water instead of roads, nurses and teachers rather than buildings). Furthermore, there are now more than the one-third threshold of women who have been elected into office. At present, the Indian Parliament is considering a similar reservation approach for the national level. The quota created a foundation on which women were able to develop and prove their leadership skills. As Tarr-Whelan (2009) explains, "In India, as in South Africa, quota has been a floor, not a ceiling."

The situation in Bangladesh is ripe for increasing the influence of women in public decision-making and political and administrative bodies. According to Horowitz (2009), conditions that positively affect women's political participation include: high levels of political party competition (especially the prevalence of left-leaning parties), a strong central government with constitutional

[25] Goetz 2002 and Hassim 2006, cited in Horowitz 2009.

commitment to gender equality in decentralization reforms, and a growing awareness of gender as a mobilizing identity within the sociopolitical sphere. The political, social and institutional context in Bangladesh is becoming closer to these conditions. Voters turned out in mass for the 2008 elections, demonstrating the people's preference for a representative democratic government. A majority of these voters were women. The current government's platform includes support for decentralization reforms and commitment to gender equality.

Quotas enable women to enter, hold, and implement their authority in male-dominated institutions which otherwise would likely remain closed to women. Quotas should be designed to promote competition among female candidates, and remain for a limited period of time (until a critical mass is achieved). The current government should be encouraged to implement its election promise to expand and facilitate women's participation through quotas.

Violence against women is a stark marker of inequality in power relations, with important implications for human rights and gender equality. PROHURI aims to reduce the high prevalence of domestic violence in Bangladesh and other related human rights violations (e.g., sexual harassment, child marriage, and other root causes of domestic abuse) through policy reform and advocacy, and increased public awareness and dialogue between the government and civil society. Specific components include: capacity-building for key actors who are involved in the protection and promotion of human rights, increasing access to justice, providing survivor services, and advancing public education and outreach.

For future programs, it will be important to identify and support power-balancing mechanisms that have proven effective in making the public sector more responsive to reforms that favor outcomes for women. In particular, institutional design features that strengthen women's representation in political and governance processes or build the capacity and incentives of the public sector to provide quality services that are accessible to and fit the needs of women.

Key questions include:

- How to build the capacity of beneficiaries, advocates, NGOs, CBOs, and community leaders to participate more effectively? (e.g., by forming coalitions, forming or working with federations, or providing training in advocacy?)
- What kinds of data, research, and presentation skills do advocates need to work more effectively? And, how can these be developed or imparted?

**Recommendations: SDLG**

- Inspire political parties to achieve 33% women in decision-making positions sooner than 2020, and to increase support for and nomination of women candidates.
- Formalize women's oversight and management roles through reserved quotas in any decision-making bodies.
- Offer special recognition or awards to representatives and/or civil servants who are responsive to local needs and providing effective government services.

**Recommendations: PROHURI**

- Include counseling for men which focuses on anger management techniques and highlights examples of positive deviance.
- Support efforts to adopt and implement the National Women's Development Policy and Domestic Violence Act.
- Continue to assess the roots of VAW through a gender lens.
- Research what kinds of incentives work against dowry, and which initiatives have been more effective to better understand where and how interventions can succeed.

## 7.2 Food Security (agriculture, income generation, and nutrition)

The 2009 Global Hunger and Food Security Initiative (GHFSI) Implementation Plan provides a framework for all related USG-funded programs and identifies gender as one of the underlying causes of poverty, hunger, and under-nutrition in Bangladesh. At issue are ways to address gender disparities in access to resources, wage differentials, labor productivity, and agricultural extension services. This is especially crucial for female-headed households. It is estimated that up to 30% of households are *de facto* headed by women.[26] Most of these families are extremely poor and vulnerable to exploitation. Moreover, because the most vulnerable tend to live in the most vulnerable locations, they are also most prone to the effects of climate change and natural disasters.

### Agriculture

The division of labor between men and women in agriculture remains poorly understood.[27] Because they are often deprived of land ownership and much of their work in crop production is unpaid and produced for the household, few women are considered "farmers" even though their contributions are great. Women's involvement in agricultural production varies by region and household income levels. In poorer households, women more-visibly contribute to all aspects of agricultural production. In higher-income households, their contribution is less. It is thought that few women outside the Chittagong Hill tracts and other tribal areas engage in field-based crop production. However, women everywhere play major roles in post-harvest activities (cleaning, grading, husking, drying, and packaging).[28]

More attention needs to be given to understanding gender and employment in rural areas, and how to help households identify differentiated pathways out of poverty. The potential for women's entrepreneurship and/or contribution toward income generation activities or wage-labor employment is frequently ignored or under-valued, especially in rural areas. Activities that women do to generate income or add-value tend not to be viewed as employment opportunities.[29] Moreover, this situation is exacerbated by the fact that backward and forward links in the value chain are frequently controlled by middle-men who place little value on women's time or labor.

### Income Generation

The question of "who benefits from economic growth" is important for determining the gendered impact of different initiatives on poverty and development outcomes. Economic growth through

[26] World Bank/Aus Aid 2007.
[27] IFCD 2009.
[28] PRICE 2008.
[29] *Ibid.*

increased investment and private sector development is a prerequisite for reducing poverty, but growth alone will not eliminate gender disparities. Women earn on average 65% of men's wages in Bangladesh, and occupational sex segregation is very high.[30] Different opportunities for men and women in employment (and the positions they occupy) reinforces and exacerbates gender inequalities. Wage equality, the enforcement of fair labor and environmental protection laws, and the establishment of facilitating mechanisms, such as childcare, should be included in macroeconomic policy reform efforts.

The new strategy should continue to look into ways of increasing women's access to income and productive resources through vocational training, education, and credit. This will improve women's ability to access services, support themselves and their children, and avoid coercive and high risk activities that increase vulnerability. However, the social and economic consequences of imbalances in opportunities available to men and women should also be considered. Even though women's participation in the labor force remains low, low-skill low-wage jobs for women may end up exceeding formal sector opportunities for young men. Labor force participation for 20-24 year old women more than doubled over the period 1995-2000, but for men in the same age group it has declined.[31] The demographic bulge in the youth cohort could further exacerbate the situation, with growing resentment and frustration sustaining (or even increasing) the already unacceptable levels of violence against women.

**Nutrition**

The achievements of the "Bangladesh paradox" have not translated into large reductions in rates of maternal and neonatal mortality. Despite ongoing efforts of USAID/B (and other donors) to address nutrition needs of women and girls, malnutrition levels remain high due (in part) to problems of intra-family food distribution. To improve outcomes, programs and projects need to look into different ways of reducing under-nutrition (e.g., changing dietary habits, increasing food intake, and prevention and control programs to reduce nutritional losses from communicable diseases) and related gender disparities (e.g., preferences for sons, basis of food distribution among family members – especially how to promote increased nutrition for pregnant women and young children).[32] A woman's education level and ability to control household resources are strongly associated with improvements in nutrition status for the entire family. When women are able to make decisions about the types of food to prepare and feeding preferences among siblings, nutrition levels improve – even in households that have similar budgets.[33] This suggests that the best way address malnutrition is to empower women through a combination of education, income generation, and behavior change strategies targeted at men and women.

[30] World Bank/AusAid 2008.
[31] World Bank/Aus Aid 2007.
[32] GOB 2007.
[33] Thomas, Helen T, et al. 2004.

**Recommendations:**

- Assess whether income-generating activities are socially and economically viable (i.e., supply sufficient economic returns to warrant the time and labor invested in production).
- Conduct time-allocation studies to assess women's workload burdens and household division of labor before proposing new activities.
- Continue and expand support for technical/vocational training for women in "un-gendered" occupations, especially in new growth sectors.
- Link technical/vocational training with internships, practicum, and job opportunities, especially for separated/abandoned/widowed women and youth.
- Support reform initiatives to end wage discrimination, temporary employment status, and sexual or psychological harassment of female workers.
- Support a comprehensive study of gender relations in agriculture (in particular, gender-disaggregated data identifying roles in food and cash crop production as well as different managerial and financial control over the production, storage, and marketing of agricultural products).
- Explore value-chain options (especially organic and fair trade links for production, sales, and marketing).
- Continue to integrate basic health, nutrition, and food-distribution awareness (targeted at both men and women) in all livelihood and food security programs, regardless of duration.

## 7.3 Climate Change

Bangladesh is the delta for three major river systems, making it especially vulnerable to frequent and severe tropical cyclones and storm surges. This not only threatens lives, it also threatens livelihoods. Climate change will likely cause erratic rainfall patterns and droughts, as well as increases in soil and water salinity and the frequency of cyclones and storm surges. The effects on agricultural production and disaster risks are gendered – they affect men and women, but are likely to have more of an adverse effect on women.

With support from DFID, the GOB prepared a Bangladesh Climate Change Strategy and Action Plan (BCCSAP) in 2008. This document covers climate hazards and impacts, as well as adaptation and mitigation. It also outlines strategies for implementing and financing the Action Plan and recommends building institutional capacity and research to implement adaptations for fisheries, livestock, health, water and sanitation, as well as protections for ecologically fragile areas and vulnerable socio-economic groups (including women).

International delegates will be meeting in Bonn, Germany, to engage in preliminary talks for the November 2010 COP16 in Mexico. Central to these discussions is how to build an effective agenda to accomplish what the Conference of Parties (COP) in Copenhagen could not. Namely, an internationally binding treaty with aims and methods to keep climate change in check at no more than a 2 degree-increase in Celsius. Meanwhile, some nations are moving ahead independently on adaptation and mitigation strategies. Given USAID/B's lead role in protected area management and the state of degradation in most forest areas, a promising strategy for Bangladesh would be to begin implementing local pilot-projects to benefit from the mitigation mechanism REDD

(Reducing Emissions from Deforestation and Degradation).[34] It will be important, however, to ground REDD in gendered realities. Unfortunately, most documentation on REDD legal rights and frameworks, local interests and participation, and benefit sharing among stakeholders pays scant attention to concerns of gender and inclusion.

Adaptation and mitigation strategies coalesce in natural resource management activities. For the food security and climate change analytical agenda more attention needs to be given to the relationship between agricultural productivity and adaptation opportunities, the use of technology, market functionality, poverty, malnutrition, and gender – not just "women's roles in agriculture." Moreover, an assessment focused on the interface between gender, community-based natural-resource management, and climate change is advisable. This assessment should take into account socioeconomic variables and gender concerns for different regions, and make recommendations on enabling institutional structures and advocacy approaches for policy formulations. This would offer a more nuanced community-based perspective to the national debates that are bound to erupt over the best way to move forward on climate change mitigation and adaptation.

**Recommendations:**

- Indicators for the new Climate Change and Carbon Finance initiative should be gender disaggregated and include people-level indicators that can better capture changes in gender relations.
- Review incentive structures of (natural resource management) NRM "agreed rules of use" (local institutions) from a gender perspective.
- Draw on wealth of community-based natural resource management (CBNRM) experience and models from South Asia to help address gender concerns.
- Baseline surveys should assess how workers and households are adapting to climate change and what the impact is on gender relations, natural resource management, and livelihoods.
- Prioritize the adaptation needs of poor women in adaptation funds, because they are the most vulnerable.
- Monitor how women are targeted by and benefit from adaptation funds and REDD or other forms of mitigation.
- Create mechanisms for the active and viable participation of women in adaptation and mitigation fund management (e.g., equal representation of women on committees for project planning, monitoring and evaluation, and social auditing of funds).
- Craft local institutions well (e.g., gender-aware and inclusive), and "brand" pilot-projects to better market them in socially-responsible carbon markets.

## 7.4 Health

In Bangladesh, despite remarkable achievements in most human development indices, the effect of gender discrimination continues to undermine the health of women and children. A high maternal mortality ratio is one of the strongest indicators of gender inequity. Research has shown that poverty and the disempowerment of women – low status, lack of power, lack of access to information, limited mobility, lack of decision-making and choice, early age of marriage, and

[34] Particularly the REDD+ approach, which adds "conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries" as secondary goals to the original objectives of avoiding deforestation and forest degradation. (UNFCCC 2007 cited in Costenbader 2009).

violence – contribute to maternal mortality, unintended pregnancies, preventing and treating HIV/AIDS, and gender-based violence.[35]

Gender equity and positive health outcomes are mutually reinforcing. Women's control over financial resources and decision-making are fundamental to their capacity to access and use health information, make informed decisions about their health and fertility, and to negotiate and insist on safe sex practices. Illness can be a catastrophic event, sometimes increasing the debt-burden or resulting in loss of household assets (e.g., land, animals). And women are often relatively disadvantaged when decisions are made about expenditures on health care. It will be important to understand the differences in the way women and men use and benefit from health care services, and how this affects (or is affected by) household members.

The intersection between poverty and the roles, resources, and decision-making power of men and women should be a key element in the design of strategies for the health sector. In addition, health-related solicitations should focus on strengthening GOB capacity to provide effective, equitable, and high quality services – by ensuring that the poor have access to essential healthcare, and increasing community participation, transparency, and accountability in the management of local health care facilities. As the grassroots frontline for health care provision, special attention should also be given to family welfare assistants (FWAs), family welfare visitors (FWVs), and skilled birth attendants (SBAs).

The high rate of maternal mortality needs to be addressed through men's participation in decision-making for maternal care. Men need to be targeted for health outreach messages and approaches (in ways that promote dialogue and shared decision-making between men and women). Gender-sensitive communication and management techniques could be applied through on-site coaching and focus-group facilitation to provide insight into the relationship between gender discrimination and improving health care for all. This should include information about the ramifications of gender inequality – on relationships, human sexuality, families, and communities. Different sites of communication could be discussed – such as between sexual partners and in households and communities, as well as with FWAs, FWVs, and SBAs.

Key questions to consider include:

- What is the effect of gender relations on decision-making ability, freedom of movement, control over money, legal rights, and access to health services?
- How can gender differences and unequal power relations be more effectively addressed in through health programs?

[35] USAID August 2009.

- How can barriers be reduced? (e.g., unequal access to and control over money for services; ability, time, and transport to get to services; opportunity costs in terms of lost wages and childcare; and women's multiple productive and reproductive responsibilities)

**Recommendations:**

- Consider ways to better inform and empower clients.
- Make services more inclusive and/or welcoming for all family members.
- Expand clinic counseling services to reach different members of the household with behavior change messages and improve couple communication.
- Support women friendly hospital guidelines.
- Work with the Health, Nutrition, and Population Sector Program's Gender Equity Voice Task Force to implement the Gender Equity Strategy.[36]
- In clinics monitor: change in provider attitude toward choice of FP; change in bias toward women; change in clinic protocols regarding provision of a full range of methods; change in gender/age mix for each service provided.
- In men's participation monitor: changes in knowledge among men regarding family planning, maternal health, and HIV/AIDS.

## 8. Mainstreaming Gender in USAID/B Portfolio[37]

### 8.1 Assessments

Collect data on gender relations, roles, and identities in correlation with the needs or problems to be addressed through the program. Analyze this information to identify gender-based constraints and opportunities that may affect the achievement of program objectives.

Key questions include:

- What does information in previous or new research reveal about gender relations and the relative status of women and men?
- Are there differences between men and women that are significant for program outcomes and how will gender-based constraints and opportunities affect achievement of program results?

### 8.2 Strategic Planning

Examine program objectives for their attention to gender constraints and opportunities. If needed, restate those objectives so that they strengthen synergy between gender equity and program goals. This may require identifying intermediate results (or sub-objectives) that address gender differences in order to enhance program effectiveness and contribute to a more equitable distribution of benefits.

[36] GOB 2001.
[37] Portions of this section are adapted from: USAID (August 2009), Britt (2007), and DevTech (2005).

Key questions include:

- Do differences in the sex, age, and/or socioeconomic status of participants and stakeholders affect their ability to voice their opinions, make decisions, or access information and services?
- What are the different roles and responsibilities women and men have that will affect program outcomes and the allocation of its benefits? Do women and men control different types and levels of resources? Do they have diverse needs, interests, and abilities to make and express decisions and opinions?
- What are the social, legal, or cultural constraints that might prevent women or men from participating in activities?
- Are program objectives feasible given available financial, human, and technical resources?

## 8.3 Design

Identify key program strategies to address gender-based constraints and opportunities. These should be articulated in

**Box 2. Sample Evaluation Form for RFAs/RFPs: Gender Evaluation Criteria for Proposals***

**OVERALL TECHNICAL RATING _____ (100)**

*Adapted from RFA Subgroup, Program Implementation Subcommittee of the Interagency Gender Working Group. *Guide for Incorporating Gender Considerations in USAID's Family Planning and Reproductive Health RFAs and RFPs.* Washington, D.C., 2000.

The following are illustrative evaluation criteria help to assess the degree to which gender considerations have been integrated into a proposal. Depending on the context and sector, some suggestions may be more appropriate than others. Review panels and design teams should select or modify accordingly, and use with other criteria that are specific to the RFA/RFP.

**Maximum Possible Points: 100**

**A. Technical Approach**
*Technical and creative merit of proposed plan for:*
(1) Achieving intermediate results, including creative integration of gender-sensitive strategie (e.g., gender research, analyses or assessments, consultations with women's advocacy groups and gender-equitable consultation and participation in all phases of activities). __ ( )
(2) Monitoring and evaluation, including sex-disaggregated indicators, targets, and appropriate use of gender-sensitive methods and gender criteria for assessment of activity progress and impacts. __ ( )
(3) Gender considerations in activity design, training, and procurement actions. __ ( )

**Overall Technical Approach Points__ ( )**

**B. Personnel**
*Successful experience among key staff in:*
(1) Analyzing gender issues and data for the specified sectors and designing activities that respond to the opportunities and constraints they create for achieving project intermediate results. __ ( )
(2) Applying participatory methodologies and ensuring stakeholder involvement from diverse constituencies throughout (project inception to evaluation). __ ( )
(3) Position descriptions that require gender expertise, especially for leadership positions, and allow flexibility to accommodate female staff concerns (e.g., if safety is a concern for women traveling alone, consider ways of pairing women field staff to work together; if forma qualifications are a barrier, consider additional training or changing the criteria to reflect other abilities and attract more qualified women candidates). __ ( )

**Overall Personnel Points __ ( )**

**C. Institutional Capacity**
(1) Demonstrated institutional commitment to gender equity, and expertise through continuous staff training __ ( )
(2) Existence of gender-equitable organizational policies and procedures __ ( )
(3) Demonstrated history of providing equitable opportunities for women at all levels of organizational management. __ ( )

**D. Past Performance**
(1) Level of technical expertise in the implementation and use of state-of-the-art approaches, including gender-sensitive strategies __ ( )
(2) History of publications on gender issues in specified sectoral programs __ ( )
(3) Successful history working collaboratively with public and private institutions with gender expertise, including international and local organizations. __ ( )
**Overall Past Performance Points __ ( )**

all AADs and RFA/RFPs. Gender-aware programs and projects mainstream gender concerns and identify gender objectives from the very beginning. Gender should not be an "add-on" component or an after-thought.

Key questions include:

- What activities and services will the program implement to ensure that gender constraints will be mitigated or eliminated, and GIOs maximized?
- How will activities and services achieve equitable participation by women and men?
- In what ways will program activities benefit women and men?
- How will the program ensure that women and men have equitable access to and control over information, resources, and services?
- What strategies will the program employ to address discriminatory laws, policies, regulations, and institutions?
- What strategies will the program develop to address social and cultural preferences?
- Are there mechanisms within the project to help address disparities in resources attainment (including education and confidence-levels), opportunity costs, and communication, advocacy, or reporting skills?

## 8.4 RFA/RFPs

The ADS requires that gender-related findings from any analytical work undertaken during the development of the project or activity design (e.g., assessments, statement of work/program description) be included in the RFA/RFP. This minimizes the possibility of gender issues being overlooked, sidelined, or marginalized. When gender issues are fully integrated into a contract Statement of Work or Program Description for a grant/cooperative agreement, they become an integral part of the evaluation/selection process.

RFA/RFPs should make clear the importance of gender integration in all stages of design, implementation, and monitoring and evaluation. They should also spell-out the gender criteria that will be used in evaluating proposals, as outlined below.

## 8.5 Evaluation of Proposals

Evaluation criteria should weigh the activities planned as well as the knowledge, ability, and experience of the staff proposed. There should be demonstrated institutional capacity to undertake proposed activities in a gender-aware manner. The following sections identify what to look for in activities, partner organizations, and technical evaluation committees, as well as gender criteria in a sample evaluation form for RFAs/RFPs (see Box 2).

### 8.5.1 What to look for in activities:

- Quality of gender-relevant research, background analysis or assessments, and consultations.
- Gender-analysis as part of activity design and training as part of procurement actions (e.g., subcontracts, task orders, SOWs for consultants).
- Attention to gender objectives and GIOs in different aspects activities.
- Disaggregated data for indicators and targets.
- Mix of indicators to increase rigor and understanding of impacts on gender relations.

- Gender-related criteria in evaluation of project progress and impact.

### 8.5.2 What to look for in Partner Organizations

- **Workforce diversity:** They have a workforce diversity policy, and are tracking staff composition to monitor changes over time.
- **Values:** Their values, policies, and practices indicate a clear commitment to gender equity.
- **Working style and approach:** They have previously worked with disadvantaged groups (usually women), in ways which empower these groups and build their capacity to act independently and as part of a broader coalition.
- **Staff qualifications:**
    - Key personnel who have demonstrated sectoral and gender-analysis skills.
    - Position descriptions (including leadership) that explicitly require knowledge of GIOs and constraints in the general context of Bangladesh and the specific context of the selected districts
- I**nstitutional capacity:**
    - Demonstrated institutional commitment to gender concerns in previous contracts, cooperative agreements, or grants.
    - Gender-equitable and workforce diversity policies and mission statements, including equal opportunity employment practices.
    - Publications on gender, and/or with quality explanations of gender concerns in relation to specific activities.
    - Experience in participatory methodologies, working with diverse constituencies, and ensuring stakeholder participation.
    - Ability to offer *meaningful* gender trainings (i.e., relevant to project and activities, with a focus on how to maximize GIOs) for staff and collaborating partners.

### 8.5.3 What to look for in terms of review panels/technical evaluation committee members:

- The RFA/RFP review panel should have at least one member with knowledge gender opportunities and constraints in the context of Bangladesh to rate proposals for their technical quality on gender integration. That person should ideally be a voting member, though the chair of the panel could invite someone with gender expertise to serve as a nonvoting member.
- Another option would be to constitute an expert advisory group (EAG) as part of the evaluation team. EAG members would have to recuse themselves from bidding on any relevant RFA/RFP in order to mitigate conflicts of interest.

## 8.6 Monitoring and Evaluation

Monitoring and evaluation procedures should be able to track outcomes, including the metrics of social change. Work plans and reporting from partner organizations should demonstrate attention to gender concerns and strategies for collecting and analyzing relevant data. Differences between baseline and endline should be analyzed to assess the effectiveness of activities designed to address gender issues. Based on monitoring and evaluation results, there should be sufficient flexibility to expand on successful gender-equity outcomes.

Key questions include:

- Are indicators disaggregated by sex, age, socioeconomic status, and ethnic group (if applicable)?
- Are baseline data collected on women and men of different ages, socioeconomic status, and ethnicity (if applicable)?
- Are there indicators to measure changes in gender relations, access to services and resources, and power dynamics?
- Is information collected and systematically analyzed on a regular basis?
- Does the project have policies about what to do when monitoring and evaluation data reveal gender inequities?

### 8.6.1 Disaggregation: Sex vs. Gender

Disaggregated data combined with people-level indicators often provide a better measure of impacts, and whether gender objectives are being met. Disaggregating by sex is necessary, but generally is not sufficient for understanding changes in gender relations. For example, tracking the number of men or women involved in a training program, the number of enterprises owned by men or women, and the increase in income for men and women does not necessarily reveal changes in gender roles or norms. This information needs to be supplemented with information about whether there has been any change in women's status and/or changes in the household division of labor to better monitor the impact on gender relations.

### 8.6.2 People-level Indicators[38]

To capture changes in gender relations over time, people-level indicators will often provide the best information. Household results should be disaggregated by couple or female-headed households, and in relation to key gender equity concerns (e.g., changes in women's access to land or other assets, engaged participation in discussions and/or training programs, degree of shared decision-making in the household) and gender-related impediments (socio-cultural constraints, e.g. mobility). To monitor these kinds of changes, projects should use a mix of different types of indicators. In particular, process or proxy indicators tend to offer a clearer picture of on-the-ground changes in gender relations, and how these are affecting development outcomes.

- **Quantitative Indicators:** numerical measurements of changes in the behaviors, attitudes, and practices of targeted individuals, disaggregated by sex and/or other social variables, such as age, education, and socio-economic class.
- **Qualitative Indicators:** more subjective measures that address perceptions, such as behavior changes and relationships between men and women. Scales, ranking, and indices can be used to quantify qualitative changes.
- **Process-Oriented Indicators:** quantitative and qualitative indicators that measure, e.g., the achievement of activity deliverables and/or the quality of participation.
- **Proxy Indicators:** quantitative or qualitative indirect measures that reveal the impact of a program or activity.

[38] Partly adapted from CIDA (1997) The Why and How of Gender-Sensitive Indicators: A Project Level Handbook.

| Box 3 Gender Integration Tool | | |
|---|---|---|
| **Project Activity** | **Some Key Questions** | **Observations** |
| **Analysis** | • Who benefits from the activity and how?<br>• What are the implications for gender relations?<br>• What opportunities exist for improving gender equity?<br>• What are the specific criteria for understanding the impact on gender relations/social change? | • Think about context: especially, how power relations within the private sphere (household) relate to those in the public sphere (e.g., project, market, community, state). |
| **Implementation** | • Who participates?<br>• What are the differences in the rate and quality of participation?<br>• What will be the effect on men and women in the short and longer term?<br>• What is being done to address inequalities?<br>• Does the project adversely affect gender relations?<br>• How might the project be adjusted to increase gender positive or transformative effects, and reduce or eliminate negative outcomes?<br>• Are GIOs being maximized? | • Are project personnel aware of and sympathetic towards women's needs?<br>• Do staff understand the meaning of gender, and are they sensitive to gender concerns and the importance of gender equity?<br>• Are there opportunities for women to participate at the management level?<br>• Do female staff deliver goods or services to women beneficiaries?<br>• Are there mechanisms to ensure that resources or benefits are not usurped by males? |
| **Monitoring and Evaluation** | • How is progress being measured?<br>• What indicators best reflect: (1) desired results, (2) differences (changes in baseline), and (3) the overall impact on gender relations?<br>• Are proxy or process indicators being used to measure the impact of activities on gender relations, and the extent to which women's equity needs are being met? | • What is being monitored and/or measured? *Practical needs* (e.g., basic needs for food, water, and shelter, healthcare, paid work) *and/or strategic needs* (e.g., changes to the division of labor, higher education, leadership skills, opportunities for collective action, increased decision-making, removal of discriminatory laws, health choices that give women greater control over their bodies, measures to counter violence against women). |

## 9. Cross-Sector Recommendations

**Improve trainings for staff on the *meaning* of gender and sector-specific GIOs:** All managers and staff involved in project implementation should be trained on gender and sector or project-specific GIOs. In addition, there should be a gender point person, responsible for guiding and supporting the progress of gender-related activities. This person should have sufficient resources and authority to make programmatic changes to improve gender-related outcomes.

**Monitor and evaluate activities through gender lens:** All work plans should have activities or strategies for addressing gender disparities. Baseline, midline, and endline surveys should include gender indicators and/or ways to track changes in gender relations.

**Maximize opportunities for behavior change outreach among men:** Focus on men and youth, especially sharing the experiences of "positive deviants" and benefits of gender equality. Use progressive leaders and role models to promote gender equality.

**Include gender analysis and gender competency in all sector assessments:** At least one team member with gender competency should be included in all sector assessments to collect data on gender relations, roles, and identities in correlation with the needs or problems to be addressed. This information will help to identify gender-based constraints and opportunities early into the planning process, and improve development outcomes.

**Improve staff and management ratios, and the quality and ratio of trainers:** Be flexible and creative in recruiting women staff for field and management levels. Re-advertise positions, allow more flexible work schedules, change qualification criteria, and promote capable women into management. Also, budget for training programs to increase technical capacity and to double-up women field staff to increase security and mobility (if this is the main impediment). Trainers should be gender-aware and sensitive to women's time-constraints and workload burdens. They should be interactive and participatory in their approach.

**Track changes in gender relations through indicators that better measure gender-related inputs, outputs, and outcomes:** Use a mix of different types of indicators to better monitor results. In addition to quantitative indicators, use qualitative, process-oriented, and proxy indicators to better capture changes in gender relations and how these are affecting development outcomes. If targets are not being achieved, the project should revisit its initial gender analysis and/or seek gender expertise to identify opportunities and constraints.

**Create opportunities for sharing information about gender in ongoing projects and among partners:** Establish a forum to facilitate networking among gender specialists and gender focal points, to better share information about gender integration in ongoing projects. Monitor for gaps in communication and understanding between INGO/National NGOs and local NGOs and CBOs.

**Increase youth-focused activities, especially at the nexus of gender and inclusion:** Youth are the future. Research indicates that young men and women are more flexible in their perceptions of gender roles and identities. Focusing on youth helps to reinforce and encourage shifts in norms.

**Gender should not be viewed as an "add-on":** Gender objective(s) should be identified from the very beginning. There is a tendency to think of gender as somehow outside the purview or scope of a program, project or activity. Attention to gender makes development assistance more equitable, effective, and sustainable.

**Concentrate on ways to increase dialogue between men and women:** Social capital and shared understanding builds when groups (men and women) are brought into a dialogue or otherwise work on activities which benefit everyone.

**Disaggregate data and analysis:** Disaggregated data and analysis are essential for tracking gender-related outcomes. Without this information it is difficult to gauge changes in gender relations.

**Increase voice, agency, and influence through coalitions and federations:** Broader coalitions are better-able to hold accountable the institutions that affect them. Within these groups or coalitions it is important to guarantee women's representation (at least 30%), especially in office-

holder positions and/or committees with decision-making authority. This will help to formalize women's oversight and management roles. Reserved quota spaces should be secured through a competitive process among women to find the best candidates.

**Support GOB initiatives to be more gender-responsive and accountable:** Use different tools and methods to increase awareness, accountability and responsiveness of the GOB toward gender. Examples include: gender budgets, gender audits, gender scorecards, and gender-sensitive disaggregated data in national surveys, census, and client satisfaction surveys.

## Annex A: Scope of Work for Gender Assessment

DRAFT SCOPE OF WORK
Gender Assessment
USAID/Bangladesh
January 2010

I. Introduction.

On May 4, 2009 the USAID Acting Administrator through an Executive message reminded all USAID staff of the critical importance of integrating gender considerations into all stages of planning, programming, and implementation of development assistance. As he stated in his message, gender is an essential part of effective and sustainable development. He also proposed a number of steps to continue to highlight and promote the integration of gender into USAID's overall planning and programs. USAID later issued the revised Automated Directive Systems (ADS) for Gender Analysis in November 2009 that provides specific guidance in accordance with the Administrator's message to integrate gender into USAID's planning and programs.

USAID/Bangladesh is committed to integrating gender across all its development endeavors. The Mission will soon develop its new 2011 – 2015 country strategy, and as a result now is the right time to assess what specific gender factors USAID Bangladesh needs to consider while developing a new strategy. The purpose of this Scope of Work (SOW) is to acquire technical assistance to conduct a gender assessment from the Office of Women in Development in the Bureau of Economic Growth, Agriculture, and Trade (EGAT/WID) and the Office of Population and Reproductive Health in the Global Health Bureau (GH/PRH) through the WID Indefinite Quantity Contract Short-term Technical Assistance and Training Task Order, and Health Policy Initiative/Interagency Gender Working Group Gender Technical Assistance Task Order, respectively. The gender assessment will inform and guide the design and formulation of the Mission's 5-year strategy and activities under that strategy; helping to ensure gender integration throughout project planning and implementation. The assessment will provide a set of practical recommendations in the form of an action plan that will include immediate, medium and long terms steps the Mission can take to effectively integrate gender in the Mission's program.

This Scope of Work is to conduct a gender assessment that focuses on the specific sectors under the Mission's upcoming strategy

II. Background:

Bangladesh remains one of the world's poorest countries with a population of approximately 150 million. In the UN Human Development Index, Bangladesh ranked 146th among 182 countries and according to the Gender Development Index it ranked 101 among 155 countries. Moreover, Bangladesh ranks 108$^{th}$ out of 109 countries in the Gender Empowerment Measure (UNDP 2009). Bangladesh did have a steady 5-6% per year economic growth over the past decade, but still more than 45 percent of its 150 million people continue to live on less than a $1 perday. Furthermore, food insecurity remains a major development challenge. Lack of access to adequate quality and

quantities of food, particularly for pregnant mothers, as well as poor infant and young child feeding practices are key causes of malnutrition. Women are usually the last to eat at mealtimes and 50% of the female population is undernourished. Gender inequality influences dimensions of poverty and food security. Female headed households face more serious poverty, in terms of food security and lower income, than male headed households. About 45 percent of female–headed households fall below the poverty line, compared to 39 percent of male-headed households (Government of Bangladesh (GOB) & UNDP 2005).

At the same time Bangladesh has made progress in several areas, such as education, health and exports. Bangladesh's largest export industry is garments, and almost 90% of the garment workers are women. Getting involved in paid employment has led them to delay their marriage and prevent early pregnancy. Microcredit interventions have given millions women access to cash and the opportunity to earn a livelihood. Furthermore, Bangladesh has achieved gender parity in education, and many health indicators show significant progress. For example, the total fertility rate has declined dramatically since the early 1970s from 6.3 children per woman to 2.7 in 2007. Mortality of children under the age of five has declined from 220 to 65 per 1000 live births over the same period. Likewise, infant mortality has more than halved, from 140 to 52 per 1000 live births, and this improvement has reduced the gender gap in life expectancy that traditionally favored men. However, the maternal mortality ratio is still high, at about 320 per 100,000 live births.

Women in Bangladesh are also increasingly more engaged in politics and governance both as voters and as elected representatives. There are now unprecedented opportunities for greater and more meaningful roles for Bangladeshi women in governance. Key ministries of the present government are led by women. In addition to the 45 women occupying reserved seats in the Parliament, 20 women MPs were directly elected; thus bringing the total of women in Parliament to 65 or 18.8%. Women now serve as one of two directly elected chairpersons in each of the 481 upazilas, which constitute the middle tier of the country's local government structure. Thanks to recent election law reforms, political parties are now required to have a minimum of 33% women representation in party committees by 2020.

Despite these achievements, women in Bangladesh still face discrimination, exclusion and injustice, and have yet to play an influential role at all levels of decision making. Discriminatory laws and policies hinder formal equality, and socio-political conditions prevent women from exercising their rights. Girls are often considered a burden, especially for poor households; they are at risk of marriage at an early age and the practice of dowries, though illegal, continues and is highly burdensome. Women are heavily engaged in agricultural activities but are not considered to be farmers and do not have access to agricultural extension services.

Furthermore, violence against women makes them socially vulnerable and prevents them from fully participating in society. More than half of all married women (53%) have experienced some form of physical and/or sexual violence, while 13 % have experienced both types of violence (BDHS, 2007). It is estimated that 14% of maternal deaths are caused by violence against women (GoB & UNDP 2005). True empowerment of women and moving towards gender equality remain a great challenge.

The GOB makes a clear commitment to equality between women and men in its recently-approved Poverty Reduction Strategy Paper (PRSP). It sets out several strategic goals:

- enhance women's participation in decision-making;
- promote gender equality and empowerment of women (also a Millennium Development Goal); and
- ensure women's full participation in mainstream economic activities.

The donor community is very committed to support the government of Bangladesh to achieve its goals set out in the PRSP. Similarly, USAID is committed to integrating gender in its all development efforts and supporting the government's goals as articulated in the PRSP.

In its upcoming 5-year strategy USAID/Bangladesh will articulate how the Mission will continue to achieve key development objectives in the following sectors where USAID currently conducts programming:

- Peace and Security – combating trafficking in persons, community policing
- Governing Justly and Democratically – anti-corruption, civil society advocacy, political participation and leadership in representative government, and human rights (domestic violence prevention)
- Investing in People – population, health, nutrition and education
- Economic Growth – private sector competitiveness, energy, environment, and food security
- Humanitarian Assistance – disaster preparedness and mitigation, and non-emergency food aid programs

Between FY 2008 and FY 2009 USAID/Bangladesh's portfolio in Democracy and Governance doubled to more than $20 million annually. In addition, in FY 2010 and future years USAID/Bangladesh will emphasize anticipated growth in funding under following initiatives:

- Food Security (includes agriculture, income generation and nutrition)
- Global Climate Change (GCC)
- Health

The upcoming Global Hunger and Food Security Initiative (GHFSI) Implementation Plan 2009 provides a framework for all USG funded programs to address the underlying causes of poverty, hunger, and under-nutrition in Bangladesh. It is already established that gender inequity is one of the underlying causes of all these problems mentioned earlier. Although the GHFSI will receive targeted funding to support predominantly agriculture programs that promote food security, USAID/Bangladesh will also use resources from other initiatives and on-going programs, such as the Global Health Initiative, the Climate Change Initiative, the Global Engagement Initiative, and Food for Peace Title II resources, to fund other core investments areas such as family planning, health approaches to nutrition, and relevant governance issues, as described in this Implementation Plan.

Women, especially women heads' of household and the extreme poor, constitute a special target group as they are even more vulnerable to the factors that contribute to persistent poverty. Hence

it is required to know how best USAID can target and empower women in order to reduce gender disparity in the agricultural, sector, such as access to resources, wage differentials, labor productivity, and inclusion of women in extension services.

Women usually lack access to health services due to their limited mobility especially in rural areas. Moreover men are the main decision makers for women's and the family's health. So, to improve women's health and nutrition, men's involvement in the health intervention is crucial to make them aware about their responsibility regarding reproductive health and nutrition. Therefore, it is essential to know how best USAID can involve men in the reproductive health interventions.

To further promote women's rights and political empowerment, USAID will continue to create an enabling environment for women to participate in public life and facilitate their ascendance to leadership positions in politics and government. Major new initiatives will be launched to enhance women's roles as successful lawmakers, political party policy makers, and election administrators. In Parliament, 64 women representatives will receive USAID support to enhance their performance and standing as role models.

The Mission has identified gender as one of the critical cross-cutting themes that need to be fully integrated across all programming areas relevant for the new strategy.

## III. The Scope of Work:

### A. Purpose

The purpose of this gender assessment is to inform the development of USAID's upcoming 5-year strategy for Bangladesh in order to achieve better gender outcomes. In order to do that, the team will review the existing USAID programs to identify positive instances/ best practices to inform the future activities. The assessment will focus more on "how to incorporate gender issues/concerns into existing and future programming" rather than "what are the issues". The gender assessment will also prepare a gender action plan to inform the actions needs to be taken by the mission and its implementing partners and the methods of doing that. The plan will recommend appropriate gender equity goals for the Mission across its portfolio with a specific focus on the initiatives mentioned earlier and identify any needs for gender training. The outcome of the gender assessment, the gender action plan, will serve as the basis for the continuing process of gender mainstreaming in the planning and implementation of Mission programs.

The specific objectives of this assessment would be to identify the best practices/ positive instances from our existing selected activities and inform what actions the Mission can take in the short term, medium and long term to better address gender equity issues/concerns and bring about change in women's lives through its interventions in existing programs, as well as in future programming. This means that the team will develop an action plan based on their recommendations for immediate/short, medium and long term actions. Immediate/short recommendations are those which can be implemented in the existing activities within 1-6 months and medium terms recommendations are those which could be implemented within next 1-2 years. The long term gender action recommendations related will help inform the Mission's 5 year strategy.

B. Methodology:

The gender assessment will be conducted using a participatory process involving the Mission's Technical Office (TO) Teams, key partners and other relevant stakeholders. Mahmuda Rahman Khan, the Mission's Project Development Specialist for Gender and Donor Coordination, will serve as the Activity Manager.
It is recommended that the following approach be undertaken, which includes a combination of a desk review, key informant interviews and site visits.

Conduct a comprehensive literature review of pertinent documents including: from NGOs, the Government of Bangladesh (GOB), the academic community, and USAID documents, such as PMPs, assessments, evaluations, solicitations and proposals, data (gender-differentiated development indicators and constraints), and gender analyses.

Assess key policies of donors and the GOB relating to gender and identify opportunities for collaboration and mutual strengthening of gendered approaches.

Discussions and interviews with key donors, NGOs active in gender, and GOB officials. [USAID/B will provide a list of key contacts before the team arrives. The assessment team will submit its list of key contacts and provide the list to USAID as part of the outline detailed under the Deliverables section.]

4) Meetings with USAID implementing partners (contractors, grantees, NGOs) and each technical team. USAID will assist with identifying the most important partner contacts.

5) Selected site visits to project activities will be made by the team. The Mission will select the potential projects in conjunction with Technical Offices and will let the team know prior their arrival to the Mission. The Mission will discuss the proposed potential projects with the team upon their arrival in the Mission and will make the final decision.

C. DEVERABLES:

Mission gender assessment

The team will develop a gender action plan that lays out the steps for mainstreaming gender in Mission policies and activities in the Mission's 5-year strategy (long-term), as well in the immediate and medium term. As part of its analysis to prepare the gender action plan, the team will assess at a minimum one key activity from each technical office to more closely review specific gender factors [such as women's effective participation in decision making, more women leaders in politics (local and national), their control over resources, access to extension services, their ability to raise their voice and claim their rights, violence against women ] that are relevant for the future strategy and to improve ongoing programming. The Mission suggests that these activities assessed are the same as those that the team visits on site visits. The Mission will propose the suggested potential projects in conjunction with Technical offices and will let the team

know before their arrival. The Mission will make the final selection after discussing with the team upon their arrival.

For the long-term component of the action plan for the team will recommend how the Mission can best promote gender equity in its portfolio and suggest appropriate gender equity goals and actions for the Mission's upcoming 2011 – 2105 strategy focusing on global climate change, food security, governance and health. To do so the team will need to assess and suggest how the critical gender factors in the relevant sectors can best be addressed, such as how to: reduce early marriage and early pregnancy, increase use of health facilities or trained birth attendants during deliveries, improve nutrition among women and girls, increase women's income, reduce women's vulnerability to disaster, empower women to make decisions, reduce violence against women and address discrimination in the work force. Given the broad range of sectors in which USAID/Bangladesh conducts programming, the gender assessment is not expected to provide detailed goals for each. However, the Mission seeks to ensure an integrated and complementary portfolio with gender equity as a cross-cutting theme. As a result, the gender assessment will focus on the suggested key sectors with planned funding increases, (health, food security, governance and GCC) but broadly consider USAID's entire portfolio in Bangladesh. As part of the gender action plan the team will suggest a set of gender-sensitive indicators that could be used to determine/measure program performance from a gender perspective that could be included in relevant performance monitoring plans (PMPs).

For the short and medium term the team will provide recommendations as to how the Mission can begin to apply and integrate recommendations relevant for the long-term strategy into its ongoing activities and those that will commence in the next year. As part of the plan the team will identify needs, if any, for gender training. In its recommendations the team will focus particularly on the four selected activities, one from each Technical Office. The recommendations must be practical and address the perspective of both technical and support offices. For example, the team must be mindful of budget constraints and procurement implications of their short and medium-term recommendations. The Mission will use the action plan as a model to use that for other projects (which are not included in the assessment) for better addressing gender equity concerns or unequal relationship between men and women which affects development outcomes.

There will be two written deliverables under this task:

An outline of the gender assessment report based upon its review of literature and the meetings conducted. The outline will be provided by the team by close of business on Wednesday of the first business-week of the team's work in Bangladesh. The outline will include a list of contacts that the team plans to interview, as well as its planned site visits. The Mission will provide comments and/or approval to the team on the list of contacts by close of business Thursday at the end of first week of the team's work in Bangladesh. If requested the team will provide a revised list of contacts to the Mission by close of business Monday at the beginning of the second week. The Mission will provide its comments/and or approval by close of business Wednesday during the team's second week of work in Bangladesh. The Mission will provide its comments on the draft outline by close of business Thursday of the first business-week of the team's work in Bangladesh. The revised outline will be finalized/ approved by the Mission through a meeting with the team on Monday, beginning of the second week of team's work in Bangladesh.

Report of the gender assessment, which includes an action plan and set of gender sensitive indicators that could be used to determine/measure program performance from a gender perspective that could be included in relevant performance monitoring plans (PMPs). The draft report will be submitted by the team no later than two weeks following the conclusion of their work in Bangladesh. The Mission will take two weeks to give written comments back to the team. The team will have two more weeks to submit the final report. The mission will approve the report within next week after submission of the final report,in conjunction with the Technical Offices.

The report must address the points described above. The assessment should discuss gender data, concerns, priorities, and approaches in such a way that it not only informs updates to the existing country strategy but also provides useful guidance for USAID/Bangladesh to use in the next phase of program development. It should, where appropriate, include examples that demonstrate application of existing gender analyses and lessons from experience with ongoing programs that address gender constraints.

The report will be of maximum of 30 pages with an Executive Summary of 3 pages.

A Mission debriefing is required before leaving the country. The debriefing will provide a preliminary report out the action plan with set of actionable recommendations and preliminary gender indicators for specific sectors.

D. Team Composition.

The team composition should be made up of 5 consultants, two will be international and three will be local consultants. The team leader among the international consultants must be an experienced social scientist in development studies, sociology, anthropology, political science, economics, or a related field with a special emphasis on climate change. Prior research experience, especially at the field level, is particularly useful. Among the other 4 consultants, one needs to have expertise on gender, health, nutrition; one on governance, democracy and gender/human rights (violence against women); one on gender and food security, and one on logistical services. The international consultants must have a minimum of 10 years in international development with significant experience in South Asia. All of the team members should have significant recent experience with gender analysis in the development context and/or in, relevant sector areas.

The local consultants must have at least 5 years of experience in conducting evidence-based research and evaluation. The logistical coordinator will also have at least 3-5 years of experience in dealing with logistical services in the development context. The local consultants must be Bangladeshi nationals.

E. Schedule and Logistics

The Mission proposes the assessment to start from 17 January 2010 and end on 22 February. The draft report is due on 22 February. The final report should be submitted by 22 March 2010. The team needs to be prepared to work from a hotel due to the lack of space in the Mission. Meetings with USAID staff can be conducted in the Mission but meetings with outside partners will need to

be organized outside the Mission. Due to the fact that two assessment teams will be visiting simultaneously, the team will not be able to utilize the Embassy Motorpool vehicles for transportation.

## Annex B: People Consulted

### Dhaka

Asian Development Bank
Ferdousi Sultana Begum, Social Development and Gender Officer

Canadian High Commission
Hilary Syme, First Secretary: Development

Cornell University
Dr. Shelley Feldman, Professor, Development Studies, and
Director, Feminist, Gender and Sexuality Studies

Democracy Watch
Taleya Rehman, Founder Executive Director
Mansura Akhter, Coordinator, Gender and Governance Training Program
Rafayet Ara, Program Officer (Training)
Shamin Al Mamun, Senior Program Officer
Fahima Sultana, Program Officer (Advocacy)

DFID (Department for International Development), UK
Naved Ahmed Chowdhury, Social Development Advisor

Embassy of the Kingdom of the Netherland (EKN)
Henny de Vries, First Secretary, Governance and Gender
Tapati Das, Advisor Development Aid and Violence Against Women
Mushfiqua Z. Satiar, Advisor Gender and Development

Embassy of Sweden
Britta Nordstrom, Counsellor Social Sectors, Deputy SIDA Country Director

Engender Health-Mayer Hashi
Dr. A.J. Faisel, Country Representative

GTZ
Anuradha Bhattacharjee, Consultant

Government of Bangladesh
KBM Omar Faruq Chowdhury, Joint Secretary, MOHFW
Dr. Sharmin Shirin Chowdhury, Minister, MOWCA
Razia Begum, Secretary, MOWCA

Helen Keller International
Oliver John Wakelin, Chief of Party, REAL Project
Emily Hillenbrand, Program Manager

IPAC-Integrated Protected Area Co-Management Project
Robert T. Winterbottom, Chief of Party
Utpal Dutta, Governance Specialist

PRICE (Poverty Reduction by Increasing the Competitiveness of Enterprises)
Jules Lampell, Chief of Party
Alizeh Ahmed, Communications Specialist
Mahmuda Akter Khan, Manager Training

PROGATI (Promoting Governance, Accountability, Transparency, and Integrity)
David A. Pottebaum, PhD, Chief of Party
Jeremy Kantor, Deputy Chief of Party
Dr. ATM Obaidullah, Parliamentary Advisor
Shameem Ara Sheuli, Media Program Officer

Royal Danish Embassy
M. Mahal Aminuzzaman, Senior Program Officer, Human Rights and Democratization
Asm Harun Ur Rashid, Senior Program Officer, Agriculture Sector Program
Arifur Rahman Siddiqui, PhD, Senior Program Officer

Rupantar
Md. Amirul Eksan, Team Leader, Local Government

Save the Children
Dr. Ishtiaq Mannan, Chief of Party (MCHIP), MaMoni
Kamal Hossain, Project Director, SUCCEED
Mr. Didarul Anam Chowdhury, Deputy Project Director, SUCCEED

Smiling Sun Franchise Program
Juan Carlos Negrette, Chief of Party

Family Health International /Modhumita
Misti Mc Dowell, Country Director

The Asia Foundation
Russell Pepe, Chief of Party, Leaders of Influence Program
Nazrul Islam, Deputy Chief of Party, Leaders of Influence Program

**USAID/Bangladesh**

Office of the Director
- Denise Rollins, Director
- Carey Gordon, Deputy Director

Democracy and Governance Office
- Adam Schumacher, Acting Director, DG Office
- Lazhar Aloui, Senior Governance and Elections Adviser, DG Office
- Habiba Akter, Human Rights Advisory
- Sherina Tabassum, Governance Advisor

Population, Health, Nutrition, and Education Office
- Kanta Jamil, Acting Deputy Director
- Marcos Arevalo, Senior Health Advisor
- Tara Simpson, DLI Health Officer
- Kishan Chakraborty, Health Advisor
- Nasiruzzaman, Health Specialist
- Sukumar Sarker, Clinicial Advisor
- Mohammad Shahidul Islam, Education Team leader

Economic Growth Office
- Mark Visocky, Deputy Director
- Azharul H. Mazumder, PhD, Environment Team Leader, EG Office
- Sher Khan, Energy Advisor
- Aniruddha Roy, Private Sector Advisor
- Farzana Yasmeen, Program Coordinator
- Alia Islam, Program Assistant
- Rowshan Akhter, Program Assistant

Office of Food, Disaster, and Humanitarian Assistance
- Shahnaz Zakaria, Food Aid Advisor
- Tofayel Alam, Food Aid Specialist
- Mohammad Sayed Shibly, Project Management Assistant
- Mohammad Kamaruzzaman, Engineer

Program Office
- Julie Chen, Office Director
- Adriana Barel, Deputy Director
- Jeannette Vail, Project Development Officer
- Mahmuda Rahman Khan, Gender Advisor
- Linda Das Quamar, DOC Assistant
- Wasif Hasan, DOC Assistant
- Farheen Khurram, M&E Specialist
- Moin Rahman, Budget Specialist

Risalunnabi Khan, Budget Specialist
Muhammed Moinuddin, Administrative Assistant
Mahin Rashid, Development Outreach and Communications Specialist
Qing "Karen" Francis, DLI Officer

US Embassy Bangladesh
Ambassador James Moriarty

WorldFish Center-CAARP
Naseem Ahmed Aleem, Project Coordinator
Emdad Hossain, M&E Specialist

**Dhaka – Democracy and Governance Office, USAID Partners' Meeting**

Handicap International
Nancy Rollinson, Disability Technical Advisor

PROGATI (Promoting Governance, Accountability, Transparency, and Integrity)
David A. Pottebaum, PhD, Chief of Party
Amita Dey

WINROCK-Actions for Combating Trafficking-in-Persons (ACT) Program
Lisa S. Hammond, Chief of Party
Dipta Rakshit

**Dhaka – Economic Growth Office, USAID Partners' Meeting**

IPAC-Integrated Protected Area Co-Management Project
Bob Winterbottom
Sumaiya Firoze

ICEA (Improved Capacity for Energy Access)
Kelly D. Hewitt, Chief of Party and Energy Regulatory Expert
James Ford, Rural Cooperative Expert

IFDC (International Center for Soil Fertility and Agricultural Development)
Grahame D. Hunter, Chief of Party, ILSAFARM
Rubina Islam, Gender Specialist, ILSAFARM

NRECA International Ltd.
Robert O. Ellinger, Chief of Party-REDP
Ruh Afza Ruhi, Gender Specialist-REDP
Shahana Jannat, Gender Specialist-REDP

PRICE (Poverty Reduction by Increasing the Competitiveness of Enterprises)
Alizeh Ahmed, Communications Specialist
Mahmuda Akter Khan, Manager Training

**Dhaka – Health Office, USAID Partners' Meeting and Debriefing**

Engender Health/Mayer Hashi
Dr. Faisel, Executive Director
Dr. Fatema Shabnam
Ellen Themmen
Dr. Mizamin Rahman

Smiling Sun Franchise Program
Juan Carlos Negrette, Chief of Party

USAID/B
Kishan Chakraborty
Mahmuda Rahman Khan

**Dhaka – Office Food, Disaster and Humanitarian Assistance, USAID Partners' Meeting**

CARE Bangladesh
Rita Roselin Costa, Technical Coordinator-Empowerment, SHOUHARDO Program
H.K. Das, National Technical Coordinator, SHOUHARDO Program

Catholic Relief Services
Dr. Snigdha Chakraborty, Country Manager

Helen Keller International
Oliver John Wakelin, Chief of Party, REAL Project
Emily Hillenbrand, Program Manager

Save the Children
Murshida Akhter, Manager Capacity Building
Saikat Saha, Director, Commodities and Emergency

USAID/B
Jeannette Vail, Project Development Officer
Shahnaz Zakaria, Food Aid Advisor
Mohammad Sayed Shibly, Project Management Assistant
Tofayel Alam, Food Aid Specialist
Mohammad Kamaruzzaman, Engineer

WorldFish Center
Mohammad Abdur Razzaque
Dr. Golam Faruque

World Vision
Wilfred Sikukula
Remedios Gorgonio

**Chittagong**

BITA (Bangladesh Institute of Theatre Arts)
Sisir Dutta, Executive Director
Mousumi Chowdhury, Director, Policy & Collaboration
Shima Datta, Program Officer

MAISHA (Movement of Aid-Initiator through Services and Human Rights Activities)
Mohammad Yasin Monju, Executive Director
Md. Yourub
Md. Qamro C. Hassan, President, Nagorik Paribikhan Committee
Dr. Md. Nurul Alam, President

Nirmol Foundation
Dr. Syed Didarul Munir Rubel, Executive Director
Shah Ramzay ul Alam

The Daily Suprobhat Bangladesh
M. Nasirul Hoque, City Editor
Ali Haider, Deputy Chief Reporter

**Chittagong – Civil Society Group Meeting**

AWAC (Association for Women Empowerment and Child Rights)
Quaid-E-Azam, Chief Executive
Muklesur Rahman
Abdul Azim

BADHAN
Kazi Zahidur Rahman

BITA (Bangladesh Institute of Theatre Arts)
Shima Datta

CRCD (Centre for Rural Child Development)
Reba Barua

MAISHA (Movement of Aid-Initiator through Services and Human Rights Activities)
Mohammad Yasin Monju, Executive Director
Nirmala Proba

Nirmol Foundation
Shah Ramzay ul Alam

NOWZUWAN
Syed Ahaunul Kabir

OWDEB (Organization for Women's Development in Bangladesh)
Shyamoli Mazumder, Chief Executive
Ratan Das

PARC Rehabilitation Centre for Prostitutes and Rootless Children
Md Nazrul Islam (Manna), Chief Executive
Ismial Mento

UPAKUL Samaj Unnayan Sangstha
Mohammad Zubair Faruz (Liton), Executive Director

**Chittagong – Women Entrepreneurs Group Meeting**

Latifa Aktar, Fashion Max Training Center
Shaheen Akther, Noksha Fashion
Roksana Akterunnabi, Swapner Neer Samaj Kalyan Mulak Shangstha
Fatima Begum, Puspita Fashion House
Minara Begum, Sahara Fashion
Nasmin Begum, S.S. Fashion
Rahima Begum, Santa Embroidery
Shanaz Begum, Agrojahar
Baby Chowdhury, Beauty Parlor and Slim Fast Gym Center
Anirma Kalam, Ruma Beauty
Nurun Nahar, Nikor Crafts
Ferdous Ara Nayar, Naya Beauty
Shirha Rani Paul, Shuva Dress House

**Tangail**

SSS (Society for Social Service)
Bimal Kanti Kuri, Deputy Director
Abdul Razzak, Area Manager
Motahar Hossain, Branch Manager, Charabari

**Field Staff at the Charabari, Porabari branch office of SSS**

Motahar Hossain, Branch Manager, Charabari Branch
Shishir Ahmed, Assistant Branch Manager, Charabari Branch
Monirul Islam Khan, Junior Officer, Charabari Branch
Shah Shafiulla, Accounts Officer, Charabari Branch
Abdur Razzak, Area Manager, Tangail-2 area
Bimal Kanti Kuri, Deputy Director, SSS, Tangail

**Tangail – Shakrail Mohila Samiti (women's group) members at Village Shakrail, Dainna Union, Charabari.**

Hazera Begum, chair of the group
Rowshan Ara, Secretary
Amena
Jostna
Jharna
Bulbuli
Najma
Maleka
Rina
Monowara
Khodbanu
Bhanu
Shumi
Hosna
Selina

**Barisal**
**NGOs of CARRP project (USAID supported)**

WorldFish Center, Field Office
Mr. Zakir Hossain, Project Manager
Md. Suruj Ali, Technical Specialist
Mohd Mamum-Ur-Rashid, Technical Specialist
AVAS (Association of Voluntary Action for Society)
Ms. Rahima Sultana Kazal
Chandradip Development Society
Ms. Jahanara Begum Swapna
ICDA (Integrated Community Development Initiative)
Mr. Anowar Zahid , ED
International Development Enterprise (IDE)
Mr. Prodip Kumar Manadal
Mr. B M Asadul Haque
IDFC (An International center for Soil Fertility and Agricultural Development)
Ms. Rubina Islam, Gender Specialist

**Ujirpur, Barisal – NGO staff, AVAS**

Ayub Khan, Field Officer
Nazrul Islam, Field Officer
Basudev Das, Field Officer
Abul Kalam Azad, Field Officer
Md. Tawhid, Field Officer
Prodip Das, Field Coordinator

**Ujirpur, Barisal – AVAS/CAARP, Male Group Members**

Liakat Hossain
Sunil Chandra Das
Manik Khalipha
Omar Ali Sarder
Faruque Sarder
Adam Ali Sarder
Majnu Sarder
Shajahan Sarder
Kalam Bari
Mizan Biswas
Kuddus Mridha
Shah Alam
Parimal Chandra Shaha

**Ujirpur, Barisal – AVAS/CAARP, Female Group Members**

Kahinoor Begum
Lucky Begum
Reba Begum
Farida Begum
Reba Begum
Firoja Begum
Jahanara Begum
Ranu Begum
Kulsum Begum
Jahanara Begum
Nasima Begum
Khodeja Begum

**Ujirpur, Barisal – ILSAFARM, Male Group Members**

Anisur Rahman
Shahadat Hawlader
Md. Masum Hawlader
Md. Selim Sarder
Md. Lokman Talukder
Md. Younus Mridha
Md. Takser Sarder
Md. Ismail Hawlader
Abdul Mannan Hawlader
Md. Kalam Mridha
Md. Sekander Khalifa
Md. Alauddin Mridha
Md. Azhar Sarder
Md. Azhar Hawlader
Md. Mojibor Rahman
Md. Atahar Mridha
Md. Chan Khan
Md. Jahangir Mridha
Md. Mosharaf Hawlader

**Ujirpur, Barisal – ILSAFARM, Female Group Members**

Laiju Begum
Khadeja Begum
Rupu Khanam
Sultana Khanam
Sufia Begum
Archana Bairagi
Asma Begum
Shiuli Begum
Fahima Begum
Minti Rani
Shikha Rani
Jolekha Begum
Fatema begum
Kanan Bairagi
Suchitra Rani

**Ujirpur, Barisal – NGO staff, ILSAFARM, IFDC**

Mr. Arif, Field Monitoring Officer

**Department of Agricultural Extension, GOB**

Mr. Sarwar Hossain Helal, SAAO, Ujirpur

**DD-FP Office, Sadar**

Md. Lutfar Rahaman, Deputy Director Family Planning (DDFP)
Kazi AF Mohammad Hossain, Office Superintendent, DDFP office
Shah Md. Hannan, Upazilla Family Planning Officer, Banaripara, Barisal

**Smiling Sun (CWFD) Office, Sadar**

Mr Md Foyzul Islam Clinic Manager
Dr. Abida Sultana, Medical Officer, main clinic
Ms Roisy Begum, Paramedic, main clinic
Ms Ferdousi Begum, Counselor, main clinic
Ms Maya Rani, Paramedic, Satellite Clinic

**Maternal Child Welfare Center, Staff, Gaurnadi**

Dr. Md. Abdus Samad, Medical Officer, clinic
Amia Ratan Ghatak, Upazilla Family Planning Officer
Dr. HM Mahabububr Rahman, Medical Officer (Maternal and Child Health-Family Planning), Sariatpur, (in-charge Gaurnadi)
Bibi Khadija, Family Welfare Visitor
Kahinoor Begum, Family Welfare Visitor
Azizun Nahar, Family Welfare Visitor
Multar Hossain, Pharmacist

**Family Welfare Center, Barthi, Gaurnadi**

Md. Abu Abdullah, Family Planning Inspector
Md. Tofazzel Hossain, Sub-Assistant Community Medical Officer
Sufia Begum, Family Welfare Visitor
Helena Sarkar, Family Welfare Visitor
Nasima Parvin, Family Welfare Visitor
Shamima Khanam, Family Welfare Visitor
Lilabati Karmokar, Family Welfare Visitor

**Female Satisfied Family Planning Clients, Barthi**

Ranu
Taslima
Shima
Karuna rani
Shanta
Polin Das
Nurjahan Begum

**Male satisfied Family Planning Clients, Barthi**

Nurul Isalm
Saidul Islam
ASM Nazmul Isalm

**FWVTI, Sadar**

Dr. Tayebur Rahman, Medical Officer, Clinic

**REAL Project, HKI, Female Group Members, Patuakhali, implementing partner Speed Trust**

Amin Uddin –Team Leader, HKI
Nazmul Huda- District Coordinator, HKI
Aminul Islam- Technical Field Officer, HKI
Rakib Hossain- Field Coordinator, Speed Trust
Madhobi – Field Coordinator, Speed Trust

**Female Group Members**
Amena Begum-LDS
Rehana Begum
Minara Parveen
Parvin Begum
Moriom Begum
Shilpi Khatun
Sumi Begum
Nasima Akhter
Bilkis Ara
Sar Banu
Anwara Begum
Jesmin Akhter
Nurjahan Begum
Farida Begunm
Morshida Begum
Rashida Khatun

**Jibon O Jibika Project, HKI and Save the Children, Patuakhali implementing partner Society Development Agency (SDA)**

Mr. Rezaul Karim, API, HKI
Mr. Kamrul Islam, Marketing Officer, HKI
Ms. Soniya Rahman, Technical Officer-Nutrition, HKI
Mr. K M Enayet Hossain, Executive Director, SDA
Ms. Chan Chan Rakhain, Program Coordinator, SDA
Mr. Manzurul Ahsan, Extension Officer, HFPP, SDA
Mr. Tanvir Rahman, Extension Officer, HFPP, SDA
Ms. Sheuli Mitra, Nutrition Worker, HFPP,SDA

**Female Group Members of Village Model Farm (VMF), Jibon O Jibika Project**

Jahanara Begum
Mahfuza Akhter
Mamsura Begum
Farida Begum
Ambia Begum
Kohinoor
Rawshan Ara
Rashida Begum (1)
Rashida Begum (2)

## Annex C: Important Definitions

**Gender:** Gender refers to identities or roles assigned to *men and women* through early socialization. These roles cut across public and private spheres, as well as class identities. They change over time, and vary by culture and context. Policy makers and development practitioners sometimes interpret "gender" as a women's issue. This is incorrect as gender affects the opportunities and life-choices of both men and women.

**Sex:** The biological and physiological characteristics that define men and women.

**Gender Equality, Gender Equity:** Gender equality emphasizes equal opportunities for women and men. This may require changes in the lives of both men and women, and a comprehensive understanding of what measures should be taken to assure equality of opportunity and/or gender balance.

Gender equity recognizes that in order to achieve equality a "leveling of the playing field" must first be done in order to compensate for gender gaps and the legacy of discrimination. This usually involves a focus on women, because women are almost always in a disadvantaged position within society.

**Constructive men's engagement:** An approach to gender equity that consciously and constructively includes men (as clients, supportive partners, and agents of change) in the struggle for equality.

**Gender mainstreaming, Gender integration:** Gender mainstreaming and gender integration tend to be used interchangeably, and generally designate methods and institutional arrangements necessary for achieving gender equality. This involves taking account of gender implications in all programs, policies, and resource allocations, as well as addressing inequalities in organizational procedures and administrative and financial operations. The UNDP notes that "if gender mainstreaming is done effectively, the mainstream will be transformed into a process much closer to true democracy.[39]"

**Gender Aware, Gender Blind:** An important prerequisite for gender-awareness and integration is to examine and address gender-related outcomes in program/policy design, implementation, and evaluation. Gender awareness results from analyses or assessments that identify local gender differences, norms, and relations in order to address gender concerns.

Gender blindness is a person, policy, or institution that does not recognize how gender stereotyping impacts life-choices, and that these social constructions can and do change. Comments like "it is natural for women to do stitching" or "women cannot do complicated transactions" are gender blind because they do not recognize gender as *the* essential determinant for the types of opportunities made available.

[39] UNDP 2000, cited in McGrew, et al. 2004.

**Gender Objectives:** Programs and projects should have a clear understanding of what their gender objective(s) is, and how they will achieve it. Objectives usually fall into one of the following categories:

- **Gender-accommodating:** when project design, implementation, and evaluation approaches adjust to or compensate for gender differences, norms, and inequities by being sensitive to the different roles and identities of men and women.
- **Gender-transformative:** ways of engaging men and women to examine, question, and change institutions and norms that perpetuate inequalities. This begins the process of transforming unequal relations to achieve gender equality.

**Gender Analysis:** Gender analysis provides a method for examining gender disparities, so that programs and projects can be gender informed and gender responsive. It takes into account different roles, responsibilities, rights, services, opportunities, and resources to better understand human development outcomes. It examines the relative status of men and women, and the causes and consequences of inequality by asking:

- Who does what?
- Who has what?
- Who decides? How?
- Who gains? Who loses?
- Which men? Which women?

Gender analysis also helps to identify constraints and opportunities in specific contexts and time-frames, and across different social and institutional locations (e.g., between partners or within primary relationships, households, the community, civil society, and government organizations and institutions). Different frameworks can be used to collect, synthesize, and analyze context-specific information on gender relations, roles, and identities. This can help programs and projects to identify appropriate gender-aware indicators and targets *before* implementing activities.

**Gender Indicators, Gender Targets:** Gender indicators should help programs and projects measure the impact of activities on gender relations and the status of men and women. For example, they may show more equitable participation or the removal of gender-related impediments.

**Gender-based Violence (GBV):** Distinguishes violence that targets individuals or groups of individuals on the basis of their gender and includes any act which results in (or is likely to result in) physical, sexual, or psychological harm.

Examples of GBV include, rape, torture, mutilation, sexual slavery, force impregnation, and murder, as well as the threat of doing any of these acts.

**Violence against Women (VAW):** Any act of GBV that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty in either public or private life.

Examples of VAW encompass (but are not limited to): physical, sexual, and psychological violence in the family, such as battering, sexual abuse of female children, dowry-related violence, marital rape, female genital mutilation; and physical, sexual, and psychological violence within the community, including rape, sexual abuse, sexual harassment, and intimidation at work, in educational institutions and elsewhere, and trafficking in women and forced prostitution.

**Women's Empowerment:** A social process which enhances women's capacity to act independently (self-determination), control assets, and make choices and decisions about all aspects of one's life. Through women's empowerment unequal power relations are transformed, and women gain greater equality with men. At the government level this includes the extension of all fundamental social, economic, and political rights to women. At the individual level, this includes processes by which women gain confidence to express and defend their rights, and greater self-esteem and control over their own lives. Male participation and acceptance of changes roles are essential for women's empowerment.

## Annex D: Gender Resources and References[40]

### Gender and Development Websites

- Beijing Plus Ten: www.unrisd.org/ (Search for "Policy Report on Gender and Development 10 Years after Beijing").
- BRIDGE, a searchable database of gender and development materials and online resources, www.bridge.ids.ac.uk/.
- Canadian International Development Agency (CIDA), www.acdi-cida.gc.ca.
- Gender Equality Group, OECD, Development Assistance Committee (DAC): DAC Guiding Principles for Aid Effectiveness, Gender Equality and Women's Empowerment, 2008, www.oecd.org/dac/gender.
- United Nations Development Program (UN DP), www.undp.org/gender.
- USAID Office of Women in Development, www.usaid.gov.

### Gender Analysis Frameworks (available on the Web)


- Cambodia-Canada Legislative Support Project. *The Key Steps of Gender Analysis of Legislation*, Feb. 2003.
- CARE. Gender Analysis Framework (Revised). CARE BANGLADESH, March 2005.
- CIDA. *Gender Analysis.* Ottawa: Canadian International Development Agency, 2007.
- DANIDA. *Country Gender Analysis.* Copenhagen: Denmark Ministry of Foreign Affairs, 2008.
- FINIDA, *Navigating Gender: A Framework and a Tool for Participatory Development.* Helsinki: Ministry of Foreign Affairs, 2001.
- FAO, *Socio-economic and Gender Analysis (SEAGA) Program* at www.fao.org/sd/seaga/default.htm.
- Hunt, Julie. "Introduction to Gender Analysis Concepts and Steps," in *Development Bulletin* 64 (2003):100-106.
- International Labor Organization. *ILO Online Gender Learning and Information Module*, at www.ilo.org.
- Kols, Adrienne. *A Gender Guide to Reproductive Health Publications: Producing Gender-Sensitive Publications for Health Professionals.* Edited by Ruwaida Salem and Tara Sullivan. Baltimore: JHUCCP INFO. Project, November 2007.
- Leong T.G. and C. Lang. *Vibrant Communities Gender and Poverty Project, Gender Analysis Tools.* Ontario: Tamarack, 2004 at www.crvawc.ca.
- Meinzen-Dick, R., L. Pandofelli, S. Dohrn, and J. Athens. "Gender and Collective Action: A Conceptual Framework for Analysis," Paper presented at the International Research Workshop on Gender and Collective Action, October 2005.
- University of Liverpool and the London School of Hygiene and Tropical Medicine. *Guidelines for the Analysis of Gender and Health.*


[40] From USAID (August 2009).

- Warren, Hannah. "Using Gender-analysis Frameworks: Theoretical and Practical Reflections," in *Gender and Development* 15, no. 2 (July 2007). www.genderanddevelopment.org


**Gender Integration and Mainstreaming Manuals**


- Economic and Social Commission for Asia and the Pacific. *Putting Gender Mainstreaming into Practice.* New York: United Nations, 2003. www.unescap.org.
- European Commission (EC), Employment, Social Affairs and Equal Opportunities Director General. *Manual for Gender Mainstreaming, Social Inclusion, and Social Protection Policies.* Brussels: EC, 2008.
- European Commission Employment, Social Affairs and Equal Opportunities Director General. *Manual for Gender Mainstreaming of Employment Policies.* Brussels: EC, July 2007.
- Government of Sweden, Gender Mainstreaming Support Committee. *Gender Mainstreaming Manual.* Stockholm, 2007.
- Ministry of Community, Aboriginal and Women's Services. *Guide to Best Practices in Gender Analysis.* British Columbia, Canada: Ministry of Community, Aboriginal and Women's Services, 2003.
- Pact Tanzania. *Gender Mentoring: A Guide for Strengthening Equality in Communities.* Dar es Salaam: Pact, nd.
- United Nations Development Programme, *Gender Mainstreaming Programme and Project Entry Points: Learning and Information Pack.*New York: United Nations, January 2001.
- Wassenaar, Nicolien. *Incorporating Gender into your NGO.* Amsterdam: Networklearning.org, May 2006.


**Other Gender Planning Manuals (Multi-sectoral)**


- Development Assistance Committee, OECD. *Gender Equality in Sector Wide Approaches: A Reference Guide.* Brussels: OECD, June 2002.
- Grown, C., G.R. Gupta, and A. Kes. *Taking Action: Achieving Gender Equality and Empowering Women.* London and Sterling, VA: Earthscan and the Millennium Project, 2005.
- UK Gender and Development Network. *Women's Rights and Gender Equality, in the New Aid Environment and Civil Society Organizations: A Research Project of the UK Gender and Development Network.*
- London: UK Gender and Development Network, January 2008.
- United Nationals Development Programme (UNDP). *Innovative Approaches to Promoting Women's Economic Empowerment.* New York: UNDP, November 2008.


**Gender in Monitoring and Evaluation Resources**


- Alsop, Ruth and Nina Heinsohn. *Measuring Empowerment in Practice: Structuring Analysis and Framing Indicators.* World Bank Policy Research Working Paper. Washington, DC: The World Bank, February 2005.

- NORAD. *Lessons from Evaluations of Women and Gender Equality in Development Cooperation.* Oslo: NORAD, 2006.


**Approaches to Integrating Gender Concerns in Advocacy and Policy**


- Brown, E., B.N. Collison, and N.L. Rogers-Currie. *Youth and the Global HIV/AIDS Crisis: A Toolkit for Action.* United Nations Association in Canada, May 2002.
- Derbyshire, Helen. *Gender Manual: A Practical Guide for Development Policy Makers and Practitioners.* London: DFID, April 2002
- Goetz, Anne-Marie. *Gender and Accountability: Challenges for Reform in Developing States.* Boston: Boston Consortium on Gender, Security, and Human Rights, Tufts University; April, 2006.
- Liverpool School of Tropical Medicine. *Gender Inequalities and Health Sector Reform. Policy Briefing for Health Sector Reform, Number 2.* Liverpool: LSTM, 2000.
- UNDP. *Taking Gender Equality Seriously: Making Progress, Meeting New Challenges.* New York: UNDP, 2006.
- UN-Habitat. *Mechanism for Gendering Land Tools: A framework for Delivery of Women's Security of Tenure.* Nairobi, Kenya: UN-Habitat and Global Land Tools Network, June 30, 2006.
- UNIFEM. *Who Answers to Women? Gender and Accountability, Progress of the World's Women 2008/2009.* New York: UNIFEM, 2009.
- The World Bank. *Engendering Development — Through Gender Equality in Rights, Resources, and Voice.* Washington, DC: World Bank, 2001.

## Annex E: Key Messages and Recommendations: USAID/B 2010 Gender Assessment

1. **Greater clarity is needed on the meaning and applicability of gender in programs and projects.**

   What to do?

   Offer sector-specific gender workshops focused on identifying gender integration opportunities (and constraints), and program or project-appropriate gender-sensitive indicators. These could be done with gender specialists and/or gender focal points from partner organizations, or initially within USAID/B offices. Importantly, however, the recommendations must be realistically doable, and there must be follow-up with partner organizations to integrate them into programs and projects to the fullest extent possible. If partner organizations are unable to do this, they should be required to explain why it is not feasible for them and/or offer an incremental plan for making changes that will address gender integration over time.

   Some principles from these workshops will probably prove beneficial for future programs and projects, especially those that are being continued without major changes in targets or focus.

2. **Maximize behavior change opportunities, particularly ways of including men as partners in ending gender inequality.**

   What to do?

   Look for ways to increase men-to-men and couples-based communication around gender disparities and gender-based violence. For example:

   - Health clinic counselors should reach out to men/husbands to have them more involved in health-related decisions and concerns about intra-family nutrition.
   - Training programs should include couples, so that the learning and responsibility is shared.
   - Focus groups could include discussions on anger management techniques, with men who have learned to not use violence (positive deviants) serving as role models for others.

   The involvement of men, however, must be done carefully. In the past, some efforts to include men have inadvertently sent messages that reinforced stereotypical attitudes of men as the sole decision-makers. Emphasis in outreach should be on the importance of shared decision-making.

3. **Incorporate sector-specific gender analysis, and gender analysis competency on all teams and activities.**

What to do?

For best results gender analysis and integration starts at the Mission level, with gender mainstreamed as follows:

- Design and Planning:
  - Gender analysis in the scope of work for all assessment and design teams
  - Competence in gender analysis as a team composition requirement
  - A program-specific gender analysis in all activity approval documents
  - Identification of gender objective(s)
- RFA/RFP
  - Identify preferred gender-related outcomes
  - Key questions include:
    - What are the gender-related objectives for this project?
    - How can gender integration opportunities be realized through different activities?
    - Have similar projects in the past eroded or enhanced gender relations?
- PMP:
  - Define expected results through gender-sensitive indicators on critical gender issues
  - Link indicators to the gender analysis in the AAD
  - Track changes in gender relations through use of indicators that better measure gender related inputs, outputs, and outcomes (e.g., qualitative, process, and/or proxy indicators)
- Procurement:
  - Statements of key gender issues in all RFPs and RFAs
  - Require the bidder to explain how gender issues will be addressed in implementation (e.g., staff expertise, activities, indicators)
- Proposal Evaluations:
  - Include weighted gender evaluation criteria (example included in 2010 Gender Action Plan)
  - Technical evaluation committee should include at least one gender focal point or gender specialist
- Establish a process for reporting progress on gender within the Mission to:
  - Build-in accountability so that gender integration does not end with the Gender Action Plan
  - Highlight accomplishments
  - Strengthen gender as a cross-cutting theme

## Annex F: Actionable Recommendations Consolidated

| Table 1. Actionable Recommendations (PROGATI) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Training workshop schedules should be made more sensitive to women's workloads and time constraints | √ | | |
| Training workshops should include appropriate gender-related information (e.g., gender balance in staff and trainers, and gendered impacts of corruption – examine why survey respondents believe that women more victimized than men by corruption?) | √ | | |
| Training workshops should be followed up with "what next" activities | √ | √ | |
| Work closely with NGOs modifying training modules to include gender perspective | √ | √ | |
| Maximize on collective action by supporting initiatives taken by trainees and offering leverage through networks or coalitions | √ | √ | |
| Include individuals from service providers known for perpetuating corruption (e.g., banks, taxation offices) to participate in anti-corruption workshops and training programs – especially in role plays | √ | √ | |
| Involve household members (e.g., couples) in trainings so they share learning, understanding, and responsibility | √ | √ | |
| Trainers should have good training skills, be gender-sensitive, and encourage participation | √ | √ | √ |

| Table 2. Actionable Recommendations (PRICE) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Encourage partner NGOs to involve men and women in training programs so they share the learning and responsibility | √ | √ | √ |
| Support initiatives to promote women into management leve positions (e.g., training for management roles and/or providing examples of successful women managers and factories that have promoted women) | √ | √ | |
| Review policies and incentive structures for retaining female workers in small and medium enterprises (focus on differences between enterprises that are retaining workers and those that have high attrition rates) | √ | √ | |
| Review incentive structures within NRM local institutions (agreed rules of use) from a gender perspective | √ | | |
| Support reform initiatives for tanneries to comply with international standards for labor and environmental protection | | √ | √ |

| Table 3. Actionable Recommendations (CAARP) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Survey disaster response infrastructure and mobilization strategies to determine whether physical security needs of women and girls are being sufficiently addressed | √ | √ | |
| Include a gender-objective in future documents outlining project objectives | √ | √ | |
| Incorporate information about ways to stay healthy in training sessions to reduce the frequency illnesses | √ | √ | |
| Integrate basic health and nutrition awareness activities targeted at both men and women | √ | √ | |

| Table 4. Actionable Recommendations (SSF) | Short Term | Medium Term | Long Term |
|---|---|---|---|
| Include sex disaggregated data in compiled information management reports at the central level | √ | √ | √ |
| More effectively combine women-to-women services with a family health approach inclusive of men | | √ | √ |
| Promote men's responsibility in sexual practices, domestic work and violence against women through men-to-men counseling and examples of positive deviance | | √ | √ |
| Address household member's insistence on boy-child, problems of domestic violence, and intra-family food distribution through clinic counseling | | √ | √ |
| Promote women's autonomy in decisions about fertility and decision-making in the household through clinic and community-level counseling and health education | √ | √ | |
| Spread the message (using media, billboards, word-of-mouth) that SSF provides medical services for both men and women | √ | √ | √ |
| Analyze choices in contraceptive methods from a gender perspective, focusing on how to attract more men | √ | √ | |
| Use satisfied male-method contraceptive users (NSV) to counsel other men and advocate for this approach in outreach (media, billboards, word-of-mouth) | √ | √ | √ |
| Procure female condoms for protection against STI/RTI/HIV/AIDS | | √ | √ |

## Annex G: Summary of Gender Requirements in the ADS

USAID policy and procedures related to gender integration are found in the following ADS sections:

**201.3.8** Program Planning: Assistance Objective (AO)
**201.3.9.3** Gender Analysis
**201.3.11.6** Project/Activity Planning Step 2: Conduct Project-Level Analyses as Needed
**201.3.11.16** Project/Activity Planning Step 12: Prepare Activity Approval Document (AAD)
**203.3.4.3** Reflecting Gender Issues in Performance Indicators
**203.3.6.1** When Is an Evaluation Appropriate?
**203.3.6.2** Planning Evaluations
**302.3.5.15** Incorporating Gender Issues into Solicitations
**303.3.6.3** Evaluation Criteria

### Strategy Development

**201.3.8 Program Planning: Assistance Objective (AO)**
An Assistance Objective (AO) is the most ambitious result that a USAID Mission/Office, along with its partners, can materially affect, and for which it is willing to be held accountable.

AOs are an element of USAID's Managing for Results system and are mandatory. They are prepared for programs with joint assistance strategies as well as those with USAID-only strategies (see **201.3.6**). An AO should be described in a concise document of not more than three pages summarizing the objective, any analysis performed, and the Results Framework. The analysis AO Teams complete, based on information from secondary sources such as the World Bank or other UN agencies, may also serve as background for higher level planning such as a Country Assistance Strategy.

In developing AOs, AO Teams conduct both focused and broad analyses of the development problem they are addressing, whether a problem is confined to a single Foreign Assistance Functional (FAF) Objective, Program Area, or Program Element, or spans several of them. (See **ADS 200.3.1.4** for an explanation of how AOs relate to the FAF program structure.)

Guided by an AO, USAID Missions/Offices should devise foreign assistance programs and activities to have the greatest possible development impact, given available resources, including those of their development partners. Results Frameworks, described below show how USAID resources support the achievement of AOs. AO Teams must document and maintain files (see ADS Chapter 502, The USAID Records Management Program for guidance on files maintenance) on how they make and approve planning decisions.

MANDATORY: At the time of approval, an AO must:

- Represent a developmentally significant result or impact at the Functional Objective, Program Area, or Program Element level that is expected to affect ultimate customers;

- Have an intended result or impact that permits objective measurement and is clear, precise, and sex disaggregated, as appropriate;
- Form the results standard by which an AO Team is willing to be judged in terms of its effectiveness in managing for results;
- Be achievable in a foreseeable and reasonable time period, using resources provided directly to the AO Team and other resources provided by development partners;
- Link to one principal Functional Objective as defined in the most current joint country assistance strategy or USAID country strategic plan. An AO may be secondarily linked to other Functional Objectives, if appropriate;
- Present a defined geographic focus (including the national level, if appropriate) that directs the selection and design of the projects and activities to be implemented as part of the AO;
- Incorporate concepts and actions needed to address significant obstacles to achieving desired results; and
- Incorporate the findings of all mandatory technical analyses, and incorporate actions that will overcome identified obstacles to achieving the AO.

In most cases, an AO should be unidimensional; that is, it should have a single, clear, ultimate objective. For an AO to have more than one objective, the AO Team must convincingly demonstrate how the approach will help achieve the result. For example, the AO may:

- Be implemented such that results of multiple objectives are achieved through one activity that takes place in a common geographic location; or
- Be achievable by a common set of Intermediate Results with clear causal linkages represented in the Results Framework.

The degree to which the AO's practical end result matches its goals will vary according to the following factors:

- Stability of country environment;
- Knowledge available to planners;
- Certainty of multi-year budget levels; and
- Extent to which USAID or local implementing partner(s) control outcomes, due to the many stakeholders that affect a desired result.

### 201.3.9.3 Gender Analysis

**MANDATORY:** Gender[41] issues are central to the achievement of strategic plans and Assistance Objectives (AO) and USAID strives to promote gender equality, in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards; and realize their human rights. Accordingly, USAID planning in the development of strategic plans and AOs must take into account gender roles and relationships. Gender analysis can help guide long term planning and ensure desired results are achieved. However, gender is not a separate topic to be analyzed and reported on in isolation. USAID's gender integration approach requires that gender analysis be

[41] Note: Gender is a social construct that refers to relations between the sexes, based on their relative roles. It encompasses the economic, political and socio-cultural attributes, constraints, and opportunities associated with being male or female. As a social construct, gender varies across cultures, and is dynamic and open to change over time. See ADS Glossary.

applied to the range of technical issues that are considered in the development of a given strategic plan, AOs, programs, and activities.

In some cases, sub-sector analysis may be useful. For example, a Mission with a broad economic growth AO focused on strengthening the private sector could decide that a sub-sector analysis is only needed for an Intermediate Result (IR) that focuses on microenterprise.

In order to ensure that USAID assistance makes possible the optimal contribution to gender equality in developing strategic plans, AOs and IRs, Operating Units (OUs) **must** consider the following two questions:

**a**. 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 work to be undertaken?

**b.** How will the anticipated results of the work affect women and men differently?

The purpose of the first question is to ensure that 1) the differences in the roles and status of women and men are examined, and 2) any inequalities or differences that will impede achieving program or project goals are addressed in the planned work design.

The second question calls for another level of analysis in which the anticipated programming results are: 1) fully examined regarding the possible different effects on women and men; and 2) the design is adjusted as necessary to ensure equitable and sustainable program or project impact (see **ADS 203.6.1**).

For example, programming for women's income generation may have the unintended consequence of domestic violence as access to resources shifts between men and women. This potential negative effect could be mitigated by engaging men to anticipate change and be more supportive of their partners.

Addressing these questions involves taking into account not only the different roles of men and women, but also the relationship between and among men and women as well as the broader institutional and social structures that support them. For technical assistance and additional guidance, consult the USAID Mission/Office or Bureau gender specialist or the Office of Women in Development (WID) in the Bureau for Economic Growth, Agriculture and Trade (EGAT). (See **Guide to Gender Integration and Analysis,** to be published in Spring 2010).

In undertaking gender analyses, USAID OUs are encouraged to draw on similar types of analyses from other donors and partners, to collaborate jointly in preparing gender analyses with other donors and partners, and to share USAID gender analyses with other donors and partners, as appropriate.

AO Teams must document their conclusions of any gender analysis performed at the country strategic plan, AO, project or activity approval stage (see **201.3.11.4**).

Where gender is not an issue in achievement of AO results, AO Teams must note this in the AO approval narrative with a brief statement of rationale.

**Project Development**

**201.3.11.6 Project/Activity Planning Step 2: Conduct Project-Level Analyses as Needed**

**MANDATORY: Gender Analysis.** All projects and activities must address gender issues in a manner consistent with the findings of any analytical work performed during development of the Mission's long term plan (see **201.3.9.3**) or for project or activity design. Findings from gender analyses, such as any recommendations to overcome potential obstacles to achieving targeted results, can help to determine how gender can be addressed in the project or activity. The conclusion of any gender analyses must be documented in the Activity Approval Document (AAD). If the AO Team determines that gender is not a significant issue, this must be stated in the Activity Approval Document (see **201.3.11.16**).

In order to ensure that USAID assistance makes possible the optimal contribution to gender equality in conducting gender analyses for projects or activities, Operating Units must consider the following two questions:

**a.** How will the different roles, responsibilities, and status of men and 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 work to be undertaken?

**b.** How will the anticipated results of the work affect women and men differently?

The purpose of the first question is to ensure that: 1) the differences in the roles and status of women and men are examined; and 2) any inequalities or differences that will impede achieving project or activity goals are addressed in the project or activity design.

The second question calls for another level of analysis in which the anticipated project or activity results are: 1) fully examined regarding the possible different effects on women and men; and 2) the design is adjusted as necessary to ensure equitable and sustainable project or activity impact (see ADS **203.6.1**). For example, programming for women's income generation may have the unintended consequence of domestic violence as access to resources shifts between men and women. This potential negative effect could be mitigated by engaging men to anticipate change and be more supportive of their partners.

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

The findings of any analytical work performed during the development of a project or activity design must be integrated into the Statement of Work/requirements definition or the Program Description when the project or activity is to be implemented through an acquisition or assistance award. This will better ensure that as contractors or recipients carry out the projects or programs in their awards, the gender issues identified through the analysis are not overlooked, sidelined, or marginalized. When gender issues are fully integrated into a contract Statement of Work or the Program Description for a grant/cooperative agreement, they are an integral part of the evaluation/selection process for any solicitations financed under the project or activity, such as

Requests for Proposal (RFPs), Requests for Task Order Proposal (RFTOPs), Requests for Assistance (RFAs), Leader With Associates (LWA), or Annual Program Statements (APS). Procurements for goods and commodities are excluded from this requirement.

AO Teams must ensure that potential implementers are capable of addressing the gender concerns identified in solicitations. This is done by including performance requirements regarding gender expertise and capacity in the solicitations, tasking offerors and applicants with proposing meaningful approaches to address identified gender issues, and reflecting these performance requirements in technical evaluation and selection criteria (see 302.3.5.15 for more detailed acquisition requirements and 303.3.6**.** for more detailed assistance requirements).

If the AO Team determines that gender is not a significant issue and includes the rationale as part of the Activity Approval Document (see **201.3.11.16**), it must provide the approved rationale to the Contracting Officer or the Agreement Officer as part of the procurement request documentation for an acquisition or assistance award (see **302.3.5.15** and **303.3.6**).

In undertaking gender analyses, USAID Operating Units are encouraged to draw on similar types of analyses from other donors and partners, to collaborate jointly in preparing gender analyses with other donors and partners and to share USAID gender analyses with other donors and partners as appropriate.

For technical assistance and additional guidance on integrating findings of gender analyses into projects and activities (including the solicitations funded under those projects and activities), consult the USAID Mission/Office or Bureau gender specialist, or the Office of Women in Development (WID) in the EGAT Bureau (see the Additional Help document Guide to Gender Integration and Analysis).

**201.3.11.16 Project/Activity Planning Step 12: Prepare Activity Approval Document (AAD)**
AO Teams must document all program-funded activities in writing through an acceptable Activity Approval Document for projects and activities housed under the AO plan, either individually or collectively. The Activity Approval Document certifies that appropriate planning for the related activities has been completed. Program-funded activities bundled within an Assistance Agreement may cover a range of outputs and encompass multiple procurement instruments.

"Activity Approval Document" is the terminology used whether the approval is for an AO, project, or activity. There is no required standard format for Activity Approval Documents. Different types of documentation may be used in different situations, and are generally referred to as to "Activity Approval Documents." Approving officials, obligating officials, AO Teams, and others who may be involved in the activity design and approval process are responsible for exercising proper judgment in determining when planning is adequate and sufficiently documented to support project or activity approval. Any existing Mission Orders may also be consulted to determine the most appropriate documentation for a given Operating Unit.

At a minimum, Activity Approval Documents must:

- Describe briefly the project or activity including planned inputs and outputs and, where applicable, improvements or changes in the AO results to which the project will contribute;
- Demonstrate that all pre-obligation requirements have been met. If funds have not yet been obligated, clearly state that no obligation will be incurred before the Congress is properly notified and funds are made available;
- Record approval of any applicable waivers of policy or regulations;

- Clarify who is responsible for management of the project or activity both for USAID and for the implementing partner;
- Summarize how the environmental review requirements set forth in 201.3.11.2.b have been met;
- Outline the gender issues that need to be considered during activity implementation, and describe what outcomes are expected by considering these issues or, if the Operating Unit determines that there are no gender issues, provide a brief rationale to that effect; and
- Describe the methods of implementation and financing selected as described in ADS 202.3.8.1.

Documentation may be completed for individual activities or for groups of activities. Examples include:

- An Action Memo encompassing one or more activities and including descriptive documentation that meets the minimum requirements above.
- A Modified Acquisition and Assistance Request Document (MAARD), signed by an authorized official with supporting Appendices that meet minimum documentation requirements. Appendices could include an offeror's proposal (in response to an Annual Program Statement), waivers, and additional documentation prepared by the AO Team.
- A bilateral obligating instrument, such as an Assistance Agreement, when the USAID obligating official is the same as the approving official and adequate documentation describing the activities is explicitly referenced in the agreement. If not explicitly referenced, a separate action memo should be used.
- An Implementation Letter under a bilateral obligating instrument (Assistance Agreement). Minimum documentation should be annexed or explicitly referenced, and the letter should be signed by a USAID official authorized to approve the activity.

The AAD is a document internal to USAID, and the USAID approving official has the authority to amend it as needed as long as the funding level and overall intent as approved by the home bureau and State/F in the Operational Plan is not affected. Often one approval document can cover multiple projects or activities to avoid repetitive approvals while also leaving clear audit documentation.

**Project Monitoring and Evaluation**

**203.3.4.3 Reflecting Gender Issues in Performance Indicators**

Men and women have different access to development programs and are affected differently by USAID activities. USAID seeks to understand these differences to improve the efficiency and

overall impact of its programs so that both women and men have equitable access to development activities and their benefits.

**MANDATORY**: In order to ensure that USAID assistance makes the optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when the technical analyses supporting an AO, project, or activity demonstrates that:

**a.** The different roles and status of women and men affect the activities to be undertaken; and
**b.** The anticipated results of the work would affect women and men differently.

Gender-sensitive indicators would include information collected from samples of beneficiaries using qualitative and quantitative methodologies or an examination of the project impact on national, regional or local policies, programs and practices that affect men and women.

Programs often affect men and women differently, and AO Teams should look for unintended consequences that may need to be addressed over the course of the project. When gender technical expertise is not present in a USAID Mission/Office, technical assistance is available from the Office of Women in Development in the Bureau for Economic Growth, Agriculture, and Trade (EGAT).

#### 203.3.6.1 When Is an Evaluation Appropriate?

**MANDATORY:** AO Teams must conduct at least one evaluation aimed at understanding progress or lack thereof and the types of actions that need to be taken to improve performance during the life of each AO. In the course of implementing an AO, the following situations could serve as triggers for an evaluation:

- A key management decision is required, but there is inadequate information to make it;
- Performance information indicates an unexpected result (positive or negative) that should be explained, such as unanticipated results affecting either men or women (Refer to gender analysis conducted per ADS 201.3.9.3);
- Customer, partner, or other informed feedback suggests that there are implementation problems, unmet needs, or unintended consequences or impacts;
- Issues of sustainability, cost-effectiveness, or relevance arise;
- The validity of Results Framework hypotheses or critical assumptions is questioned; for example, due to unanticipated changes in the host country environment; or
- Periodic Portfolio Reviews have identified key questions that need to be answered or that require consensus.

In the absence of the triggers listed above, an AO evaluation should be conducted towards the end of AO implementation. Such an evaluation should examine the intended and unintended consequences of the program and document lessons that can be shared throughout the Agency to improve development learning and future programming.

USAID Missions/Offices should give careful consideration to the potential benefits of conducting final or impact evaluations for all AOs, even if an evaluation has already been conducted.

Evaluations support USAID's ability to improve the effectiveness of development programming and should normally be conducted for each AO. However, if a USAID Mission or Office is facing exceptional circumstances, it may request an exception from this requirement. Such requests should be submitted to the Office of Management Policy, Budget and Performance's evaluation unit.

**203.3.6.2 Planning Evaluations**

The scope of an evaluation will vary according to available management information needs and resources. Evaluations may be conducted by specially contracted external experts, AO team members and other knowledgeable members of a USG Operating Unit, or partner organizations.

AO Teams should be actively involved in evaluation planning to ensure the final product is useful. Stakeholders should be consulted to assist in prioritizing the evaluation questions. Evaluations may directly involve ultimate customers in data collection and analysis. Regardless of an evaluation's scope, the planning process should involve the following steps:

- Clarify the evaluation purpose (including what will be evaluated, who wants the information, what they want to know, and how the information will be used);
- State the development hypothesis that underlies the program;
- Identify a small number of key questions and specific issues answerable with empirical evidence;
- Consider asking staff at the Office of the Chief Information Officer, Knowledge Management Division and its Knowledge Services Center (M/OCIO/KM/KSC, formerly USAID Library) to provide past experience on similar USAID and external evaluation reports. (Research requests may be sent to the Knowledge Services Center at KSC@usaid.gov.)
- Select evaluation methods that reflect the timeframe of the exercise, and the skill sets of available evaluation team members, as provided in **203.3.6.4**;
- Plan for data collection and analysis, including gender issues, as provided in **203.3.4.3**;
- Form an evaluation team with the necessary skills and composition; and
- Plan procedures (including schedule, logistics, reporting needs, and budget).

**Procurement Solicitations and Evaluation Criteria**

**302.3.5.15 Incorporating Gender Issues into Solicitations**

USAID must address gender issues in all USAID-funded activities (see ADS 201.3.11.6). For solicitations, such as Requests for Proposals (RFPs) and Requests for Task Order Proposals (RFTOPs), the Contracting Officer (CO) must ensure that the requiring office integrated gender issues in the procurement request or provided the rationale, as approved in the Activity Approval Document, for why gender is not an issue for the particular activity to be implemented through the requested contract action (see ADS **201.3.11.6** and **201.3.11.16**).

When the procurement request integrates gender issues into the different contract performance components, e.g., Statement of Work, project deliverables, key personnel qualifications, and monitoring and evaluation requirements, the CO must work with the technical office to ensure that the technical evaluation criteria (e.g., technical understanding and approach, monitoring and evaluation, personnel, etc.) correspond to these contract performance requirements. Within these

major evaluation criteria, however, gender issues should not be separate subcriteria with maximum possible points assigned to them, since this dilutes their significance.

If the procurement request does not comply with the requirement in ADS **201.3.11.6** and **201.3.11.16** to either include contract performance and qualification requirements that reflect gender issues or the rationale for why gender is not an issue for the particular contract action, then the CO will notify the requiring office that he or she is unable to take any further action on the request until the office meets one of the requirements.

For technical assistance and additional guidance, consult the USAID Mission, Office or Bureau gender specialist or the Office of Women in Development in the Bureau for Economic Growth, Agriculture, and Trade (EGAT).

### 303.3.6.3 Evaluation Criteria

**c. Gender Issues.** USAID must address gender issues in all USAID-funded activities (see **ADS 201.3.11.6**). In RFAs (including those for Leader/Associate Awards) and APSs, the Agreement Officer must ensure that the RFA or APS:
Integrates gender issues into the solicitation or includes a rationale for not addressing gender in the project or activity, in accordance with ADS **201.3.11.6**. When USAID directs applicants to incorporate gender issues into their applications, the RFA or APS must state the requirements in the different performance components, e.g., Program Description, key personnel qualifications, and monitoring and evaluation requirements.

Integrates gender issues into the technical selection criteria (e.g., technical understanding and approach, monitoring and evaluation, personnel, etc.) that correspond to the performance requirements stated above, unless an approved rationale for not incorporating gender issues has been included in the RFA or APS.

If the program/project office provides the Agreement Officer with a procurement request for a program that does not include the requirements in ADS **201.3.11.6** for either integrating gender issues in the Program Description or the rationale for why gender is not an issue for the particular assistance program it intends to fund, then the Agreement Officer will notify the program/project office that he/she is unable to take any further action on the request until it meets one of these requirements.

For technical assistance and additional guidance, consult the USAID Mission/Office or Bureau gender specialist or the Office of Women in Development (WID) in the Bureau for Economic Growth, Agriculture and Trade (EGAT).

## Annex H: References Consulted


ADB (2009). Institutionalizing Gender Equality: The Experience of the Bangladesh Resident Mission. ADB: Manila, Philippines.

ADB (n.d.) Gender and Development: Weaving a Balanced Tapestry. ADB: Manila, Philippines.

Awami League Election Manifesto (December 2008). Special Election Issue on the Ninth Parliamentary Elections, The Daily Star, Dhaka: December 16, 2008.

Bangladesh University Grants Commission (2008). "A Code of Conduct on Sexual Harassment in Higher Educational Institutions." Report. Dhaka, Bangladesh.

Batkin, Andy, Nick Chapman, Jurrien Toonen, Maheen Sultan, and Muriel Visser (May 2006). *Evaluation of DFID Country Programmes: Country Study Bangladesh 2000-2005.*
Bangladesh Institute of Theatre Arts (BITA) (n.d.). "Gender Policy." Chittagong.

Britt (July 2007). Gender and Inclusion Assessment USAID/Nepal. USAID/Nepal: Kathmandu.

Center for Environmental and Geographic Information Services (n.d.) Research on Climate Change in Bangladesh. http://www.cegisbd.com/pdf/climate%20Change%20Brochure.pdf

Chemonics International (March 2009). Work Plan: Smiling Sun Franchise Program.

CIDA (April 2009). The HNPSP Gender Equity Stock-take and Action Plan, presentation at Gender Equity and Voice Task Group.

CIDA (1997). *The Why and How of Gender-Sensitive Indicators: A Project Level Handbook.*

Costenbader, John (ed.) (2009). Legal Frameworks for REDD: Design and Implementation at the National Level. IUCN, Gland, Switzerland, in collaboration with the IUCN Environmental Law Center, Bonn, Germany.

DemocracyWatch (2009). Jatio Budgete Nagorik Ongshogrohon (Citizen's participation in national Budget). Training module for PROGATI Project. DAI.

DemocracyWatch (June 30, 2009). Event Report: First Anti-corruption Campaign. Mimeo.

DemocracyWatch (July 14, 2009). Training Course Report: Monitoring and Analysis of Transparency, Accountability, and Corruption in Public Expenditure and Publicity of Transparency, Accountability, and Corruption in Public Expenditure. Mimeo.

DevTech (2005). Gender Analysis and Assessment USAID/Cambodia. Washington D.C.: DevTech Systems, Inc.

DFID (February 2007). Gender Equality Action Plan 2007-2009: Making Faster Progress to Gender Equality. Briefing: DFID Practice Paper.

Dutta, Utpal (n.d.) Strengthening Co-management Organization: A Toolkit for Co-Management Organization Facilitators. IPAC: Bangladesh.

EKN (2009). Participation of Women in Elections and their Political Empowerment in Bangladesh: Study report, sponsored by the Royal Netherlands Embassy, Dhaka.

EngenderHealth (October 2009). Project Year 2 work plan: The Mayer Hashi Project. Final Report: Bangladesh AIDS Program.

Equity and Justice Working Group, Bangladesh (December 2009). Climate Change Induced Forced Migrants: in Need of Dignified Recognition under a New Protocol.

Global Forest Coalition (December 2009). REDD Realities: How Strategies to Reduce Emission from Deforestation and Forest Degradation Could Impact on Biodiversity and Indigenous Peoples in Developing Countries.

GOB (2009). Annual Program Review: Gender Equity Action Plan. Joint Chief Health Economics unit, MOHFW.
GOB (September 2008). Bangladesh Climate Change Strategy and Action Plan. Ministry of Environment and Forests.

GOB (2008). The Constitution of the Peoples' Republic of Bangladesh. Ministry of Law and Parliamentary Affairs.

GOB (October 2008). Moving Ahead: National Strategy for Accelerated Poverty Reduction II (FY 2009-11). General Economics Division, Planning Commission. (PRSP: World Bank, Bangladesh).

GOB (2007). Bangladesh Demographic and Health Survey.

GOB (June 2007). Review of Multi-sector Program on VAW. MOHFW and Danida.

GOB (November 2006). Guideline for Accreditation of Women Friendly Hospital (WFH). Directorate General of Health Services, MOHFW,

GOB (2001). Gender Equality Strategy of HNPSP. MOHFW.

GOB (1998). The National Women's Development Policy. MOWCA.

GOB (n.d.). *Gender Equity Voice Task Group (GEV TG) – what is it?* Ministry of Health and Family Welfare; Health Nutrition Population Sector Programme (HNPSP).

Hamilton, Katherine, Unna Chokkalingam, and Maria Bendana (January 14, 2010). State of the Forest Carbon Markets 2009: Taking Root and Branching Out. Forest Trends Association: Ecosystems Marketplace.

Helen Keller International (January 10, 2010). REAL Project Gender Analysis: DRAFT Overview of Findings.

Helen Keller International (June 22, 2009). Bangladesh Homestead Food Production Program Selected as Case Study For "Millions Fed" Initiative. Mimeo.

Helen Keller International (n.d.). Homestead Food Production: Building the Capacity of Women Farmers to Feed Their Families.

Helen Keller International (n.d.). HKI Bulletin: Group Marketing Aids Women Farmers in the Jibon O Jibika Project. DRAFT.

Helen Keller International (n.d.). Summary of Gender Considerations in HKI's Real Project. Mimeo.

Hosterman, Heather R., et al. (August 2009). Water, Climate Change, and Adaptation: Focus on the Ganges River Basin. Nicholas Institute for Environmental Policy Solutions, Working Paper NIWP 09-03: Duke University.

Horowitz, Leah (2009). Getting Good Government for Women: A Literature Review. Discussion Paper 43: Agriculture and Rural Development Department, World Bank, Washington, DC.

ICDDR, Bangladesh (2009). Towards Gender Equality.

IFAD (October 15, 2009). Gender in Agriculture Sourcebook Update #2. Agriculture and Rural Development Newsletter.

IFAD (November 2009). *Bangladesh: Providing Better Opportunities for Women.* Making a difference in Asia and the Pacific: Special Issue.

IPAC (November, 2009). *Gender Assessment.* Prepared by Development & Technical Sevices, Inc. (dTS), submitted by International Resource Group (IRG).

IPAC (December 2009). Workshop on Global Climate Change and Carbon Financing: Opportunities for Bangladesh. Prepared by the WorldFish Center, Bangladesh Office, submitted for International Resource Group (IRG) to USAID/B.

IPAC (n.d.). IPAC and Climate Change: Role of the USAID-funded Integrated Protected Area Co-management (IPAC) Project in addressing Global Climate Change and Carbon Finance in Bangladesh. Mimeo.

Jhpiego Corporation, Save the Children Federation, Macro International, and John Hopkins University (March 2009). Technical proposal: Integrated Safe Motherhood, New born Care and Family Planning Project.

Khan Foundation (2009). Stanio Sarker Shebha Khat SomuheNagorik Poribikhon, Procharona Abong Prochar Obhijan (Training on citizens Monitoring, Publicity & Campaign of Local Public Services). Training module for social and development activists for PROGATI Project. DAI.

Khan, Salma (2000). "The Convention on the Elimination of All Forms of Discrimination Against Women and its Impact on Establishing Substantive Equality of Women in Politics and Public Life," in Empowerment, a Journal of Women for Women, Vol. 7, Dhaka.

Magar, Veronica and Ferdous Jahan (April 6, 2009). Women's Empowerment Thematic Review. Prepared for SHOUHARDO of CARE Bangladesh.

Mannan, M.A, and Salma Choudhuri Zohir (2009). An Inventory and Statistics on Violence Against Women in Bangladesh: Who is doing What and Where? BIDS for the Embassy of the Kingdom of the Netherlands: Bangladesh.

March, Candida, Ines Smyth, and Maitrayee Mukhopadhyay (2000). A Guide to Gender Analysis Frameworks. Oxfam: Oxford.

McGrew, Laura, Kate Frieson, and Sambath Chan (March 2004). Good Governance from the Ground Up: Women's Roles in Post-Conflict Cambodia." Women Waging Peace Policy Commission.

Mitchell, Tom, Thomas Tanner and Kattie Lussier (November 2007). We Know What We Need: South Asian Women Speak Out on Climate Change Adaptation. Institute of Development Studies for ActionAid.

Oxford Policy Management and Social Development Direct (June 2008). *Making Aid More Effective through Gender, Rights, and Inclusion: Evidence from Implementing the Paris Declaration: Bangladesh Case Study.*

OCHA and CARE (August 2008). Humanitarian Implications of Climate Change: Mapping Emerging Trends and Risk Hotspots for Humanitarian Actors. Office for Coordination of Humanitarian Affairs and CARE International.

Poffenberger, Mark (January 28, 2010). Presentation on "Community-based Natural Resource Management and REDD." Radius Center, Dhaka, Bangladesh.

PRICE (July 31, 2008). *Sector Gender analysis.* SRGB for Chemonics International.

PROGATI (January 2010). Gender and USAID PROGATI. Mimeo.

PROGATI (December 1, 2009). Semi-Annual Report: 1 April to 30 September 2009. By Development Alternatives, Inc. for USAID/B.

PROGATI (April 1, 2009). Community Scorecard Process: Guidelines. Mimeo.

Rahman, Advocate Saidur, et al. (April 2005). Gender and Conservation: Strategies for Implementation of Co-management at Nishorgo Support Project Sites. International Resources Group: Bangladesh.

Research Evaluation Associates for Development (READ) (November 2008). Breaking the Silence on Violence Against Women in Bangladesh. Embassy of the Kingdom of the Netherlands: Bangladesh.

Rights and Resources Group (December 2009). The End of the Hinterland: Forests, Conflict and Climate Change: Rights and Resources 2009-2010. Rights and Resources Group, Washington, DC.

RUPANTAR (2009). Procharobhijan Porichalona Proshikhon (Training on Management and Campaign). Training module for civil society organizations for PROGATI Project. DAI.

RUPANTAR (2009). Procharobhijan Prosthuti O Porikolpona Bishayok Proshikhon (Training on Preparing & Planning for Campaign). Training module for civil society organizations for PROGATI Project. DAI.

Save the Children-USA Bangladesh (2009). *Annual Report SUCCEED: Early Learning For School Success Program.*

Save the Children (October 2009). Work Plan of Mamoni Year 1 (August 2009-September 2010): An Integrated safe Motherhood, Newborn Care and Family Planning Project.

Sethuraman, Kavita, Nanda Kishore Kannuri, and Nandini Prasad (November 30, 2006). Report of the Gender Analysis of the Jibon-O-Jibika Program in Barisal Bangladesh implemented by Save the Children- USA. International Center For Research Women (ICRW).

Society for Social Services (2008). Annual Report, Tangail.

SRGB (July 31, 2008). PRICE: Sector Gender Analysis. Chemonics.

TANGO International, Inc. (December 2009). SHOUHARDO a Title II Program of USAID: Final Evaluation Report. Prepared for CARE Bangladesh, for USAID/B.

TANGO International, Inc. (November 2009). Jibon O Jibika (Life and Livelihoods) a Title II Program of USAID: Final Evaluation Report. Prepared for Save the Children USA/Bangladesh, for USAID/B.

Tarr-Whelan, Linda (2009). Women Lead the Way: Your Guide to Stepping Up to Leadership and Changing the World. Berrett-Koehler Publishers: San Francisco, CA.

The Asia Foundation (January 21, 2010). Powerpoint presentation of the Leaders of Influence Program 2007-2011: Programmatic Synergies.

Thomas, Helen T, Lateef Shireen, and Sulatna Ferdousi (2004). Bangladesh Gender, Poverty and the MDGs: Country Gender Strategy. ADB Manila.

Thomas, Helen T, Lateef Shireen & Sulatna Ferdousi (2005). Gender Equality Results in ADB projects: Bangladesh Country Gender Strategy. ADB Manila.

Thompson, Thomas P. and Joquin Sanabria (December 2009). *The Division of Labor and Agricultural Innovation in Bangladesh: Dimensions of Gender*. Research and Development Division, IFDC.

UNDP (n.d.). Implementation of the MDGs: Bangladesh. http://www.undp.org.bd/mdgs.php

UNDP (2000). 'Capacity Building' Gender in Development. UNDP: NY.

UNFCCC (2007). "Bali Action Plan." Decision 1/CP.13. Article 1(b)(iii). UN Doc. FCC/CP/2007/6/Add.1.

UNIFEM (November 2007). Promoting Gender Equality in the Aid Effectiveness Agenda in Asia Pacific: Engaging the Principles of the Paris Declaration. UNIFEM Discussion Paper.

United States Agency for International Development:

- Bangladesh Global Hunger and Food Security Initiative: Implementation Plan (November 2009).
- ADS Revisions (November 14, 2009). Revisions to 201.3.9.3 and 201.3.11.6 Gender Analysis.
- Bangladesh Food Security and Agricultural Productivity Assessment (October 28, 2009). By Cheryl Jackson, EGAT/AG, and Philip Steffen, EGAT/AG.
- Bangladesh Democracy And Governance Assessment (August 2009).
- A Manual for Integrating Gender into Reproductive Health and HIV programs: From Commitment to Action (2nd Edition) (August 2009). IGWG.
- The Gender Effects of Trade in Bangladesh: A General Equilibrium Analysis (November 2006).
- New Title II Development Programs in Bangladesh FY 2005. (Mimeo).
- USAID/Bangladesh (January 2010). Strengthening Democratic Local Governance (SDLG) Program: Statement of Work. Office of Democracy, Governance and Education.
- USAID/Bangladesh (n.d.). Progam Description: Protecting Human Rights in Bangladesh (PROHURI).
- USAID/Bangladesh: Food Security, Disaster Readiness and Humanitarian Assistance.

- USAID/Bangladesh (September 30, 2007) "Guiding Principles of Mainstreaming Gender in USAID activities in Bangladesh." Draft.
- USAID/Bangladesh (September 2007). Gender Considerations in Migration and Remittances in Bangladesh. Greater Access to Trade Extension (GATE) Project.
- USAID/Bangladesh (February 2006). A Pro-Poor Analysis of the Shrimp Sector in Bangladesh. Greater Access to Trade Extension (GATE) Project.
- USAID/Bangladesh (June 2006). A Trade Impact Review for Bangladesh.
- USAID/Bangladesh (November 2005). Supporting Gender and ICTs: Opportunities for Women in Bangladesh.

World Bank (September 2009). Bangladesh: Bolstering Governance to Reduce Poverty. IDA. http://siteresources.worldbank.org/IDA/Resources/IDA-Bangladesh.pdf

World Bank and AusAID (March 2008). Whispers to Voices – Gender and Social Transformation in Bangladesh. Bangladesh Development Series: Paper No. 22. South Asia Sustainable Development Department: South Asia Region.

World Bank, FAO, and IFAD (2009). Gender in Agriculture: Sourcebook. Washington, DC.

World Bank (2001). Summary: Engendering Development through Gender Equality in Rights, Resources, and Voice. World Bank Policy Research Report: Washington, DC.

WorldFish Centre (April 2009). CAARP Project completion report (Phase I).

WorldFish Centre (September 2009). CAARP Quarterly Program Performance Reports (Phase II July – September 2009).

WorldFish Centre (September 2007). Gender Monitoring Report: Shrimp Quality Support Project 2.

Zuckerman, Elaine (May 2003). Gender Analysis of 'Bangladesh: A National Strategy for Economic Growth, Poverty Reduction, and Social Development.' (aka: I-PRSP or Interim Poverty Reduction Strategy Paper).