ADS Chapter 205

Integrating Gender Equality and Female Empowerment in USAID's Program Cycle

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Table of Contents

205.1 OVERVIEW 4

205.2 PRIMARY RESPONSIBILITIES 5

205.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES 9

205.3.1 Gender Integration Throughout the Program Cycle 9

205.3.2 What is Gender Analysis? 10

205.3.3 Gender Analysis and Integration in the CDCS Process 14

205.3.4 Gender Analysis and Integration in Project Design 16

205.3.5 Gender Analysis and Integration in Activity Design 18

205.3.6 Gender Integration in Solicitations 19

205.3.7 Gender Integration in Activity Implementation 21

205.3.8 Monitoring, Evaluation, and Learning 22
205.3.8.1 Performance Monitoring 23
205.3.8.2 Evaluation 24
205.3.8.3 Learning 25

205.3.9 Gender Integration in Operational Plans and Performance Plans and Reports 25
205.3.9.1 Operational Plans 26
205.3.9.2 Performance Plans and Reports 27

205.4 MANDATORY REFERENCES 29

205.4.1 External Mandatory References 29

205.4.2 Internal Mandatory References 29

205.5 ADDITIONAL HELP 30

205.6 DEFINITIONS 30

ADS 205 – Integrating Gender Equality and Female Empowerment in USAID's Program Cycle

205.1 OVERVIEW

Effective Date: 04/27/2017

Promoting gender equality and advancing the status of all women and girls around the world is vital to achieving U.S. foreign policy and development objectives. Since 2012, USAID adopted several comprehensive and interlinked policies and strategies to reduce gender inequality and to enable girls and women to realize their rights, determine their life outcomes, influence decision-making and become change agents in households, communities, and societies. These policies and strategies include:

- **The USAID Gender Equality and Female Empowerment Policy**,
- **The U.S. National Action Plan on Women, Peace and Security**,
- **The U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally**,
- **The USAID Vision for Ending Child Marriage and Meeting the Needs of Married Children,**
- **The USAID LGBT Vision for Action: Promoting and Supporting the Inclusion of Lesbian, Gay, Bisexual, and Transgender Individuals**,
- **The USAID Counter-Trafficking in Persons Policy**, and
- **The United States Global Strategy to Empower Adolescent Girls**.

Together, these policies and strategies provide guidance on pursuing more effective, evidence-based investments in gender equality and female empowerment and on incorporating these efforts into our core development programming.

This ADS chapter explains how to implement these policies and strategies across the Program Cycle, with a particular focus on applying analytic rigor to strengthen evidence-based decision-making and support for local ownership and the priorities of local actors and stakeholders (see **ADS 201.3.1.2**). It also elaborates on the requirements in **ADS 201, Program Cycle Operational Policy** for integrating gender equality and women's empowerment in all phases of programming, budgeting, and reporting. This ADS chapter, which is based on the **USAID Policy on Gender Equality and Female Empowerment,** applies to all Bureaus, Missions, and Independent Offices and covers policy and operations in Washington and the field.

205.2 PRIMARY RESPONSIBILITIES

Effective Date: 01/22/2021

As articulated in the Policy on Gender Equality and Female Empowerment, responsibilities for integrating gender into USAID's programming are distributed across Bureaus and employee roles.

a. **Missions**, **Regional Missions**, and **Country Offices** must:

- Adopt or revise, and periodically update, a Mission Order (MO) on gender that describes how the Mission will implement the Agency's Gender Equality and Female Empowerment policy. At the Mission's discretion, this MO may also address issues related to the inclusion of other social groups, as long as it addresses the relevant gender issues;

- Integrate gender analysis findings and recommendations into their Country Development Cooperation Strategies (CDCSs) and project designs;

- Hold Implementing Partners responsible for complying with obligations under the contract or agreement to integrate gender in programming, which may include developing gender-sensitive indicators that measure specific gender-related goals for each project and/or activity, where relevant;

- Ensure that partners consistently report to USAID on results related to gender equality and female empowerment, including through the use of gender-sensitive indicators and evaluations, when required by the award or agreement and/or an approved Activity Monitoring Evaluation and Learning (MEL) plan;

- Provide data to the Bureau for Policy, Planning and Learning (PPL), the Office of Budget and Resource Management (BRM), Regional Bureau Program Offices, and Regional Bureau Gender Advisors to incorporate into regional reports on gender attributions in Operational Plans (OPs), Performance Plan and Reports (PPRs), and other required reporting, upon request;

- Appoint or hire a Mission Gender Advisor. A Gender Advisor has (or will be given the opportunity) to fully develop the technical skills, competencies, and experience necessary to provide appropriate, in-depth guidance to technical and program staff to ensure that gender equality and female empowerment are integrated in meaningful ways across the program cycle, and especially in project and activity design. In all cases, the advisor will have responsibilities explicitly included in their job description, including an allocation of time sufficient to carry out the work. Small Missions (with a USAID budget of less than $20 million per fiscal year) or those in the process of closing are exempt from the requirement of having a Gender Advisor but nonetheless must

appoint a gender point of contact. Gender Advisor roles in project and activity design are described in **ADS 201.3.3.1** and **ADS 201.3.4.1**; and

- Be accountable, through the Mission Director, for implementation of the Gender Equality and Female Empowerment policy in mission portfolios and staff performance plans.

b. **Regional Bureaus** must:

- Be the primary liaison between USAID/Washington (USAID/W) and Mission Gender Advisors/Points of Contact (PoCs);

- Assist and support Mission Program and Technical Offices and Gender Advisors/PoCs, as needed, in conducting gender analyses related to country strategic planning (see **ADS 201.3.2.2**) and project design, as well as integrating the results of these analyses into CDCSs, project designs, and other relevant documents;

- Ensure that gender equality and female empowerment objectives are integrated into the Bureau's regional programming;

- Ensure that solicitations from Regional Bureaus and resulting awards reflect the mandated gender analyses' findings and recommendations defined in this ADS chapter and **ADS 201**;

- Have at least one Gender Advisor with regional expertise and appropriate technical and programmatic competency to provide guidance for successful policy implementation; and

- Through AAs, DAAs, and office directors, ensure accountability for implementation of the Gender Equality and Female Empowerment policy in bureau portfolios and work responsibilities of staff.

c. **Pillar Bureaus** must:

- Provide technical leadership and guidance on how gender equality and female empowerment can be advanced or achieved in technical sectors (e.g., Democracy, Human Rights, and Governance, Economic Growth, Environment, Global Health, Agriculture, etc.), including within sector-based initiatives managed in those Bureaus;

- Develop tools and toolkits on best practices for gender integration in each technical sector context;

- Ensure that gender issues are incorporated into all training programs offered by the Pillar Bureau;

- Coordinate with Regional Bureaus to liaise with and provide support to Mission Gender Advisors as pertinent to technical areas, and with respect to gender integration in the Program Cycle (see **ADS 201.3.2.2**);

- Ensure that gender equality and female empowerment are reflected in Pillar Bureau strategy documents, programming, solicitations and resulting awards, and included as one dimension in the Bureau's portfolio reviews;

- Have at least one Gender Advisor with appropriate sector expertise and technical and programmatic competency to provide guidance for successful policy implementation; and

- Through AAs, DAAs, and office directors, ensure accountability for implementation of the Gender Equality and Female Empowerment policy in bureau portfolios and work responsibilities of staff.

d. The **Bureau for Policy, Planning and Learning (PPL)** must:

- Ensure that gender equality and female empowerment objectives and results are incorporated into Agency-wide policies and strategies;

- Provide appropriate tools for gender integration within CDCS, project and activity design, monitoring, evaluation, and learning products;

- Ensure that gender equality and female empowerment objectives and results are incorporated into all PPL-led training processes (e.g., Program Cycle, project design, monitoring and evaluation, and others);

- Coordinate with the Office of Budget and Resource Management (BRM) and Regional and Pillar Bureau Program Offices to support the preparation of an annual review of OP attributions to the gender key issues and PPRs to determine the extent to which results in advancing gender equality and women's empowerment objectives are being achieved; and

- Have a formally-designated, permanent, full-time Senior Gender Advisor.

e. The **Gender Equality and Women's Empowerment Hub** must:

- Provide targeted and strategic support to the Bureau for Development, Democracy, and Innovation (DDI);

- Backstop Regional Bureau Gender Advisors in providing targeted support to Missions;

- Coordinate working groups for cross-sector issues such as gender-based violence and women's leadership programming;

- Develop a repository of best practices on gender integration including topics related to gender analysis, project design, implementation, and evaluation and monitoring; and

- Coordinate knowledge management on gender integration through the Agency's Web page on gender equality and female empowerment.

f. The **Office of Human Capital and Talent Management (HCTM)** must:

- Periodically review and revise required competencies in the positions for Foreign Service backstops, Civil Service employees, and Foreign Service Nationals;

- Develop, in coordination with PPL, GenDev, and other Bureaus, as appropriate, the competencies necessary for Gender Advisor positions;

- Encourage supervisors to ensure that employees receive the necessary training to meet the standards for the gender competencies in their backstop or job series; and

- Coordinate with GenDev and other Bureaus, as appropriate, to identify opportunities for gender integration training or develop such in-house training (online, on-the-job, sector or other) for staff.

g. The **Bureau for Management, Office of Acquisition and Assistance (M/OAA)** must require Contracting and Agreement Officers (CO/AOs) to perform due diligence by working with the planner (as defined in ADS 201) to ensure that the findings and recommendations identified in the mandatory gender analyses for project and/or activity designs, and provided as a part of the requisition, are clearly reflected in all sections of all solicitation and award documents, as appropriate (see **205.3.6**).

h. The **Office of the General Counsel (GC)** and **Resident Legal Officers (RLOs)** must:

- Ensure that Bureaus and Missions document compliance with ADS gender integration requirements in GC/RLO-cleared documents (e.g., CDCSs, Project Appraisal Documents (PADs), grants to Public International Organizations, Interagency Agreements, and new contract actions, etc.); and

- Serve as an additional resource to answer questions from Bureau and Mission employees on ADS compliance and policy implementation.

i. The **Office of the Administrator** will consider:

- Formally designating a permanent and full-time Senior Coordinator on Gender Equality and Women's Empowerment, who spearheads enhancement of U.S. development assistance efforts to serve and empower women and ensure gender equality goals are met;

- Ensuring sufficient resources are available to carry out the functions of the Gender Equality and Female Empowerment Policy;

- Highlighting the importance of gender equality and female empowerment as key development objectives;

- Reaching out to governments, civil society, and Congress to explain and stress the importance of gender equality and female empowerment in development assistance; and

- Representing the Agency in key USG interagency and policy forums.

205.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 04/27/2017

This section defines gender analysis and explains how program offices and technical teams must incorporate the findings of gender analysis throughout the Program Cycle.

205.3.1 Gender Integration Throughout the Program Cycle

Effective Date: 04/27/2017

Operating Units (OUs) must implement the **USAID Gender Equality and Female Empowerment Policy** throughout the Program Cycle in:

- Agency level policy and strategy formulation;

- Country Development Cooperation Strategies (CDCS);

- Project design and implementation;

- Activity design and implementation; and

- Monitoring, evaluation, and learning.

As part of the design of strategies and projects, Bureaus, Missions, and Independent Offices (IOs) must conduct a gender analysis. In some cases, gender analysis will also be required for specific activities (see **ADS 201.3.4.5** and **205.3.5**). Technical teams and program offices must reflect the findings of these analyses in CDCSs, Project Appraisal Documents (PADs), Action Memoranda, and solicitations as described in this ADS chapter.

205.3.2 What is Gender Analysis?

Effective Date: 04/27/2017

Gender analysis is a subset of socio-economic analysis. It is a social science tool used to identify, understand, and explain gaps between males and females that exist in households, communities, and countries. It is also used to identify the relevance of gender norms and power relations in a specific context (e.g., country, geographic, cultural, institutional, economic, etc.). Such analysis typically involves examining:

- Differences in the status of women and men and their differential access to assets, resources, opportunities, and services;
- The influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities;
- The influence of gender roles and norms on leadership roles and decision-making; constraints, opportunities, and entry points for narrowing gender gaps and empowering females; and
- Potential differential impacts of development policies and programs on males and females, including unintended or negative consequences.

There are different gender analysis frameworks and there is no one framework that has been adopted as the standard USAID approach. Nevertheless, most gender analysis frameworks involve collecting quantitative and qualitative information on a similar set of issues. These are called “domains” for the purposes of gender analysis at USAID and are described in detail below. All forms of gender analysis also entail gathering descriptive statistics on many aspects of the status of males and females.

Descriptive Statistics in Gender Analysis

Gathering statistics on women and men is a core element of carrying out a gender analysis. As much as possible, these statistics should not treat men and women as monolithic categories, but should reflect the intersection of sex with other characteristics such as age, marital status, income, ethnicity, race, disability status, geographic location, sexual orientation and gender identity, or other socially relevant category as appropriate, in:

- Education,
- Health,
- Political participation,

- Economic activity and earnings,
- Time use,
- Violence, and
- Other relevant domains.

It is important to understand the intersecting identities a person has in order to capture the extent to which they may or may not experience heightened marginalization or exclusion in society.

Statistics disaggregated by sex should be collected and reported separately in two different categories (male or female) or fashioned into ratios or absolute or relative gaps to show the status of females relative to males. Indicators pertaining to either males or females only should also be included, for instance, those measuring progress toward women's participation and leadership.

Domains to Include in Gender Analyses

Missions and OUs must consider as many of the domains listed below as possible when gathering data and information for their gender analyses.

Laws, Policies, Regulations, and Institutional Practices that influence the context in which men and women act and make decisions: Laws include formal statutory laws and informal and customary legal systems. Policies and regulations include formal and informal rules and procedures adopted by public institutions for making decisions and taking public action. Institutional practices can be formal or informal and include behaviors or norms related to human resources (hiring and firing), professional conduct (workplace harassment), and the like.

The gender analysis should identify the extent to which laws, policies, regulations, and institutional practices contain explicit gender biases (e.g., explicit provisions that treat males and females differently; laws and regulations that criminalize and/or restrict individuals on the basis of their gender identity or expression) or implicit gender biases (e.g., the different impacts of laws, policies, regulations, and practices on men and women because of different social arrangements and economic behavior). The analysis should also identify when key gender-related legislation (e.g., laws on non-discrimination, gender equality, gender-based violence, sexual harassment) is absent.

Cultural Norms and Beliefs: Every society has cultural norms and beliefs (often expressed as gender stereotypes) about what are appropriate qualities, life goals, and aspirations for males and females. Gender norms and beliefs are influenced by perceptions of gender identity and expression and are often supported by and embedded in laws, policies, and institutional practices. They influence how females and males behave in different domains and should be explicitly identified in the gender

analysis at the country level and especially in project design because they affect potential participation of males and females in project activities.

Gender Roles, Responsibilities, and Time Use: The most fundamental division of labor within all societies is between productive (market) economic activity and reproductive (non-market) activity. This is the central social structure that characterizes male and female activity. Gender analysis should examine what males and females do in these spheres, including roles, responsibilities, and time use during paid work, unpaid work (including care and other work in the home), and community service to get an accurate portrait of how people lead their lives and to anticipate potential constraints to participation in development projects.

Access to and Control over Assets and Resources: A key component of gender analysis is an examination of whether females and males own and/or have access to and the capacity to use productive resources – assets (land, housing), income, social benefits (social insurance, pensions), public services (health, water), technology – and information necessary to be a fully active and productive participant in society. Analysis of this domain may also include an examination of how a society's acceptance (or lack thereof) of individuals' gender identity and/or expression may influence their ability to access and control resources. While gender gaps in access to resources can be identified at the country level, they are especially important at the project and activity levels.

Patterns of Power and Decision-making: This domain of gender analysis examines the ability of women and men to decide, influence, and exercise control over material, human, intellectual, and financial resources, in the family, community, and country. It also includes the capacity to vote and run for office at all levels of government. Analyses should examine to what extent males and females are represented in senior level decision-making positions and exercise voice in decisions made by public, private, and civil society organizations. Issues of power often cross-cut the other domains of gender analysis as well.

Data Gathering Methods

In carrying out the gender analysis at the country level and for project designs, Development Objective (DO) and project teams must consult with a wide variety of key stakeholders (including intended beneficiaries of programming). Consulting with local academic institutions, civil society organizations, and think tanks is important, as they are often aware of the local context and can provide access to unpublished information. The gender analysis should also rely on multiple resources, including country-level gender analysis performed by the government and other donors or academics as well as:

- Regional or sectoral gender analyses;
- Official national- and regional-level data and statistics;

- Relevant public data from USAID projects and activities;
- Periodic reports to United Nations (UN) human rights committees; and
- Shadow reports and reports by UN and regional intergovernmental organizations, non-governmental organizations (NGOs), and implementers.

The Gender Analysis Report

The primary function of the domains of gender analysis is to serve as a frame to identify the questions that will be most relevant for revealing key gender issues, gaps between men and women, and areas in which women and girls are dis-empowered. The domains should not be viewed as stovepipes and in some cases, content relevant to two or more domains may overlap. The answers to the questions that result from considering the domains will yield the content of the gender analysis and lead to associated recommendations about how USAID's work can address the issues that have been revealed. The findings of the gender analysis must be reflected in a written report. While an OU may wish to organize the content of the written gender analysis report by the domains, this is not a requirement.

Gender Analysis at Different Levels

While gender analysis is required for both country strategies and projects, and in some cases for activities as well (see **ADS 201**), the scope of this analysis will differ depending on the level of focus. At the strategy (e.g., CDCS) or country level, the analysis should identify the macro or sectoral level societal gender inequalities or obstacles to female empowerment so that gender equality and female empowerment can be reflected in an Operating Unit's (OUs):

- CDCS Goal,
- Development Objectives (DOs), and
- Intermediate Results (IRs) and sub-Intermediate Results.

At the project level, the gender analyses should dig deeper and identify the:

- Relevant gaps in the status and anticipated levels of participation of women and men (including age, ethnicity, disability, location, etc.) that could hinder overall project outcomes;
- Differences in the status of women and men (e.g., economic, political, etc.) that could be addressed as a result of the project; and

- Possible differential effects the project might have on men and women.

At this level, gender analysis should influence the project design to ensure that it explicitly addresses any disparities and includes actions to reduce the gaps and inequalities that are revealed. Results from a gender analysis may also lead an OU to build in project components that specifically focus on empowering women and girls, if the analysis suggests that this is important for achieving the Project Purpose and related results.

If a gender analysis is carried out at the activity level, the same domains of analysis should be employed, but the analysis should have a narrower focus than a project-level gender analysis. A gender analysis at this level should detail key gender inequalities and suggest ways that the activity could narrow or close gender gaps, address inequalities, and/or empower women and girls in the specific sectors or areas that will be addressed by the activity. The analysis should also examine anticipated levels of and possible barriers to participation of men and women in the activity and whether/how the activity might affect men and women differently. The findings and recommendations of the analysis should inform and be integrated into the activity design, associated performance indicators, and related award documents.

Operating Units often conduct or commission topic- or sector-specific analyses or assessments for project design, including for instance, a youth analysis, or a democracy, rights, and governance analysis or an economic growth assessment. Such analyses/assessments should apply the same principles of country- and project-level gender analyses (e.g. to include a robust discussion of the different roles, human rights, responsibilities, and entitlements of males and females and other gender-related issues that are relevant to each topic/sector).

205.3.3 Gender Analysis and Integration in the CDCS Process

Effective Date: 04/27/2017

Gender analysis is a mandatory analysis for Country Development Cooperation Strategies (CDCS) (see **ADS 201** and **ADS 201mag, Regional and Country Development Cooperation Strategy (R/CDCS) Development and Approval Process**). GenDev, in partnership with Washington and Mission-based Gender Advisors and Points of Contact, provides advice on gender integration throughout the CDCS process (see ADS 201.3.2.2, section J). Missions should spell out the timeline and plans for carrying out the gender analysis during Phase One of the CDCS process and finalize the analysis during Phase Two so that the findings can be applied and integrated into the draft of the full CDCS that is developed in Phase Three. If the precise timing of the analysis permits, the analysis should inform the Results Framework (RF) developed during Phase Two as well. Reviewers should consider and provide feedback about the extent to which gender is integrated in the RF paper and flag gender as a significant issue or concern, if appropriate.

The areas of the country-level gender analysis are the same as those described above in **205.3.2**. The analysis must provide country and sector-level quantitative and

qualitative information on the key gender gaps in each of the domains described in section **205.3.2** at the country level and in specific sectors where Mission resources are likely to be concentrated.

At this level, the analysis should, to the extent possible, also provide information about groups of women or men that are particularly disadvantaged or that have strong unmet needs for empowerment (e.g., lesbian, gay, bisexual, transgender and intersex [LBGTI] persons, women from marginalized ethnic groups, women with disabilities, and so forth).

It is not sufficient for CDCS documents to simply represent gender as a "cross-cutting issue" that is described in a separate, single paragraph or section somewhere in the text of the CDCS. Rather, the findings of the gender analysis must inform and be incorporated into all sections of the CDCS. At the goal level, the CDCS narrative must discuss explicitly how the country strategy will contribute to the three outcomes specified in the **Gender Equality and Female Empowerment Policy**:

1. Reductions in gaps between males and females in access to/control over economic, political, and social resources;

2. Reductions in the prevalence of gender-based violence; and

3. Reductions in constraints that prevent women and girls from leading, participating fully in, and influencing decisions in their societies.

The narrative of the Development Context, Challenges and Opportunities section that describes the development context, the most important challenges and opportunities facing the partner country, and identifies those areas that the Mission plans to address must include:

- Key sex-disaggregated statistics,

- Descriptions of gender gaps, and

- A brief profile of the status of women and men in terms of their leadership roles in society and the gender norms that should be taken into account.

In the Development Hypotheses and Results Framework section of the CDCS, DO and Intermediate Result (IR) narratives should identify the specific gender gap relevant to that DO/IR and a discussion of how closing those gaps will be achieved. In addition, the Results Framework Indicator Annex in the CDCS should include illustrative performance and context indicators that track progress in closing identified gender gaps or achieving female empowerment objectives. The Foreign Assistance Coordination and Tracking System (FACTs Info) includes eight Gender Equality and Female Empowerment indicators pertaining to gender equality, female empowerment, gender-based violence and women, peace and security. In addition, there are several other relevant indices

and indicators used by Presidential Initiatives and other sector specific indicators in FACTS Info (see **205.3.9.2**). Missions may also develop custom indicators to track progress in closing gender gaps to complement the standard indicators.

Missions may choose to have a DO (or an IR) that specifically addresses gender inequalities or seeks to empower women (see the **USAID Gender Equality and Female Empowerment Policy**). If a Mission opts to have a standalone DO that addresses gender inequality or female empowerment, the CDCS must explain how achieving gender equality and female empowerment is part of the overall development hypothesis of the strategy and how USAID will work together with other actors in a partner country to contribute to this result. In addition, the CDCS must incorporate that DO into the Results Framework with associated illustrative indicators at the IR and sub-IR level that capture progress toward the stated gender equality objectives. Illustrative indicators will be further refined and defined in the Mission's Performance Management Plan (PMP).

205.3.4 Gender Analysis and Integration in Project Design

Effective Date: 04/27/2017

The Project Design Team, including technical and program office staff, must be substantially involved in the gender analysis process. Simply having a coordination function and providing a list of documents does not constitute active engagement. The Gender Advisor and/or Gender Point of Contact (POC), where applicable, takes a lead role in conducting or reviewing the mandatory project-level gender analysis (see **ADS 201.3.3.1**). In Phase One: Project Design Planning (**ADS 201.3.3.12**), the team should make a plan for conducting the gender analysis and discuss it in the Plan for Conducting Analyses section of the Project Design Plan. If gender is a major focus of the project, this should be articulated in the Preliminary Project Purpose. When possible, the section on the Plan for Engaging Local Actors should include relevant in-country civil society or government organizations working on gender issues.

In Phase Two: Project Design (**ADS 201.3.3.13**), the Project Design Team will review the results of the gender analysis, along with other analyses, and use these when developing the theory of change that describes how the Project Purpose will be achieved. The project-level gender analysis should identify:

- Relevant gender gaps in the status and anticipated levels of participation of women and men that could hinder the key results to be achieved by the project, as defined in the Project Purpose,

- Key gender inequalities or needs for female empowerment that could be addressed through the project, and

- Any potential differential effects (including unintended or negative consequences) on women and men.

Gender analysis at this level should include the types of qualitative and quantitative information described in **205.3.2**. To the extent possible, the information should reflect the intersection of sex and other characteristics such as age, marital status, income, ethnicity, race, disability, sexual orientation and gender identity, urban versus rural, and be focused on the geographic area of the project.

Similar to the CDCS, the findings of the gender analysis must be referenced throughout the PAD and addressed specifically in the:

- Project Purpose (if gender is a major focus of the project);
- Context section;
- Project Description;
- Summary of Conclusions from Analyses; and
- Project Monitoring, Evaluation and Learning (MEL) Plan.

The impact of gender should be discussed in the Project Description section, and when possible, included in the required Annex presenting a logic model or graphic display of the theory of change. All people-level indicators must be disaggregated by sex and appropriate gender-sensitive indicators should be included in the Project MEL Plan, as needed. The gender analysis should be uploaded to the **Project Design Working Group (PDWG) site** on ProgramNet (see **ADS 201.3.3.13** section E) and should also be submitted to the DEC (see **ADS 540, USAID Development Experience Information** for more information).

All Washington OUs that elect to approve the design of Washington-funded and managed activities through a PAD are required to conduct a gender analysis for those projects. Bureaus should document, in their standard Bureau operating procedures (or equivalent), when and how gender analysis will be carried out and the results integrated into designs and solicitation document. The Gender Advisor and/or Gender Point of Contact (POC), where applicable, takes a lead role in conducting or reviewing the mandatory project-level gender analysis. Project design teams must ensure that the findings and recommendations of any gender analyses are documented in the relevant approval document. If the project design team determines that gender is not an issue, as per the gender analysis, this must be stated in the approval document.

As outlined in **ADS 201.3.3.13**, for PADs, final clearances from individuals in some roles are required, but the OU may opt to add additional clearances at its discretion. Although not required, it is a good practice to include the Bureau, Mission or Independent Office Gender Advisor or PoC on the clearance list.

205.3.5 Gender Analysis and Integration in Activity Design

Effective Date: 04/27/2017

A. Activities approved through a PAD Approval Memorandum, or Amendment Thereto

A project level gender analysis should be specific enough to provide insights about key gender gaps and needs for increased gender equality related to each of the activities (i.e. implementing mechanisms) that will eventually be implemented under the Project Appraisal Document (PAD). If, however, the PAD gender analysis is too broad or framed at too high a level to be useful for designing the individual subordinate activities, then supplementary gender analysis must be conducted at the activity level. If, in implementation, learning occurs that leads to a substantial revision of the project or activity, additional gender analysis may be required.

The Program Office or Project Design Team, in consultation with the relevant Gender Advisor or PoC, is responsible for deciding whether additional gender analyses are required for activities that are linked to PADs. Both field Missions and OUs in Washington must ensure that a gender analysis, sufficient for the purposes of integrating gender at the implementing mechanism level, has been carried out. The results of the gender analysis must be integrated into related solicitations.

B. Standalone activities approved through an Activity Approval Memorandum

With few exceptions, a gender analysis must also be carried out for all standalone programmatic activities that are designed independently and/or are not covered by or linked to a PAD, whether in Washington or the field, with some flexibility in how this requirement is addressed.

Missions and Washington OUs must document in the Activity Approval Memorandum (AAM) the ways gender has been incorporated into the solicitation and is expected to be incorporated in the application/proposal to ensure that pre-obligation requirements for gender and the requirements for solicitations (that are described in **205.3.5.b**) are met.

Planners of non-programmatic management or support activities are not required to carry out a gender analysis (see ADS 201.3.3.3 for more information on the exemption of Mission Awards for Management and Support Services from the project design process) although it is good practice to ensure that staff who is hired through such mechanisms have relevant gender expertise when relevant.

205.3.6 Gender Integration in Solicitations

Effective Date: 01/22/2021

Integrating gender equality and female empowerment objectives, activities, and indicators into solicitations can be accomplished in a variety of ways. The most important aspect is that the relationship of gender equality and female empowerment to the activity purpose is:

- Spelled out in the problem statement,
- Reflected in activity design and budget,
- Indicated by the requirement for staff expertise in gender integration,
- Tracked by qualitative or quantitative indicators in performance monitoring, and
- Addressed in the evaluation plan and reporting requirements.

Regardless of the mechanism, design teams must reflect the findings of the gender analysis, which was conducted for the project/activity, in the different components of the solicitation (e.g., the Statement of Work (SOW) and Program Description (PD), project deliverables, key personnel requirements, and monitoring, evaluation, and reporting requirements). Design teams must ensure that evaluation criteria reflect how well gender equality issues are incorporated throughout the application or proposal rather than creating one separate, general sub-criterion.

The design team must include a statement as part of the Global Acquisition and Assistance System (GLAAS) requisition package that:

- Clearly indicates how the results of the gender analysis are incorporated throughout the SOW or PD, deliverables, monitoring and evaluation (M&E) procedures, and reporting requirements; or
- Gives a rationale for why gender inequality is not an issue for the particular activity to be implemented through the requested contract action. The rationale must be determined by the gender analysis cleared by the Director of the requesting office and the Program Office Director, and included in the appropriate approval document.

If neither of these is in the procurement request, the Contracting/Agreement Officer (CO/AO) must notify the project team that s/he is unable to take further action on the request until the required documentation is received.

The table below provides illustrative questions for project teams to consider when drafting the technical components of the solicitation and for CO/AOs to use when

reviewing draft solicitations to determine whether gender has been appropriately integrated.

Section of RFP/RFA	Illustrative Questions
Background	● Does the solicitation spell out the specific gaps that exist between males and females with respect to the problem that is being addressed and relevant to project outcomes? ● Does it indicate what opportunities there are to promote women's leadership and empowerment as a result of the project? ● Does the solicitation explain or indicate potential causes of the identified gaps?
Statements of Work, Statements of Objective and Performance Work Statements	● Is the Implementing Partner required to conduct a more detailed gender analysis prior to or at an early stage of project implementation? ● Does the SOW require the contractor to develop standalone or integrated activities to ensure that projects are reducing the gaps between males and females that were identified in the gender analysis that was carried out in the context of project design and addressing the unique needs and interests of males and females? ● Is the Implementing Partner required to develop a gender action plan or gender strategy describing how gender will be integrated into all phases of the work? ● Does the SOW specify that the contractor must track the differential impacts on male and female participants in all activities?
Program Descriptions	● Does the Program Description sufficiently articulate how the proposed activity is expected to reduce gender gaps or address the unique needs and interests of males and females (consistent with those that were identified in the gender analysis carried out in the context of the project design)?
Monitoring and Evaluation	● Does the solicitation include specific gender-sensitive indicators that the Implementing Partner is expected to use? ● Are Implementing Partners encouraged to use one or more of the nine standard indicators on gender? ● Are there strategies in place to monitor unintended consequences (such as gender-based violence)?
Reporting	● Does the solicitation specify that reporting requirements include information on:

Section of RFP/RFA	Illustrative Questions
	- To what extent and how relevant gaps between males and females were closed? - What new opportunities for women and men were created? - What differential negative impacts on males/females (such as increasing the risk of gender-based violence) were addressed or avoided? - What needs and gender inequalities emerged or remain?
Personnel	● Does the solicitation request a technical expert who has experience with gender integration in project design and is knowledgeable about how to address gender disparities and create opportunities for women's leadership and participation within the particular sectoral context, if such an expert is important for ensuring optimal project results?
Instructions to Offerors/Applicants or Preparation and Submission Guidelines	● Does the solicitation stipulate that Implementing Partners highlight their capability to address gender gaps and to empower females? ● Does the solicitation request that Implementing Partners illustrate how their organization is structured to ensure that gender disparities will be deliberately and adequately addressed in their programming?
Evaluation or Selection Criteria	● Does the solicitation state that Implementing Partners will be evaluated on how well the proposal addresses gender integration as described in the SOW/PD and other sections of the solicitation, as appropriate?

For technical assistance and additional guidance, program offices, technical teams, and Contracting/Agreement Officer Representatives (CORs/AORs) should consult the USAID Mission Gender Advisor, Bureau Gender Specialist, or the Gender Equality and Women's Empowerment Hub in the Bureau for Development, Democracy, and Innovation (DDI).

205.3.7 Gender Integration in Activity Implementation

Effective Date: 04/27/2017

Gender integration does not end with activity design and solicitation but should continue throughout implementation. Missions have adopted many innovative practices designed to strengthen gender integration in activity implementation, including during the process of developing work plans.

AOR/CORs and Government Agreement Technical Representatives (GATRs) are responsible for ensuring that gender is being effectively taken into account in activity

implementation, in accordance with the terms of the award. Good practices include asking Implementing Partners to develop gender action plans or strategies describing how gender will be integrated into all phases of the work, when these were specified in the award. The AOR/COR/GATR must ensure that all people-level data that is gathered is sex-disaggregated, as required. It is good practice to gather other gender-sensitive data during activity implementation, to

- Ensure that Implementing Partners report on gender-related results in quarterly or other reports if relevant; and

- Ensure that any observed unintended gender-related consequences of the activity are being documented, and, if a viable solution exists, addressed.

Additionally, when staff at Missions or Washington OUs facilitate partners' meetings, working groups, and/or other collaborative activities, gender-related issues should be carefully considered when crafting the agenda and included when relevant, along with organizations doing related work.

The gender advisor or other technical staff with gender expertise in the relevant sector should provide the AOR/COR/GATR with the assistance needed to effectively integrate gender into activity implementation through regular communication, and, on occasions where this is useful, by accompanying the AOR/COR/GATR on site visits or meetings with Implementing Partners (IPs). If appropriate, the gender advisor or AOR/COR/GATR may link IPs to local networks of women leaders, women's rights organizations and other stakeholders in support of gender equality in order to better leverage these resources to reduce gender gaps through activity implementation. Finally, Mission staff may wish to consider whether gender should be addressed in trainings being facilitated as part of activity implementation.

205.3.8 Monitoring, Evaluation, and Learning

Effective Date: 04/27/2017

USAID's Gender Equality/Female Empowerment and Evaluation Policies require rigorous monitoring and evaluation. In both performance monitoring and evaluation, OUs must:

- Collect sex-disaggregated data for all people-level indicators (see **ADS 201.3.5.7.g**);

- When relevant, develop performance and context indicators designed to track changes in key gender gaps from baseline to end-of-project or end-of-activity results; and

- Use appropriate qualitative and quantitative methodologies to gather and analyze relevant gender-sensitive data.

The process of monitoring and evaluation also provides a critical opportunity to enable course correction, particularly when the CDCS or project design did not sufficiently address gender gaps and female empowerment.

205.3.8.1 Performance Monitoring

Effective Date: 04/27/2017

As part of the on-going and routine review of performance indicator data, OUs should review progress toward meeting the three outcomes of the **Gender Equality and Female Empowerment Policy**. The information needed and data relevant to gender equality and female empowerment should be identified during strategy/project/activity planning and design and reflected in Mission Performance Management Plans (PMPs) and Project and Activity Monitoring, Evaluation and Learning (MEL) Plans.

Depending on how the OU is staffed, the Gender Advisor and/or Gender Points of Contact from technical teams should be actively involved in performance monitoring activities. Monitoring and Evaluation (M&E) Specialists and AORs/CORs should advise on the inclusion of gender-sensitive indicators in PMPs and Project and Activity MEL Plans, as appropriate. Gender-sensitive indicators are recommended for inclusion in PMPs and Project and Activity MEL plans but are not required.

The procedures for integrating gender into performance monitoring should be codified in the required Mission Order on Gender Integration and in Bureaus' operating procedures. Missions may also wish to address these issues in the required Mission Order on Performance Monitoring.

Missions and Washington Bureaus and Independent Offices (B/IOs) must:

- Develop indicators and set annual targets for tracking progress toward achieving gender equality and include them in the Mission-wide PMP and Project MEL Plans, as appropriate;

- Review Implementing Partners' proposed Activity MEL Plans (see **ADS 201.3.4.9**) and advise on the inclusion of a gender-sensitive approach to monitoring and gender-sensitive indicators, as appropriate;

- Review actual annual data against planned targets with attention to whether there are any gaps between the extent to which females and males are participating in and benefiting from projects and activities and discuss the findings with Implementing Partners (see **ADS 201.3.4.10**). Performance Plan and Reports (PPRs) must detail gender equality and female empowerment results achieved in a reporting fiscal year (see **205.3.9.2**);

- Ensure that data for any sex-disaggregated and gender-sensitive indicators in the Mission-wide Performance Management Plan are routinely updated and available for use during Portfolio Reviews;

- Ensure that Performance Plans and Reports detail gender equality and female empowerment results achieved in a fiscal year (see **205.3.9**);

- Analyze unexpected or unintended project or activity results (positive or negative) affecting females, males or both, and discuss the findings with Implementing Partners; and

- Take corrective action if there are problems with, or gaps in, data collection, analysis or use of gender-sensitive performance data.

205.3.8.2 Evaluation

Effective Date: 04/27/2017

Creating a gender-sensitive evaluation means that all stages of the evaluation reflect:

1. An awareness that the degree and meaning of program participation, program results, and potential sustainability are shaped by gender;

2. A recognition that explicit attention to gender issues must be integrated into the evaluation if gender equality objectives are to be addressed; and

3. A commitment to examining the extent to which gender equality was achieved as a result of the program or project that was implemented. Without engendered evaluation, USAID will be unable to examine the extent to which its programming achieves positive results and improves quality of life for women as well as men; reduces gender gaps and empowers women and girls; and contributes to the high-level outcomes articulated in the Gender Equality/Female Empowerment Policy.

During the design phase of each project, Washington Bureaus and Missions will give consideration to the evaluations that will be undertaken, and may identify key evaluation questions, including those related to gender equality or female empowerment, at the outset (see **ADS 201, Program Cycle Operational Policy**). During the planning phase for the evaluation, Washington Bureaus and Missions must identify all evaluation questions for which sex-disaggregated data are needed. All people-level indicators must be disaggregated by sex. Washington Bureaus and Missions should also consider whether key evaluation questions examine the extent to which closing gender gaps has improved project outcomes and/or whether the project has transformed gender norms, reduced gender gaps, or empowered women/girls across diverse sub-groups (e.g., different ages, disability status, marital status, etc.), where applicable.

Washington Bureaus and Missions should:

- Strive to ensure that evaluation designs, methodologies, data collection, analyses and reports adequately capture the situations and experiences of both males and females.

- In developing the evaluation sub-section of a Project MEL Plan, consider evaluations that address whether gender norms have been transformed or gender gaps have been closed (see **ADS 201.3.3.13**).

- Review Implementing Partners' proposed Activity MEL Plans (see **ADS 201.3.4.9**) to ensure that they include a gender-sensitive approach to evaluation, as appropriate.

Evaluation scopes of work must clarify expectations about the methodological and subject matter expertise of the evaluators, including expertise in gender analysis.

Good gender-sensitive evaluation practice is described in detail in **How-To Note: Engendering Evaluation at USAID**.

205.3.8.3 Learning

Effective Date: 04/27/2017

The Collaborating, Learning and Adapting (CLA) Plan in the Performance Management Plan should address the following four elements as they pertain to gender:

1. Collaboration,

2. Gaps in knowledge/areas for further gender analysis,

3. Plans to assess progress made, and

4. What resources will be contributed to these efforts.

The process of learning by using data and other information to oversee the progress of the activity, revisit assumptions, check for any unintended negative consequences, make decisions, and manage any course corrections allows for gender considerations to be addressed throughout the Program Cycle. Some opportunities to do this include strategic portfolio reviews; mid-course stock-takings; partner discussions; site visits; and using gender-related findings from monitoring data, evaluations and analyses in new design and adaptive management approaches (see **ADS 201.3.5.23**).

205.3.9 Gender Integration in Operational Plans and Performance Plans and Reports

Effective Date: 04/27/2017

The Department of State and USAID policy requires Washington and field-based Operating Units to report on gender equality and women's empowerment in budgets and performance plans and reports. In Operational Plans (OPs) and Performance Plan

and Reports (PPRs), the Gender Key Issue category is comprised of three linked and one independent key issue (see **USAID's Web pages on the OPs/PPRs** for more information):

- Gender Equality/Women's Empowerment (GE/WE) – Primary;
- Gender Equality/Women's Empowerment (GE/WE) – Secondary;
- Gender-Based Violence (GBV); and
- Women, Peace, and Security (WPS).

205.3.9.1 Operational Plans

Effective Date: 04/27/2017

All OUs must attribute funding in each fiscal year to one or more of three linked gender key issues and/or the Women, Peace and Security independent key issue, as follows (see **USAID's Web pages on the OPs/PPRs** for the complete definitions of these key issues):

- **Gender Equality/Women's Empowerment (GE/WE) – (Primary)** includes projects/activities in which gender equality or women and girls' empowerment is the explicit or primary goal and fundamental in the design, results framework, and impact. If an activity passes the GE/WE-Primary screen, all funding should be attributed to this linked key issue. If all funding for a project/activity cannot be attributed to this linked key issue, then OUs should attribute the relevant portion as "secondary" (see next paragraph).

- **Gender Equality/Women's Empowerment (GE/WE) – (Secondary)** encompasses activities in which gender equality or women and girls' empowerment purposes, although important, are not among the principal reasons for undertaking the project/activity. To be considered in this linked key issue, the Gender Equality/Women's Empowerment component must be integrated into key parts of the project/activity, with gender results explicitly described. Since, in this case, only part of an activity budget contributes to this linked key issue, the OU must use its best judgment to determine what portion of funding to attribute to this category.

- **Gender-Based Violence (GBV)** is an umbrella term for any harmful threat or act directed at an individual or group based on actual or perceived biological sex, gender identity and/or expression, sexual orientation, and/or lack of adherence to varying socially constructed norms around masculinity and femininity. This violence is typically characterized by the use or threat of physical, psychological, sexual, economic, legal, political, social and other forms of control and/or abuse. Types of GBV include, but are not limited to: child, early, and forced marriage; female genital mutilation/cutting; so-called "honor"-based violence and killings,

and other harmful practices; acid violence; dating violence; domestic violence; female infanticide; femicide or gender-related killing of women and girls; all forms of human trafficking; intimate partner violence; sexual harassment; stalking; all forms of sexual violence, including reproductive and sexual coercion and rape, including marital rape, so-called "corrective" rape, and rape as a tactic of conflict. All interventions that address or respond to GBV perpetrated against women and girls or men or boys, or other groups on the basis of their gender identity or expression, are to be reported in this linked key issue. If the project/activity addresses child, early, and forced marriage (CEFM) or female genital mutilation or cutting (FGM/C), the narrative should clearly describe in detail CEFM/FGM/C related activities. For the purposes of attribution, the GBV linked key issue should be considered to be mutually exclusive from the GE/WE-Primary and GE/WE-Secondary key issues.

- **The Women, Peace, and Security Independent Key Issue** collects information on projects/activities designed to promote women's participation and leadership, and the integration of gender perspectives, in peace building, conflict prevention, countering violent extremism, resilience-building, security sector and other decision-making processes and institutions in societies affected by crisis or conflict (e.g., peace negotiations, elections, efforts to address climate-related insecurity); protect women and girls from violence, discrimination, and abuse, including GBV and trafficking in persons; address the distinct needs of women and girls, and men and boys, as part of relief and recovery efforts, including humanitarian assistance and reintegration; and support women's economic empowerment and access to education and health services in crisis and conflict-affected environments. Funding projects/activities attributed to the WPS independent key issue must also be attributed to one and only one of the three mutually exclusive gender linked key issues or the Trafficking in Persons (TIP) independent key issue.

Attributions to the gender key issues may in some cases be double-counted against other relevant key issues, for example, the LGBTI independent key issue. Operating Units should refer to current year **Operational Plan Guidance** for more information and guidance.

205.3.9.2 Performance Plans and Reports

Effective Date: 04/27/2017

The Master Indicator List (MIL) includes eight Washington-designated, cross-cutting indicators that cover gender equality, women's empowerment, gender-based violence, and women, peace, and security (see box below). These indicators are designed to monitor the results of foreign assistance efforts across Categories, Program Areas and Program Elements in the Standardized Program Structure (SPS). As relevant to the outputs and outcomes being reported, some or all eight of the gender equality, women's empowerment, gender-based violence, and women, peace and security indicators will be used in reports to the Office of Management and Budget (OMB), Congress, and other stakeholders.

GNDR-1	Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or subnational level.
GNDR-2	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).
GNDR-4	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities.
GNDR-5	Number of legal instruments drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender-based violence at the national or subnational level.
GNDR-6	Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other).
GNDR-8	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations.
GNDR -9	Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities.
GNDR -10	Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance.

Beginning with the FY16 PPR, all standard indicators are required as applicable. All OUs should collect data and report on one or more of the gender standard indicators if the OU's programming produces data that contributes to the measurement of these indicators.

In addition, any people-level standard and custom performance indicators reported on in the PPR must be disaggregated by sex (see **ADS 201, Program Cycle Operational Policy**).

In annual Performance Plan and Reports (PPRs), OUs must report on results realized during the reporting fiscal year, regardless of the appropriation year of the funding that helped produce the results. Each indicator has an associated reference sheet, or Performance Indicator Reference Sheet (PIRS), which explains how the indicator must be computed (see **Master Indicator List** on USAID's Web pages on the OPs/PPRs). Missions and OUs are strongly encouraged to become familiar with the standard

indicators on gender and how they are used well before the time when initial data is collected.

It is important to consult **USAID's Web pages on the OPs/PPRs** for more information as some of the definitions or guidance may change from year to year.

205.4 MANDATORY REFERENCES

205.4.1 External Mandatory References

Effective Date: 04/27/2017

a. **Executive Order- Instituting a National Action Plan on Women, Peace, and Security**

b. **Executive Order - Preventing and Responding to Violence Against Women and Girls Globally**

c. **Executive Order - Strengthening Protections Against Trafficking In Persons In Federal Contracts**

d. **Presidential Memorandum -- Coordination of Policies and Programs to Promote Gender Equality and Empower Women and Girls Globally**

e. **United States Global Strategy to Empower Adolescent Girls**

f. **United States National Action Plan on Women, Peace, and Security**

g. **United States Strategy to Prevent and Respond to Gender-Based Violence Globally**

205.4.2 Internal Mandatory References

Effective Date: 04/27/2017

a. **ADS 201, Program Cycle Operational Policy**

b. **ADS 205maa, USAID Guidance on Female Genital Mutilation/Cutting (FGM/C)**

c. **ADS 300, Agency Acquisition and Assistance Planning**

d. **Ending Child Marriage and Meeting the Needs of Married Children: The USAID Vision for Action**

e. **Operational Plan Guidance**

f. **Performance Plan and Report Guidance**

g. **The LGBT Vision for Action: Promoting and Supporting the Inclusion of Lesbian, Gay, Bisexual and Transgender Individuals**

h. **USAID Counter-Trafficking in Persons Policy**

i. **USAID Evaluation Policy**

j. **USAID Gender Equality and Female Empowerment Policy**

k. **USAID Implementation of the United States National Action Plan on Women, Peace, and Security**

205.5 ADDITIONAL HELP

Effective Date: 04/27/2017

a. **ADS 205saa, Integrating Disability into Gender Analysis**

b. **Gender 101 Online Training Course (course code G101GEUSAID)**

c. **Gender and Health Resources**

d. **How-To Note: Engendering Evaluation at USAID**

e. **Office of Gender Equality and Women's Empowerment (GenDev)**

f. **ProgramNet Gender Equality and Female Empowerment Policy Page**

g. **Template for Mission Order on Gender Integration**

h. **Tips for Integrating Gender Into USAID Agricultural Sector Solicitations**

i. **Tips for Integrating Gender Into USAID Education Sector Solicitations**

j. **Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis**

205.6 DEFINITIONS

Effective Date: 04/27/2017

female
Refers to females of all ages. (**Chapter 205**)

female empowerment
When women and girls acquire the power to act freely, exercise their rights, and fulfill their potential as full and equal members of society. While empowerment often comes from within, and individuals empower themselves, cultures, societies, and institutions create conditions that facilitate or undermine the possibilities for empowerment. (**Chapter 205**)

gender advisor
Person with the technical skills, competencies, and experience necessary to provide appropriate, in-depth guidance to technical and program staff to ensure that gender equality and female empowerment are integrated in meaningful ways across the program cycle, but especially in project and activity design. Gender advisors are appointed by Missions or Washington Operating Units and possess an educational background or experience working on gender integration and female empowerment in one or more technical fields. Missions in the process of closing or with less than $20 million per fiscal year in program funds are exempted from this requirement, but must appoint a gender POC. In all cases, the advisor will have responsibilities explicitly included in their job description, including an allocation of time sufficient to carry out the work. (**Chapter 205**)

gender analysis
An analytic, social science tool that is used to identify, understand, and explain gaps between males and females that exist in households, communities, and countries, and the relevance of gender norms and power relations in a specific context. Such analysis typically involves examining differences in the status of women and men and their differential access to assets, resources, opportunities and services; the influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities; the influence of gender roles and norms on leadership roles and decision-making; constraints, opportunities, and entry points for narrowing gender gaps and empowering females; and potential differential impacts of development policies and programs on males and females, including unintended or negative consequences. (**Chapter 205**)

gender equality
Concerns fundamental social transformation, working with men and boys, women and girls, to bring about changes in attitudes, behaviors, roles and responsibilities at home, in the workplace, and in the community. Genuine equality means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males or females. (**Chapter 205**)

gender integration
Identifying and then addressing gender inequalities during strategic planning, project design, implementation, and monitoring and evaluation. Since the roles and relations of power between men and women affect how a project or activity is implemented, it is essential that USAID staff address these issues on an ongoing basis. USAID uses the term gender integration in planning and programming. (**Chapter 201** and **205**)

gender-sensitive indicators
Indicators that point out to what extent and in what ways development programs and projects achieved results related to gender equality and whether/how reducing gaps

between males/females and empowering women leads to better project/development outcomes. (**Chapter 201** and **205**)

gender points of contact (POC)
Persons designated by Missions to serve as the liaison with AID/W on issues related to implementing the suite of Gender Equality and Female Empowerment policies across the program cycle. POCs may or may not have the technical skills of a gender advisor but at a minimum should take Gender 101, Gender 102 and Gender 103 online courses. (**Chapter 205**)

women
Refers to adult females. (**Chapter 205**)

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