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ILRG GENDER INTEGRATION STRATEGY

INTEGRATED LAND AND RESOURCE GOVERNANCE TASK ORDER UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

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COR: Sarah Lowery

USAID Office of Land and Urban

Contractor Name: Tetra Tech

Author(s): Jennifer Duncan, Landesa

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Tetra Tech Contact(s): Megan Huth, Project Manager
159 Bank Street, Suite 300
Burlington, VT 05402
Tel: (802) 495-0282
Fax: (802) 658-4247
Email: megan.huth@tetratech.com

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Submission Date: 25 October 2018
Submitted by: Matt Sommerville, Chief of Party
Tetra Tech
159 Bank Street, Burlington VT 05401, USA
Tel: (802) 495-0282
Fax: (802) 658-4247

Contract Number: 7200AA18D00003/7200AA18F00015
COR Name: Sarah Lowery
USAID Office of Land and Urban
Contractor Name: Tetra Tech
Author(s): Jennifer Duncan, Landesa

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LIST OF ACRONYMS

CEL	Communications, Evidence, and Learning
CSO	Civil Society Organization
FAO	Food and Agriculture Organization
GBV	Gender-Based Violence
GIS	Geographic Information System
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance Task Order
J-PAL	Abdul Latif Jameel Poverty Action Lab
LGSA	Land Governance Support Activity
LTPR	Land Tenure and Property Rights
MEL	Monitoring, Evaluation, and Learning
MAST	Mobile Applications to Secure Tenure
M&E	Monitoring and Evaluation
MIF	Multilateral Investment Fund
STARR II	Strengthening Tenure and Resource Rights II
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WEAI	Women's Empowerment in Agriculture Index
W-GDP	Women's Global Development and Prosperity

I.0 INTRODUCTION

Gender equality and women's empowerment are core development objectives, fundamental to the realization of human rights, and key to effective and sustainable development outcomes. Unless both women and men are able to attain their social, economic, and political aspirations, and contribute to and shape decisions about the future, the global community will not successfully promote peace and prosperity. In line with United States Agency for International Development (USAID) gender compliance requirements,¹ it is imperative that due attention is given to integration of issues of gender equality into USAID programs and projects.²

Over the past twenty years, development practitioners and researchers have become increasingly aware of the role that gender issues and inequities play in achieving effective land and resource rights and governance.³ Land remains a critical economic and social asset for women and men, particularly for those living in rural areas and dependent on agriculture or forests for livelihoods. Yet governance mechanisms for land and natural resources, whether part of a larger formal governance system or embedded in customary systems, often carry gender biases and may in some cases completely exclude women.⁴ Addressing gender issues lies at the heart of effective and inclusive land and resource governance; to not fully do so risks further enabling and empowering discriminatory systems, and undermining the effectiveness, uptake, and success of programmatic interventions.

This strategy is intended as a working guide to integrate gender throughout the life span of the Integrated Land and Resource Governance (ILRG) task order under the Strengthening Tenure and Resource Rights II (STARR II) Indefinite Delivery/Indefinite Quantity (IDIQ) contract.⁵ The document provides a theoretical underpinning for gender integration in the program, and also serves as a practical tool kit for program implementation, offering links to an array of gender-based tools produced by USAID and others, suitable at different design, implementation and evaluation junctures.

The strategy contains four primary sections. The first provides linkages to the US Government's Women's Global Development and Prosperity (W-GDP) framework. The second section sets out key principles and working assumptions. The third section provides background, recommendations and references for specific approaches and activities, and is organized into design, implementation and

¹ The USAID Gender Equality and Female Empowerment (GE/FE) Policy, and USAID's Automated Directives System (ADS) Chapter 205, "Integrating Gender Equality and Female Empowerment in USAID's Program Cycle" provide an overarching mandate for gender integration at all levels of USAID programmatic activity, and serve as a high-level directive for gender integration in ILRG as well. See <https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>.

² USAID (2012). Toolkit for Compliance with USAID Gender Equality: Lebanon (2012). Retrieved from <https://www.encompassworld.com/resources/usaidlebanon-gender-compliance-toolkit>. (Excerpted verbatim).

³ See, e.g., USAID (2013) *Land Tenure and Property Rights (LTPR) Framework, Women, Land and Resources Overlay: Constraints, and Common Sub-issues*. Retrieved from https://www.land-links.org/wp-content/uploads/2016/09/USAID_Land_Tenure_LTPR_Overlay.pdf.

⁴ See, e.g., FAO (2013) *Governing Land for Men and Women: A Technical Guide to Support the Achievement of Responsible Gender-Equitable Governance of Land Tenure*. Retrieved from <http://www.fao.org/3/a-i3114e.pdf>.

⁵ ILRG is a flexible mechanism intended to support USAID's country-level efforts to strengthen land and resource governance, managed by the Land and Urban Office of USAID's Bureau for Economic Growth, Education, and Environment. The purpose of ILRG is to provide technical assistance services to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for strong economic growth, stability, self-reliance, and resilience. USAID Missions and Bureaus can request technical assistance through ILRG for a variety of services: assessments, policy support, institutional capacity-building, facilitation and partnership building.

monitoring/evaluation phases. The fourth and final section offers a guide to learning approaches and questions. Annex 1 contains a list of practical tools that could be considered in design and implementation of ILRG tasks and activities to help ensure gender responsive processes and outcomes. Annex 2 contains a table of resources by topic, and Annex 3 contains a list of references.

Preliminary note: To be useful, a gender strategy must be applicable by those who are not gender experts, and detailed enough to provide direction and guidance at different programmatic phases. One challenge to developing an initial gender strategy for ILRG is that much is still unknown about the goals, direction, and approaches of specific country-based activities that will take place under the project over the next three to five years. By design, ILRG is meant to be both expansive and flexible, encompassing an array of interventions. The breadth, flexibility, and early-program status of ILRG render it difficult to create a gender strategy with sufficient practical application. This strategy should serve as a starting point for developing more detailed gender-based analysis and inputs to the design, implementation, and evaluation of specific tasks as they emerge, as discussed below; it should not serve as a replacement for this process.

2.0 LINKAGES TO WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY

A thorough approach to gender integration through ILRG's components will strengthen each of the project's four mutually-reinforcing outcomes: (1) economic growth, resilience and food security; (2) biodiversity and natural resource management; (3) good governance and conflict resolution; and (4) women's economic empowerment, which will in turn help to foster resilience at individual, household, community, regional and national levels. Women's economic empowerment and equality, as promoted through the US Government's Women's Global Development and Prosperity (W-GDP) Initiative and framework,⁶ requires both agency and resources. This gender strategy will help to leverage the opportunity embedded in ILRG for delivering both, by strengthening women's role in land and resource governance, and women's rights to land and resources.

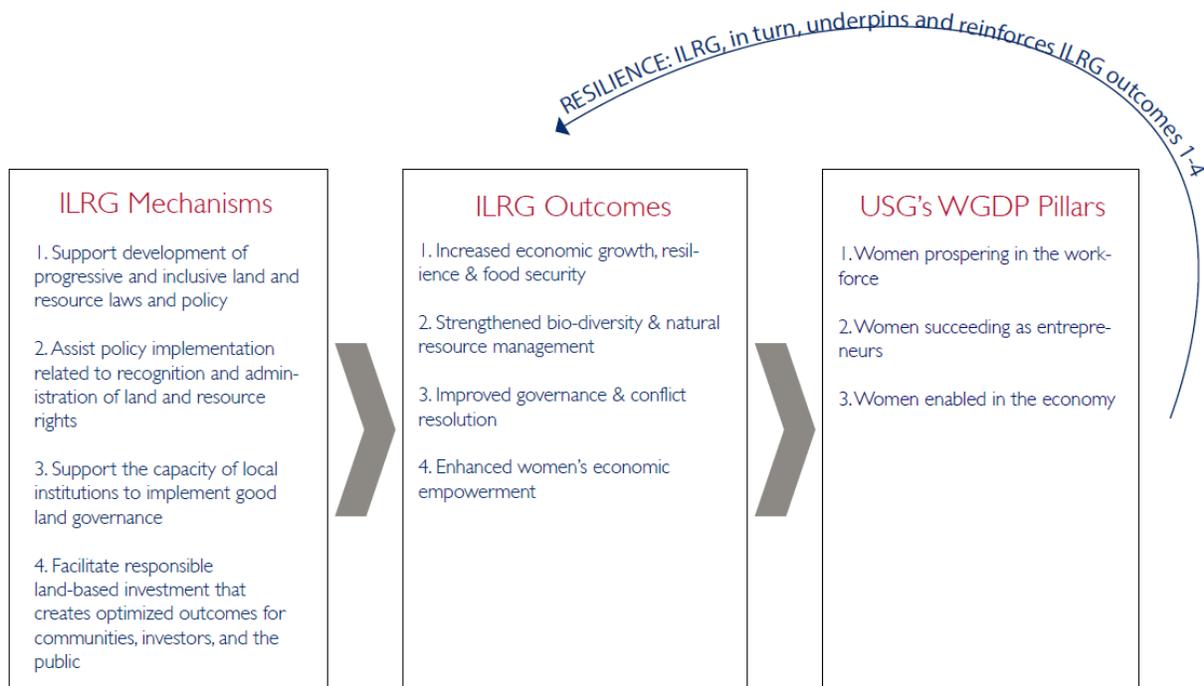
The launch of ILRG's gender strategy aligns closely with high-level US Government commitments, as embodied in recent policy and legislative developments, including: the W-GDP Initiative, the Women's Entrepreneurship and Economic Empowerment Act of 2018,⁷ USAID's Journey to Self-Reliance Initiative,⁸ and the United States Strategy to Prevent and Respond to Gender-based Violence Globally.⁹ ILRG's gender-related learnings will feed into and support these initiatives.

⁶ <https://www.whitehouse.gov/wgdp/>.

⁷ <https://www.govtrack.us/congress/bills/115/hr5480>.

⁸ <https://www.usaid.gov/selfreliance/>.

⁹ <https://www.state.gov/documents/organization/258703.pdf>.



Mutually Reinforcing Dynamics: ILRG and Women's Economic Empowerment

The W-GDP framework outlines three essential pillars for women's global economic empowerment: (1) women prospering in the workforce; (2) women succeeding as entrepreneurs; and (3) women enabled in the economy. Through strong gender integration, ILRG can become an important vehicle for progressing in each of these areas.

W-GDP Pillar I: Women Prospering in the Workforce

Many women in the world work in farming, and often hold the lowest-paid roles and tend the lowest-value crops.¹⁰ According to the WGDP Initiative, "With a more level playing field, female farmers could increase their yields, feeding their families and more people around the world."¹¹ Rights to land and other natural resources are among the most valuable forms of capital in the developing world, and through strong gender integration into governance, allocation, recognition, and transfer of these resources, ILRG will help to ensure greater gender-equal distribution of these critical assets, which can in turn catalyze new and better workplace conditions for women farmers and associated jobs.

ILRG will also help to foster women's agency and capacity to participate fully in governance of land and resources, which will likely create spill-over effects in terms of confidence and ability to participate in other kinds of civic leadership and workforce opportunities. Piloting and tracking new approaches to enhance not only women's participation in governance systems, but also their leadership, voice, and agency, is a central contemporaneous challenge to gender equitable development practices and will be a key challenge within the program. Addressing this challenge thoroughly, including in design, implementation, and evaluation phases, will help to generate learning both within the program and with

¹⁰ Women comprise nearly one-half of the agricultural workforce in many African countries, according to the WGDP Initiative web site. <https://www.whitehouse.gov/wgdp/women-prospering-workforce/>.

¹¹ <https://www.whitehouse.gov/wgdp/>.

broader applicability to the United States government's gender-related goals, and to land and resource governance programs outside of USAID. This will require working within both formal and customary governance frameworks and, for the latter, partnering closely with stakeholders within customary systems to gain maximum understanding of the nuanced cultural context for gender-based change.

Through its work with private sector companies, ILRG will also help to ensure that women have equal access to workforce opportunities related to land and resource-based investments.

Women also face workforce challenges in accessing technology and digital services,¹² and in discriminatory barriers related to gendered cultural norms. Land and resource governance increasingly includes and anticipates a focus on improved technologies, ranging from digitizing of land records to use of geographic information systems (GIS), smartphone, and SMS technologies for recording and conveying spatial information and for enhancing accountability for responsible investments, and open data platforms for mapping, land use planning, and data storage.¹³ By promoting a gender responsive approach to technologies utilized and promoted throughout ILRG, the program will also help to support women to have access to and knowledge about technologies that can also help to open new workforce opportunities for participants.¹⁴

W-GDP Pillar II: Women Succeeding as Entrepreneurs

Women in many parts of the world depend on land- and natural resource-based businesses for their livelihood and commercial opportunities. Women in rural areas may depend on secure tenure to the land they farm in order to develop farm-based businesses and to participate productively in agricultural value chains. In urban and peri-urban areas, women's ability to develop home-based businesses depends in large part on whether they have secure access to land and housing. ILRG will help to reinforce and expand women's economic empowerment via access to markets for women entrepreneurs, including markets to land and associated markets for financial services. Through ILRG, USAID will be able to better explore and understand gendered factors relating to land and natural resource markets, including the gender-based factors at play in both first registration (or recordation) of land and natural resource rights and in subsequent transactions and recordings through purchase/sale and lease markets, as well as through inheritance.

ILRG, together with the USAID Land and Urban Office's Communications, Evidence, and Learning (CEL) project, will also generate important learning about access to capital in the context of women's economic empowerment and equality, helping to identify what additional services and assets women need to turn secure land and resource rights into tangible economic opportunities.

W-GDP Pillar III: Women Enabled in the Economy

The main thrust of ILRG is to improve legislative and institutional conditions to allow for the more effective, more socially inclusive governance of land and natural resources. This objective dovetails with the W-GDP commitment to foster an enabling environment for women in the economy. ILRG will work on laws, policies, and regulations, as well as institutional capacity development and systems development, that help to ensure efficient and fair access to land and resource markets for women and to improve

¹² Ibid.

¹³ See, e.g., USAID's Mobile Applications to Secure Tenure (MAST) technological approaches, as summarized in USAID (2018) *USAID Improves its Innovative Technology to Strengthen Land Tenure: MAST*. Retrieved from <https://www.land-links.org/2018/04/usa-id-improves-its-innovative-technology-to-strengthen-land-tenure-mast/>.

¹⁴ See, e.g., IGNITE and Global Fund for Women. *How Does Access to Technology Lead to Gender Equality?*. Retrieved from <http://ignite.globalfundforwomen.org/gallery/infographic-how-does-access-technology-lead-gender-equality>.

women’s participation and voice in governance. Through ILRG, USAID with its partners will be able to tackle some of the core structural barriers to women’s full engagement in the economy, “such as laws that limit women’s rights to inherit, own property, or enter contracts in their own name.”¹⁵ Furthermore, ILRG will work closely with companies investing in land and natural resources to improve the private sector environment for women entrepreneurs and workers.

¹⁵ <https://www.whitehouse.gov/wgdp/>.

3.0 PRINCIPLES AND WORKING ASSUMPTIONS

Several core principles and working assumptions underpin the gender and women’s economic empowerment strategy for ILRG. These are well-grounded in USAID experience, resources, and literature, as well as in international best practices, and form an important part of the shared understanding that will be part and parcel of the work carried out under ILRG.

- Gender equitable approaches help to ensure best program uptake and impact and help to ensure a “do no harm” project footprint.¹⁶
- Gender equitable approaches help to achieve USAID development goals outside of the specific project goals (see Section 2).
- Gender goals are best pursued in a context-specific manner, taking into account gender norms, customary practices, and processes of social transformation, as well as the appropriate role for USAID as a foreign donor organization.
- Fostering an inclusive approach is essential to addressing gender goals. Working with men and boys, along with women and girls, is often the most effective path to identifying and obtaining gender equality. This is particularly important in contexts where men

Textbox I. Gender Definitions

Gender: A culturally-defined set of economic, social, and political roles, responsibilities, rights, entitlements obligations, associated with being female and male, as well as the power relations between and among women and men, boys and girls. The definition and expectations of what it means to be a woman or girl and a man or boy, and sanctions for not adhering to those expectations, vary across cultures and over time, and often intersect with other factors such as race, class, age and sexual orientation. Transgender individuals, whether they identify as men or women, are subject to the same set of expectations and sanctions.

Gender equality: The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources. Genuine equality means more than parity in numbers or laws on the books; it means expanded freedoms and improved overall quality of life for all people

Gender equity: The process of being fair to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field. (IGWG training resources)

Gender integration: Identifying and then addressing gender inequalities during strategy and project design, implementation, and monitoring, evaluation, and learning. Since the roles and power relations between men and women affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis.

Gender norms: Ideas about how men and women should be and act. We internalize and learn these “rules” early in life. This sets up a life-cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identify generally confirms, within a range that defines a particular society, culture, and community at that point in time.

Gender-sensitive indicators: Indicators that point out to what extent and in what ways development strategies, projects, and activities achieved results related to gender equality and whether/how reducing gaps between males/females and empowering women leads to better development outcomes.

Gender stereotype: The way people believe a woman or man, girl or boy should behave, which is usually based on culture and tradition.

¹⁶ “Securing the rights of women, youth and vulnerable populations and broadening their access to resources complements and deepens the impact of interventions aimed at improving these outcomes. This is the case for people across the economic spectrum from smallholder farmers to urban manufacturers.” USAID (2013). *Land Tenure and Property Rights*

have a dominant role in social leadership and decision-making.

- A flexible approach to gender can often be most effective in moving the needle toward gender equality. For example, in some contexts an appeal to the economic gains that can flow from securing women's rights to land and natural resources can be more effective than using a human rights approach.
- One primary aim of the gender integration and women's economic empowerment strategy is to transfer knowledge and expertise on gender to in-country actors – including staff members, project partners, consultants, trainees, and others – whenever possible, throughout the lifetime of the project.
- The responsibility to pursue gender equality falls equally on every member of the project team.
- Wherever possible, ILRG leadership and staff should seek to collaborate with other USAID projects to realize the maximum possible gains related to gender. This could include collaboration with CEL and with in-country projects addressing other thematic areas, such as forestry, natural resource management, governance, access to justice, etc.

(LTPR) Matrix. Retrieved from https://www.land-links.org/wp-content/uploads/2016/09/USAID_Land_Tenure_Framework.pdf.

4.0 BACKGROUND, RECOMMENDATIONS, AND REFERENCES FOR APPROACHES AND ACTIVITIES UNDER ILRG

This section is organized into three different phases of a project's lifecycle under ILRG: design, implementation and learning/evaluation/monitoring.

4.1 DESIGN PHASE

At the outset of each activity/task within ILRG, the design team will create an activity-specific gender integration plan. This should be a short, concise document that is easy to read and access, and that includes a checklist for key gender integration entry points (see following list), along with a timeline for completing each step. Gender issues should be integrated into activity/task design both through specific gender-focused activities, intended to address identified gender gaps or imbalances, and/or through mainstreaming gender throughout activities. Activities should be explicitly listed in the work plan, wherever possible, with specifically allocated budget resources, as further discussed in Section 4.2, below. Gender-specific activities could include an activity to raise community-level awareness about the importance of widows inheriting rights to their husbands'/families' land, or an activity aimed at empowering women participants in community land governance meetings to speak up and participate fully. A gender mainstreaming example could be a project-wide practice to schedule community meetings (for any project-related content) at a time in the week that works best for both women and men to attend. Another example of mainstreaming could be a practice to review any plan for community-based research (on any aspect of the project implementation) within a task to be sure that it sufficiently addresses gender-related issues. These kinds of interventions are not focused on women *per se*, but are intended to ensure that men and women are both included equitably in project processes and outcomes.

4.1.1 GENDER ANALYSIS AND ASSESSMENTS¹⁷

The most important aspect of the design phase is the gender-based needs and gaps analysis that must precede design. USAID's *Integrating Gender Throughout a Project's Life Cycle 2.0: A Guidance Document for International Development Organizations and Practitioners* sets out in detail what is expected for a project-based gender analysis, as presented in this section.

Gender analysis supports gender integration by identifying, and then addressing, gender inequalities during strategy and project design, implementation,

Textbox 2. What is Gender Analysis?

Gender analysis is a systematic process 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.

USAID (2015). *Integrating Gender Throughout a Project Life Cycle*. https://www.landolakes.org/getattachment/Resources/Tools/Integrating-Gender-into-Land-O-Lakes-Technical-App/Integrating-Gender-throughout-a-Project-s-Life-Cycle_FINAL_compressed.pdf.aspx.

¹⁷ This section is excerpted in part from USAID (2015). *Toolkit for compliance with USAID Policy on Gender Equality: guidance for USAID/Lebanon and Implementing Mechanisms*. Retrieved from https://encompassworld.com/sites/default/files/Gender%20Compliance%20Toolkit_final.pdf, and adapted for the ILRG framework. See also USAID (2016) *Gender Integration in E3 Evaluations 2013-2014*. Retrieved from <https://usaidlearninglab.org/library/gender-integration-e3-evaluations%2C-2013-%E2%80%93-2014>.

and monitoring and evaluation. To the extent possible, the analysis should include descriptive statistics on the status of males and females, disaggregated by age, income, ethnicity, race, location, and relevant social categories.

The gender analysis should influence the design of the activity/task to ensure that it explicitly addresses any disparities and includes actions to reduce the inequalities that are revealed. The findings should thus be referenced throughout task documents, including in the problem statement, activities, monitoring and evaluation plan, and personnel requirements.

One unique challenge with the structure of ILRG is that initial design of tasks and activities will often already have been completed by the time that the task falls within ILRG's purview. This will require the ILRG team to apply a flexible and creative approach to assessing gender-related needs for partially designed tasks, and to seek entry points for addressing gaps, depending on the status of task design and implementation planning. Although this strategy offers a summary of best practices for gender assessments and analysis leading into project design, it will not always be possible to apply all practices to ILRG tasks, but to instead determine which will be most relevant and effective depending on the specific circumstances.

Where possible, a thorough gender analysis should involve a desk review of pertinent materials such as the legal framework for land and resource governance, gender equality laws and policies, and socio-economic research related to gender issues in the country. In addition, an analysis should involve consultation with a wide variety of key stakeholders to ask questions and gather information to develop a strong understanding of the local context within which gender relations have been formed and are currently operating. A list of stakeholders with whom to engage includes:

- Gender experts at nongovernmental organizations, donors, and other organizations who may be able to outline key gender issues in the sector that will be the focus of the task.
- Government officials who are responsible for providing services or enforcing rights.
- Original project implementers (if the task is a continuation of a similar project) who may be able to relay any gender issues that they integrated into their programming, or that arose as they implemented their project. They may also be able to advise on unexpected consequences of the project in terms of the relationships between men and women or the status of either sex.
- Women and men in communities where the task will be implemented. It will be important to gather their perceptions of whether the task will result in equal outcomes for men and women, and also for them to identify gender issues that may not have been considered in the initial stages of task design.

Conclusions from the gender analysis should be used to shape and inform the specific questions relevant to gender at the task or activity level and channeled into the design of each activity or task, as possible. At the task/activity level, a gender analysis looks at a more micro level to identify:

- The relevant gaps in the status, needs, and priorities of men and women;
- The root causes of existing gender inequalities;
- Anticipated levels of access and participation of women and men that could hinder overall project outcomes;
- Differences in the status of women and men that could be closed (or narrowed) as a result of the project; and
- Possible differential effects the project might have on men and women.

4.1.2 VALIDATION AS A MULTI-FACETED BEST PRACTICE

One valuable step not covered by USAID’s guidance for gender-based project analysis is the validation of this analysis by interested stakeholders in-country, including those from communities where the assessment was conducted. Validation workshops, held both regionally and nationally where possible, can be an effective way to accomplish several important objectives during the design phase, including: (1) better ensure the veracity of the findings; (2) strengthen the social legitimacy of the findings, and allow a broader group of stakeholders to take ownership of these findings; (3) increase the participatory and mutually empowering nature of the research/assessment, allowing a wider group of people to speak into the process; (4) heighten awareness and encouragement of discussion around key issues related to gender imbalances and community-generated ways to address these; and (5) enhance stakeholder interest in programmatic activities that will ensue during project implementation phases.

It is important to conduct validation processes to accommodate equitable attendance and participation by both women and men, scheduling the validation for a time suitable for both to attend, and ensuring that both receive invitations and are able to both attend and fully participate in the proceedings. Choosing both women and men facilitators for this type of event can also help to encourage women attendees to ask questions and voice their thoughts and concerns.

Validation exercises are not essential to gender assessments, but should be considered as a best practice whenever possible. A flexible approach to validations may be necessary given resource constraints. Where a gender analysis is part of a broader set of findings and analysis, the gender validation can likewise be incorporated into the broader validation exercise. It may be possible in some cases to limit the number of stakeholders present, as long as they represent a wide variety of interests and perspectives, and/or to design a validation that can be conducted by host country nationals, including civil society partners, rather than requiring the attendance of high-cost foreign consultants who may have participated in the research itself. Even a streamlined validation process will add value to the gender assessment, so long as it provides a meaningful opportunity for a diverse group of stakeholders to provide input on findings and analysis

Textbox 3. Role and Importance of Gender Experts on Task Teams

In considering design and implementation of tasks, a gender expert position should be included as core staff wherever possible, and gender expertise and background will be considered when hiring. When creating a position exclusively dedicated to gender is not possible, at least one person on staff should have the necessary set of skills and experience to carry responsibility for coordination and/or implementation of all project gender mandates.

USAID (2016) *Gender Integration in E3 Evaluations 2013-2014*.

https://usaidlearninglab.org/sites/default/files/resource/files/gender_integration_in_e3_evaluations_4-26-16.pdf (discussing importance of gender experts on implementation teams).

4.2 IMPLEMENTATION PHASE

Most of the detailed guidance for gender equitable and informed project implementation will come from the specific project design components; it is difficult to generalize relevant approaches given the wide variety of project designs and objectives under ILRG. No matter what details the project comprises, however, two prerequisites for securing gender equitable processes and outcomes during the implementation phase are:

- Project budgets allocate sufficient resources to gender-related activities; and
- Staff, partners, consultants, and others are well-trained and competent on relevant gender issues.

4.2.1 GENDER RESPONSIVE BUDGETING

Gender integration into project design will only yield positive results if supported adequately by project budgets. Donor intentions to address gender proactively and well are often undermined during the course of project implementation by project leads and managers who must balance multiple competing priorities within a budget that does not stretch to cover all. Creating a separate and distinct budget for gender activities is the most effective way to highlight what resources are needed to achieve project goals related to gender and to protect resources from reductions that will make it difficult or impossible to achieve these goals.¹⁸

One best practice for a loosely-structured, demand-driven project such as ILRG will be to create a dedicated funding resource for gender to address projects across and throughout the project. As of the final drafting of this strategy, USAID has indicated commitment to this approach. This will be more useful and efficient than it would be to allocate certain amounts for gender out of each task or activity. Additional challenges within ILRG include that discrete amounts of money will be allocated to cover a wide range of activities within a particular country. While gendered issues are prominent in the land and natural resource sectors of most – if not all – of the countries likely to participate in ILRG, beginning with Zambia, Mozambique, and Ghana, task level budgets have not yet been fully developed in all cases, and there is as yet no clear budget dedicated to addressing gender issues within any of these tasks. Also, significant pre-project design work will be involved in the lead-up to some tasks under ILRG; without a dedicated project-wide gender budget (e.g., one that funds gender-responsive work across the project), it will be difficult to stretch narrowly allocated funds to cover critical gender issues, or even to support a plan for how these could/should be integrated into task design.

Finally, establishing this kind of a designated project-wide funding pool for gender will help the project to conduct cross-cutting gender-related activities, such as research on linkages between securing women's land rights and indicators related to empowerment, or research across the ILRG activities that can help fill evidence gaps like the one related to women's land rights and poverty.

4.2.2 STAFF GENDER COMPETENCE AND GENDER-BASED TRAININGS¹⁹

A key component of successfully integrating gender into development programs is ensuring that all staff are informed about gender-sensitive approaches and that they are trained to apply them during the life of the project. Project staff at every level, including leadership levels, should understand the importance of and be equipped and willing to champion gender equitable approaches. In addition to the points below on training and competencies, it will be important to offer staff a specific training and dialogue opportunity about the risks of gender-based violence (GBV) that can accompany interventions in the land sector, especially at the household level.²⁰

A general checklist for staff gender competency would include the following:

- Program operations staff should be familiar with USAID's Gender Equality and Female Empowerment Policy, the US Government-wide Women's Global Development and Prosperity

¹⁸ For more information, see UN-Women's knowledge briefs on gender responsive budgeting for international aid programs, at <http://www.unwomen.org/en/digital-library/publications/2010/1/introduction-to-gender-responsive-budgeting-and-aid-effectiveness>.

¹⁹ This section is excerpted in part from USAID (2015) *Toolkit for compliance with USAID Policy on Gender Equality: guidance for USAID/Lebanon and Implementing Mechanisms*. Retrieved from https://encompassworld.com/sites/default/files/Gender%20Compliance%20Toolkit_final.pdf.

²⁰ See USAID (2018). *Intimate Partner Violence and Land Toolkit*. Retrieved from https://www.land-links.org/wp-content/uploads/2018/04/USAID_Land_Tenure_IPV_Toolkit.pdf.

Initiative and the Women's Entrepreneurship and Economic Empowerment Act and be able to provide quality control and oversight to projects that target gender considerations.

- Technical managers and task leads should serve as resources to operations staff as needed and should communicate gender goals clearly to internal and external project stakeholders.
- Communications staff should highlight gender in both internal and external publications and, when possible, emphasize how projects are responding to donor requirements and promoted approaches.
- Recruitment staff should include prior gender experience as a part of candidate selection criteria, and work to ensure that all projects and teams undergo gender-sensitive hiring processes.
- Project/field staff should undergo gender training ideally during the first few months of project start-up.

While there is no generally accepted competency or proficiency standard for gender-based expertise related to land and resource rights or governance, the United Nations (UN) Food and Agriculture Organization (FAO) has developed a free e-learning course on gender and land, available at <http://www.fao.org/elearning/#/elc/en/course/VGG>, that provides guidance and a good starting place. ILRG key gender personnel will also lead efforts to develop standards/criteria for gender competency in relation to specific live training curriculum.²¹

4.3 MONITORING, EVALUATION, AND LEARNING²²

Rigorous monitoring, evaluation, and learning (MEL) is required to ensure gender dimensions of the project are captured and tracked and that project-relevant differences between male and female beneficiaries are also captured and tracked. The M&E process provides a critical opportunity to enable

Textbox 4. Transfer of Gender Skills and Experience Over the Course of ILRG

One of the most impactful gender-related aims for ILRG would be to transfer gender expertise over the course of the program from international experts to national experts, reducing the need for international expertise over time. All substantive work by the Gender Advisor or any other gender expert will thus be done in collaboration, wherever possible, with an in-country gender expert, project staff, civil society partner, consultant, or other appropriate person. Project leadership will proactively seek learning and mentorship opportunities for staff on gender issues. This focus aligns with and will support USAID's local sustainability goals.

Textbox 5. Example of Staff Gender Training for USAID Land Sector Project

In USAID's Land Governance Support Activity (LGSA) project in Liberia, training was provided to all project staff on gender principles and women's land rights, with a focus on the project's gender strategy and how the project ties into USAID's women's economic empowerment pillars. This was a full-day training, attended by each of the 17 people on staff, including the Chief of Party, subject matter experts, administrative personnel, and drivers. The training was participatory, iterative, and highly energized, and helped to create a shared understanding about gender-related issues at the beginning of the five-year project that has continued to inform project processes and deliverables. LGSA's gender team provided a second full-day gender training for staff at the project's mid-way point, and also adapted its staff training into an intensive two-day training with project implementing partners.

²¹ Gender-based training curriculum developed for USAID's Land Governance Support Activity in Liberia would provide a good foundation for ILRG gender-based trainings, which would need to be tailored to specific country and project contexts. (Training curriculum on file with Tetra Tech (LGSA) and Landesa.)

²² This section draws heavily from: USAID/PPL. (2016). *How-To Note on Gender Integration in Performance Plans and Reports*; USAID/PPL (2016) *How-To Note on Gender Integration in MRRs and Ops*; USAID. (2016). *Gender Integration in E3 Evaluations 2013-2014*; and USAID (2016) *How-To Note: Engendering Evaluation at USAID*.

course correction, particularly when the project design did not sufficiently address gender gaps and female empowerment. Gender should be carefully integrated into monitoring and evaluation plans under ILRG. For guidance on this, please refer to the USAID MEASURE project's *Guidelines for Integrating Gender in an M&E Framework and System Assessment*.²³

In performance monitoring and evaluation, staff and partners must:

- Collect appropriate, sex-disaggregated data.
- Ask clear questions about male and female roles to uncover intended and unintended positive and negative changes.
- Develop indicators designed to track changes in key gender gaps from baseline to endline data collection and analysis.
- Use appropriate qualitative and quantitative methodologies.

4.3.1 PERFORMANCE MONITORING

In ongoing monitoring efforts to review project performance, progress toward meeting women's economic empowerment outcomes should be developed and tracked. The process entails:

- Developing indicators and setting annual targets for tracking progress toward achieving gender equality. A first step should be to reference the US Government's Standard Foreign Assistance Indicators related to gender; these should be used where relevant to avoid duplication.²⁴

Textbox 6. Unintended Gender Consequences and Unexpected Outcomes

“Because many development programs are conceived in a gender-neutral manner, project managers may fail to recognize the unintended consequences for women that result from their programs. Similarly, many evaluation methods only examine the expected outcomes of the project on the expected beneficiaries. In developing an engendered evaluation design, evaluators and evaluation managers should consider methods and designs that are capable of identifying both positive and negative unintended consequences for women or girls. For instance, this might include qualitative interviews or focus groups with women who were expected to benefit from the project but did not, or women who were only indirectly involved in the project. Participatory evaluation approaches may be particularly relevant, since deep involvement of local stakeholders, including women, in the design and conduct of an evaluation can help ensure that unintended consequences for women are avoided or addressed, and issues of gender equality are not overlooked.”

USAID. (2016). *Engendering Evaluations*.

- Reviewing 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 benefitting from activities and tasks and discussing the findings with implementing partners.
- Ensuring that project updates and annual reports detail gender equality and female empowerment results achieved in a fiscal year.
- Analyzing unexpected results (positive or negative) affecting females, males, or both, and discussing the findings with implementing partners.

²³ Measure Evaluation. (2016). *Guidelines for Integrating Gender into an M&E Framework and System Assessment*. Retrieved from <https://www.measureevaluation.org/resources/publications/tr-16-128-en>.

²⁴ USAID Learning Lab (2018). *Program Cycle: How-to Note: Gender Integration in Performance Plans and Reports*. https://usaidlearninglab.org/sites/default/files/resource/files/cleared_-_htn_-_gender_and_pprs_june_2018_r.pdf.

- Taking corrective action if there are problems with, or gaps in, data collection.

4.3.2 EVALUATION

Consideration of evaluation begins in the design phase of each project. It requires attention to which evaluations will be undertaken (and when) and identification of key evaluation questions. This includes:

- Identifying all evaluation questions for which sex-disaggregated data are needed. (All people-level indicators must be disaggregated by sex and collected for information before activities with beneficiaries begin (i.e., baseline) and when activities with beneficiaries end or at the end of the project (i.e., endline).)
- Considering whether key evaluation questions examine the extent to which closing gender gaps has improved project outcomes, and whether the project has transformed gender norms and reduced gender gaps.
- Identifying whether any particular sub-groups (e.g., different ages, people with disabilities, etc.) are at a disadvantage.

It is also important that evaluation designs, methodologies, data collection, and analyses adequately capture the situations and experiences of both males and females. USAID has experience designing and implementing gender-sensitive evaluations for the land sector. Evaluation design documents, data collection tools, and data sets are available online and may help inform evaluation activities under ILRG.

Textbox 7. USAID's Gender-Sensitive Land Tenure Impact and Performance Evaluations

“There is a growing body of evidence that suggests that stronger land tenure security has a positive impact on important development outcomes, such as improved farming practices, agricultural productivity, and, importantly, women's empowerment. While the initial evidence is encouraging, notable knowledge gaps remain. Compared with the positive economic and food security gains seen from land tenure formalization programs in Asia and Latin America, results from similar programs in Africa have been mixed...[USAID has conducted a number of rigorous impact and performance evaluations] to test development questions relevant to empowering women, enhancing food security, and eliminating extreme poverty. These evaluations are using gender-sensitive methods to better understand how these programs may affect women and men differently.”

USAID (2016) *Overview: Land Tenure Impact Evaluations*. <https://www.land-links.org/document/overview-gender-sensitive-land-tenure-impact-evaluations/>.

4.3.3 TIPS FOR GENDER-SENSITIVE INDICATORS

- *Avoid only counting bodies.* Tasks should move beyond only capturing men's and women's participation in project activities. Indicators that measure adoption of new behaviors and practices – for example, the number of farmers applying to have rights to their land recorded or utilizing new alternative dispute resolution or grievance mechanisms – should also be included and should be disaggregated by sex.
- *Be sure to understand the implications of using an indicator disaggregated by the head of the household.* Projects often disaggregate indicators by the head of the household as substitute for capturing individual-level data. Using the head of the household, however, is not a substitute for disaggregating by sex and in many cases, it will create ambiguity about the project's impact and progress. In agriculture for example, individuals in households often manage different plots and may have different abilities to control any income generated. Using just the household head as the disaggregation unit will oftentimes overlook wives, daughters, daughters-in-law, or other women in

the household who manage plots and who should be targeted for services and technologies, but who will not be “visible” if focus is only on heads of household.

- *Indicators should capture quality and not just quantity.* Do not be satisfied with just measuring attendance. Use indicators to capture men’s and women’s satisfaction with services or with the quality of their participation. How many times did women voice their opinions at the general assembly? How many proposals did women bring forward?
- *Measure the percentage of interventions in the program/project specifically designed to reduce gender gaps.*
- *Measure perceptions where possible, including perceptions of tenure security, as well as perception of gender equitable participation in the project.* For example, consider an indicator on number of adults (by sex) in the community (or applicable group) who perceived that women and men participated equally, were equally as vocal, etc. in the task or activity (regardless of the subject matter).

Finally, there are two additional recently published resources that are relevant for ILRG M&E efforts on gender. This first is a guide to reporting on the Sustainable Development Goals 2030 (indicators 1.4.2 and 5.a.1, related to women’s land rights).²⁵ The second resource, USAID’s *Intimate Partner Violence and Land Toolkit*, might also provide the basis for important metrics related to community-based activities and processes within ILRG.²⁶

²⁵ World Bank and FAO (2018). *Guidance on Data Collection and Reporting of Sustainable Development Goal 1.4.2*. Retrieved from <https://www.land-links.org/wp-content/uploads/2018/09/GUIDANCE-ON-DATA-COLLECTION-AND-REPORTING-OF-SUSTAINABLE-DEVELOPMENT-GOAL-SDG-1.4.2.pdf>.

²⁶ USAID (2018). *Intimate partner violence and land toolkit*. Retrieved from <https://www.google.com/search?q=intimate+partner+and+land+toolkit&oq=intimate+partner+and+land+toolkit&aqs=chrome..69j57j0l5.5448j0j4&sourceid=chrome&ie=UTF-8>.

5.0 RESEARCH AND LEARNING QUESTIONS

ILRG activities will generate a diverse range of research and learning questions related to gender, which may fall within the following thematic areas:

5.1 RELATIONSHIP BETWEEN DECISION-MAKING AUTHORITY AND SUBSTANTIVE RIGHTS

- What is the relationship between rights documentation of women and their decision-making power over land? Does documentation actually lead to increased or enhanced decision-making by women? by men? within ILRG communities?
- Does the relationship between rights documentation of women and their decision-making power over land depend upon the type of documentation provided? Does informal (e.g., non-governmental) documentation support women's decision-making in the same way as formal documentation? In what other ways is informal documentation of women's land rights supportive of women's economic empowerment?
- Conversely, what is the relationship between women's decision-making power in land and gender equitable outcomes in terms of rights registered? We often assume greater decision-making authority for women translates into more secure women's land rights – is that true?
- What are the gendered dynamics of matrilineal chiefdoms with respect to land documentation, land decision-making, etc.?

5.2 RELATIONSHIP BETWEEN GENDER INCLUSIVE GOVERNANCE AND GOVERNANCE EFFICIENCY OR COMPETENCY

- What is the relationship between inclusive representation on land committees and capacity and governance of committees? Compare governance outcomes based on the composition of the 200+ governance committees established during TGCC and their change in capacities.
- What are the primary drivers of governance differences among customary leaders? Is gender of leadership a crucial factor? E.g., ~25 percent of Zambia's chiefs are female, though there are few theories to address the implications of male versus female leadership on land governance.

5.3 DETAILED ASPECTS OF WOMEN'S LAND HOLDINGS VIS-À-VIS THOSE OF MEN – HOLDING SIZE AND METHOD OF OBTAINING HOLDINGS

- What are the gendered dimensions of land size and land quality? Are women-owned, or jointly owned, land holdings different in terms of size, quality, distance from community, etc.? How do these differences, if they exist, impact women's economic empowerment?
- What are the possible channels for women to obtain/register land outside of family land systems (e.g., purchase/sale/lease/share crop)? Are these viable alternatives to receiving rights to land within family lands that pass through patrilineal systems? What advantages/disadvantages do these different pathways to land holding or land ownership have in terms of women's economic empowerment?

5.4 INHERITANCE OF RECORDED LAND

- What are the gender, political, and economic dynamics that surround inheritance and the naming of male or female heirs as primary beneficiaries? How do inheritance (and family law) constraints on the ability of women and girls to inherit land or take land upon the dissolution of a marriage impeded or support women's economic empowerment?

5.5 LAND ADMINISTRATION SYSTEMS AND SUBSEQUENT TRANSACTIONS

- What are the gendered implications and outcomes of using different technologies (e.g., web-based service platforms, mobile technology to map and record rights, etc.) to improve land governance?
- What are the gender-related risks of subsequent transactions based on new informal registration/recording systems? For example, is spousal approval required for transactions of household land? If so, how is that best ensured through administrative safeguards related to lease and sale?
- How are spouses identified/verified for purposes of joint registration, registration in common, or subsequent transactions, when that is relevant?
- What, if any, are the gendered implications of marriage informality (e.g., the widespread practice of customary unions) on documentation and recognition of customary rights? How are partners in informal marriages identified and verified for the purposes of joint registration or registration in common?

5.6 GENDER NORMS AND SOCIAL CHANGE

- What, if any, are the effects of ILRG interventions, particularly related to gender equality in the context of rights formalization, on gender-based violence at the household and community level?
- How does the engagement of male champions change social norms and behaviors related to gender equality in decision-making and rights related to land and natural resources?

It will be important for ILRG to monitor and evaluate gender-based project aspects with an eye to the above questions during the course of the program, so that learnings may be integrated into project design on a timely and rolling basis. Analysis of these questions should also be linked closely to USAID's evolving agenda for women's economic empowerment, so that ILRG can make the maximum contribution possible to USAID's understanding of the role that land and resource governance plays in the same. ILRG should work closely with CEL to fully leverage USAID resources for gender-based learnings. Key gender-based learning should also be funneled through existing program communication channels, such as weekly reports to USAID. ILRG may also want to consider developing a platform for sharing gender-based learnings between countries, as appropriate.

ANNEX I: PRACTICAL TOOLS AND INTERVENTIONS THAT COULD BE CONSIDERED IN DESIGN AND EXECUTION OF ILRG PROJECTS TO HELP ENSURE FULL GENDER INTEGRATION IN PROCESSES AND OUTCOMES

This list provides a range of potential interventions; what is appropriate and possible will be determined by the details of any particular project.

- Laws and policy
 - Provide best practices and comparative information from other countries on gender-related issues in law and policy (e.g., what are the best practices in law for addressing inheritance by wives and daughters in polygamous marriage contexts? how do you ensure spouses benefit fairly from compensation in the context of compulsory acquisition or resettlement? how do you ensure that wives in informal marriages are fully included in benefits from a land formalization program?).
 - Conduct specific gender review of draft policies, laws, and regulations, providing analysis of where these documents support equality of opportunity for both women and men in governance and decision-making related to land and natural resources, as well as in equality of substantive rights, and where they fall short. This will include close attention to potential gendered impact of contents, even where language is “gender-neutral” (e.g., appearing non-discriminatory on its face, by referring neither specifically to women nor men). Comments should be based wherever possible on gender-equal constitutional and legal norms established in the relevant country, and should include reference to international legal obligations, where applicable, as well as comparative best practices.
 - Second gender expertise to land ministries, authorities, etc. to integrate gender laws and policies into land and resource laws and policies.
 - Provide advice and counsel on processes for stakeholder input in developing any policy, legal, or regulatory instrument that are equally accessible by both women and men.
 - Provide advice on international legal obligations (e.g., to the Convention on the Elimination of all Forms of Discrimination Against Women) that may have a bearing on development, adoption and interpretation of laws and policy from gender perspective.
- Implementation – rights documented and recognized/social inclusion
 - Conduct short-term needs/gaps assessments (qualitative, one to two weeks per major project geography) which include key informant interviews and focus group discussions with a range of project stakeholders, with goal of understanding the local gender dimensions, constraints, gaps, needs of project-affected population in order to design most effective interventions.

- Validate needs/gaps assessments with stakeholders, which can be a very effective tool to support change around gender norms.
- Integrate gender issues into any systematic baseline, midline, or endline data collection process.
- From data gathered in the points above, create a document that identifies specific gender-related risks to project implementation (e.g., that formalizing land rights in gender-biased customary systems may further entrench inequities for the long-term or lead to a backlash against women), as well as a strategy for mitigating/addressing these risks.
- Research examples within task area of where one leader or one community has made particular progress on gender/land issues. Explore, analyze, and share these examples.
- Intentionally seek women and men champions for women’s rights to land and resources, and women’s participation in decision-making on the same.
- Raise awareness on particular gender needs and gaps at community, regional, and/or national levels, for example through radio programming, call-in number, street theater, etc.
- Conduct gender/land and resources dialogues and trainings at community level, based on identified needs and gaps.
- Conduct access-to-justice activities aimed at ensuring that women have equal access to dispute resolution mechanisms and ensure that these are not biased on the basis of gender/sex.
- Include a gender focus in M&E indicators and collect gender-disaggregated data.
- Institutional capacity-building and support for enhanced female agency
 - Identify institutional needs and conduct capacity assessments on gender for government agencies involved in ILRG activities.
 - Provide trainings on gender for government agencies and staff (e.g., it may be useful to train agricultural extension agents on women’s land rights if access to these services is tied to land “ownership”); in the context of decentralization a training of trainers (ToT) approach can work well, and partnering with local civil society organizations (CSOs) can be effective, wherever possible.
 - Provide trainings to judiciary representatives on legal framework for women’s land rights and gender-responsive dispute resolution mechanisms for land disputes, as appropriate and requested.
 - Integrate gender issues into trainings on different subject matter for government staff (mainstreaming gender through trainings and capacity development efforts).
 - Conduct dialogues with customary authorities and customary dispute resolution bodies – trainings can be appropriate, but it is often best to start with dialogue to understand and respect entry points.
 - Provide trainings on women’s rights to land and resources and women’s participation in the governance of the same to CSOs, academics, farmers’ organizations, and other non-governmental stakeholder institutions.
 - Design and conduct an intervention on agency-based leadership, personal agency and empowerment training for female beneficiaries, and/or develop a “training of trainers” for in-

country institutional partners to conduct these types of trainings for various levels of leadership (including, but not limited to, community and local government levels).

- Develop ToT manuals, together with CSO partner(s), that can also be transformed into community-level education and awareness-raising materials.
- Facilitate national-level multi-stakeholder dialogue/group on women’s land rights and women’s participation in land and resource governance, or incorporation of this thematic area into agenda of appropriate existing national-level dialogue/group.
- Responsible investment
 - Conduct a needs/gaps assessment on gender as part of any social sustainability assessment pre-investment.
 - Work with governments to establish gender safeguards for large-scale, land-based investments. This could include review of compulsory acquisition frameworks and/or resettlement policies, as well as requirements under environmental and social impact assessments to be sure that women as identified as co-holders/co-owners of land (e.g., do not assume men only are heads of household) and that women and men benefit equally from any compensation or resettlement activities offered to the household by the government or the company for loss of rights.
 - Review and understand any gender-related learnings from previous projects or investment phases. Cross-apply aspects of all sections above, as related to investments.
 - Create or (preferably) adapt a guideline for company engagement on land-based investments from a gender perspective, which includes both procedural/governance aspects and outcome-related aspects. Many such guides are now available.
 - Work with companies to implement policies and train management and operations-level staff to realize best gender-related gains in terms of governance and outcomes.
 - Raise capacity of women (if needed) and include women on committees to monitor company and government progress against commitments and contractual obligations established during consultation and negotiation phases of an investment.
 - Develop guidelines for grievance mechanisms that are gender responsive.
- Communications
 - Produce a report summarizing the gender-related learnings of ILRG, perhaps on an annual basis.
 - Produce case studies, short thematic briefs, blogs, and other communication materials for a range of audiences that elevate gender-related stories, findings and progress under ILRG, and highlighting connections between women’s equal participation in resource governance, and women’s rights to land and natural resources, and the US Government’s commitment to women’s economic empowerment.
 - Create mechanisms to foster sharing of challenges, progress, and best practices among stakeholders in different ILRG geographies.

ANNEX 2: RESOURCES BY TOPIC

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Gender Integration					
Gender Mainstreaming in Development	Guidance Note/Intl	UN Women	2014	Guidance Note that provides an overview of global norms and aid modalities within the current development context; general principles for implementing gender mainstreaming at the country level; description of substantive and technical programming aspects of gender mainstreaming at the country level drawing on good practices; and examination of the required transformation of government systems such as those for national statistics. Includes an annex with links to additional gender resources by topic.	Provides useful guidance on integrating gender in programs and projects. May also be useful for project teams working on gender mainstreaming with government partners.
Gender Integration Framework	Framework/Intl	FHI360	2012	Provides an overview of gender analysis, guiding questions and definitions, and guidance for gender integration at different junctures in program and project management.	Provides useful guidance on integrating gender in programs and projects. May also be useful for project teams working on gender mainstreaming with government partners.
Integrating GBV Prevention and Response into Economic Growth Projects	Toolkit	USAID	2014	Provides guidance on assessing and addressing risk of GBV in projects and programs.	May be useful for program teams seeking to understand potential GBV risks in their projects and means of mitigating the risks.
Gender Mainstreaming	Tool	Swedish International Development Cooperation Agency	2015	Clarifies what gender mainstreaming means and how to go about it. Includes guidance on how to approach gender analysis prior to designing interventions, and helpful examples of different strategies for gender integration.	May be useful for project designers and teams looking to ensure gender integration from the outset, and to those considering a range of strategies.

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Capacity Assessment for Gender Equality	Toolkit	UN Women	2014	Basic tool for assessing an individual's gender capacity. Includes a series of questions to understand someone's background related to gender, and their capacity and formal training in this area.	May be useful starting point for project teams wishing to assess gender capacity of implementing partners.
Violence Against Women Self-Assessment	Tool	International Center for Research on Women	2014	Tool designed to facilitate reflection on internal practices, identify program strengths and opportunities for improvement, and identify priorities for capacity-building in relation to preventing and responding to violence against women.	Helpful for organizations of many sizes and capacity levels whose core work has not traditionally addressed violence against women but who are seeking to add or mainstream this work into their repertoire.
Gender Integration	Toolkit	Inter-American Development Bank	2017	Toolkit intended to provide concrete guidance on how to mainstream gender throughout the project cycle in Multilateral Investment Fund (MIF) projects. Contains specific examples about mainstreaming gender into each of the MIF's three strategic areas: Knowledge Economy, Climate Smart Agriculture, and Inclusive Cities.	Useful for incorporating gender at the inception stage of project design and continually addressing gender components throughout the project life cycle.
Gender Analysis					
Good Practices Framework on Gender Analysis	Framework	CARE	2012	Provides a framework for conducting broad (country-level, longer-term planning) and narrow (project/activity-specific) gender analysis. Includes detailed questions to consider for different aspects of gender analysis (division of labor, household decision-making, control of productive assets, etc.).	Useful for conducting gender analysis for project design, particularly in a new context.
Guide to Gender Analysis Frameworks	Framework	Oxfam	1999	This resource contains helpful matrices for analysis, some case studies, and historical background on gender analysis frameworks.	Useful for understanding the variety of gender analysis frameworks in use and selecting the analysis framework most appropriate for particular projects.

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Are We Not Peasants, Too?	Analytical Framework/ South Asia	Bina Agarwal; Population Council	2002	Establishes the analytical framework for women's land rights in South Asia, discusses the barriers, and proposes solutions.	Useful for project teams in India and elsewhere to understand barriers, changes needed, and opportunities for leveraging existing movements to advance women's land rights.
Women's Secure Rights to Land: Benefits, Barriers, and Best Practices	Brief	Landesa	2012	Outlines the importance of women's land rights (including linkages to other development outcomes), barriers and recommendations related to legal and policy frameworks, government capacity, project design and implementation, etc.	Useful background on Landesa's approach to women's land rights issues and can provide helpful language to discuss women's land rights with governments and partners.
Good Practices in Gender Interventions					
Gender Equality and Women's Voice	Guidance Note/Intl	CARE	2018	Provides guidance to staff on implementing gender equality and women's voice across CARE's programming. Includes discussion of models and innovations, the gender equality and women's voice theory of change, etc. Section on social norms change interventions/models.	Good resource for project design and for teams to think through innovation to address gender issues.
Engaging Men and Boys for Gender Equality	Brief/Approaches/ Change Stories /Intl	CARE	2014	Brief overview of CARE's efforts to engage men and boys as allies for gender equality in programming; approaches to engaging; change stories from global work.	Good resource for project design and for teams to think through innovation to engage men and boys to address gender issues.
Threats to Women's Land Tenure Security and Effectiveness of Interventions	Annotated Bibliography	Resource Equity	2016	Literature review of threats to women's land tenure security, and effectiveness of interventions. Aligned with a tenure security framework focused on legitimacy, resilience and durability, exercisability and enforceability. Reviews barriers and interventions in each area.	Good resource for understanding available evidence on women's land rights challenges and interventions. May be useful in project design to consider intervention options.
Governing Land for Women and Men A Technical Guide to Support the	Guide/Intl	FAO	2013	Technical guidance on ensuring gender-equitable implementation in land tenure governance work (gender mainstreaming in land tenure governance, aligned with the	Accessible guide with tools (checklists, small case studies, examples). May be particularly useful in work advising

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Achievement of Responsible Gender-Equitable Governance of Land Tenure				Voluntary Guidelines). The guide provides advice on mechanisms, strategies and actions that can be adopted to improve gender equity in the processes, institutions and activities of land tenure governance. Includes modules on policy-making, legal reform, institutions, land administration, and communications.	governments on gendered governance issues.
Women's Empowerment in Agriculture	Intervention Guide/Intl	USAID	2016	Guide for practitioners to select and design interventions for women's empowerment in agriculture – aligned with the USAID Women's Empowerment in Agriculture Index (WEAI). Includes a section on women's access to productive resources (primarily land) with relevant gender analysis questions and illustrative interventions for increasing access and control and raising awareness of land rights. Also includes significant focus on social change communications.	Good for understanding USAID's WEAI framework (land ownership is one empowerment indicator). May also be useful for project teams working on livelihoods and other agriculture convergence interventions.
Toolkit for Integrating Gender-Related Issues in Land Policy and Administration Projects	Toolkit/Checklist/Intl	World Bank & International Fund for Agricultural Development	2008	Brief checklist for tasks to undertake at different stages of project development and implementation for gender-responsive land policy and administration projects. Extracted from the comprehensive Gender in Agriculture Sourcebook.	Short tool that may be useful in project design.
Gender Equality Training	Review/Intl	UN Women	2016	Compendium of good practices in training for gender equality, Compiled from practical experiences of organizations around the world, and grounded in feminist and participatory methodology. Offers in-depth information on good practices, including detailed outlines of training courses; examples of dealing with challenges that arise in training for gender equality; and a collection of tools and activities for use in training initiatives.	Likely most useful for project teams implementing gender training with government, partner organizations, or communities.
Principles of Gender-Sensitive Communication	Guide/Intl	UN Development Programme (UNDP)	2018	Guide to good practices in communicating about development work in a gender-responsive way. Includes specific	Helpful for teams working on projects with communications elements, particularly public

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
				recommendations for choosing gender-responsive terms and imagery for communications products.	awareness campaigns involving gender dynamics
Gender Equality and Collectively Held Land	Synthesis Report and Case Studies	Resource Equity & Landesa	2016	Includes a synthesis report and six country case studies for addressing gender issues in collective land contexts.	Project teams working in collective land contexts should find the synthesis report and case studies helpful and may be able to think about applicability of recommendations in other country contexts.
Gender-Responsive Legal Reform					
Realizing Women's Rights to Land and Other Productive Resources	Review/Intl	UN Office of the High Commission for Human Rights & UN Women	2013	Detailed guidance for lawmakers, policymakers, and non-governmental organizations, to support the adoption and effective implementation of laws, policies and programs to respect, protect and fulfill women's rights to land and other productive resources. Focuses on human-rights approaches to advancing women's rights, and includes case studies.	Good overview of gender, land, and productive resources from a rights-based perspective, with specific references to and analysis of treaty obligations. May be very useful for legal recommendations to governments.
Women's Economic and Political Participation		World Bank	2017	Paper examining effectiveness of legal reform (including land and inheritance reforms) to address gender inequality, and intersection with power inequalities and social norms. Also looks at supportive connection between women's economic empowerment and political participation, concluding that improvements in one can create conditions for improvement in the other.	Good resource for analyzing legal reform efforts. May be useful to project teams engaging in legal reforms.
Women's Land Tenure Framework for Analysis: Inheritance		Landesa	2013	Guide for analyzing the country legal framework to answer the question of whether women can inherit land.	Good resource for project teams working in a new country or trying to assess the legal framework to make recommendations for changes to increase women's tenure security by bolstering inheritance rights.

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
International Agreements and How to Build a Legal Case for Women's Land Rights	Guide	Landesa	2014	Guide providing the international norms and relevant treaty provisions to engage duty bearers and challenge court cases on women's rights to land and property.	Good resource for project teams looking to use relevant regional and international legal instruments to argue for women's land rights with officials or to build a legal case.
Gender-Sensitive Measurement of Change					
Measuring Women's and Girls' Empowerment in Impact Evaluations	Guide	Abdul Latif Jameel Poverty Action Lab (J-PAL)	2018	Guide offering practical tips for the measurement of women's and girls' empowerment in impact evaluations based on the experience of J-PAL researchers worldwide.	Useful for MEL staff designing impact evaluations (primarily quantitative) that must consider changes in empowerment, and for project teams implementing interventions aimed at empowerment and developing an associated monitoring framework.
Gender and Indicators Overview Report	Review/Intl	BRIDGE/UNDP	2007	Report examines conceptual and methodological approaches to gender and measurements of change with a focus on indicators. Examines debates and good practice from the grassroots to the international levels. Includes discussion of how to measure gender mainstreaming.	Good resource for MEL staff and project leads/program managers to measure change with a gender perspective.
Gender-Responsive Budgeting					
Gender Responsive Budgeting in Practice: A Training Manual	Training Manual/Intl	UN Population Fund & UN Development Fund for Women	2006	Training manual for gender responsive budgeting at the country level (mainstreaming gender in country-level planning and budgeting processes). Provides modules on conceptual framework, political and technical aspects of budget and policy cycles, tools for gender budget analysis, application of tools and approaches, and a practical exercise. Aim is to equip trainees with skills to track budget responsiveness to women's priorities, and	May be useful for project teams advising government on effective implementation, to ensure government resources are sufficient to achieve gender goals.

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
				government accountability for allocating resources to meet gender commitments.	
A Case Study of Gender Responsive Budgeting in Uganda	Case Study/Uganda	The Commonwealth	2013	Case study of Uganda's experience in the development and implementation of gender-responsive budgeting that aims to strengthen national capacity and promote best practices that will ensure equitable and sustainable inclusion of women in the national economy. Outlines successes, challenges, and lessons learned.	May be useful for project teams looking to implement gender-responsive budgeting in countries similar to Uganda.
A Case Study of Gender Responsive Budgeting in Bangladesh	Case Study/Bangladesh	The Commonwealth	2013	Case study documenting the experiences and lessons learned from the process of developing and implementing gender-responsive budgeting in Bangladesh. Systematically provides analysis of the three gender-responsive budgeting processes, with existing challenges and recommendations for moving forward.	May be useful for project teams looking to implement gender-responsive budgeting in countries similar to Bangladesh.
Gender Responsive Budgeting Handbook	Training Manual	UNDP	2005	Training manual focusing on skills and issues important for gender-responsive budgeting designed to accompany a workshop.	Designed for trainers and workshop facilitators, but may also be useful to anyone implementing gender-responsive budgeting initiatives.
Linkages/Evidence					
Women's Land Rights as Pathway to Poverty Reduction	Review	IFPRI	2017	Comprehensive review and assessment of evidence on linkages between women's land rights and poverty reduction.	May be useful for project teams advising government, particularly those looking to make evidenced-based arguments on how WLR can contribute to government poverty reduction goals.
Examining Gender Inequalities in Land Rights Indicators in Asia		International Food Policy Research Institute	2015	Review of available data on men's and women's land rights, what can and cannot be measured by the data, and the gaps in land rights of women and men in several countries in Asia.	May be useful for project teams advising government, particularly those wanting to make an evidenced-based argument on disparities in Asia.

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Web-Based Resource Banks & Online Trainings					
Minimum Standards for Mainstreaming Gender Equality		N/A	N/A	List of resources by topic, aligned with the minimum standards, including: gender equality policies, gender equality capacity-building, gender analysis, budgeting for gender equality, sex and age disaggregated data, gender equality indicators, do no harm, and accountability. Several of the resources are already detailed in this table.	N/A
Governing Land for Women and Men (FAO) e-learning course	Gender Analysis/Free Online Course	FAO	2015	E-Learning course covering materials in their extensive published guide of the same name. Identifies importance of gender-equitable land governance and provides guidance on actions to take to increase gender-equity in land governance and policy-making.	
Gender Budget Analysis Overview and Resource List	Gender Budget Analysis/Overview and Resource List	Women's Budget Group	2017	Provides basic overview of gender budget analysis, reason for gender budgeting (country-level), and links to additional resources and publications on gender budgeting.	N/A
Gender Equality School (Sangat Feminist Network) Free Online Course	Gender Equality School/Free Online Course	Sangat Feminist Network	N/A	Online gender-focused life skills course taught by social scientist Kamla Bhasin. Includes gender concepts, theories, real-world examples and lots of stories to help you connect them to daily life.	N/A
Gender Responsive Budgeting (GSDRC 2015) E-Learning Module	Gender Responsive Budgeting/E-Learning Module	GSDRC Applied Knowledge Services	2015	Provides text overview of gender responsive budgeting (country-level), accompanying short video by gender responsive budgeting expert, and a reading/resource list.	N/A
Women's Economic Empowerment and Equality (USAID 2017) Country Dashboards	Women's Economic Empowerment and Equality/Country Dashboards	USAID	2017	Online dashboard compiling country data on a range of economic and equality indicators, organized by country. Could be useful tool for stats to feed into basic gender and country context analysis.	N/A
LandWise (Resource Equity) Primary Legal	LandWise/Primary Legal Sources & Practice Guides	Resource Equity	N/A	Database compiling legal materials, articles and research relevant to practitioners working on women's land rights. Practice guides include	N/A

SUB-TOPIC (WITH LINK TO WEB-BASED RESOURCE)	RESOURCE TYPE/ GEOGRAPHIC SCOPE	SOURCE	YEAR	OVERVIEW	APPLICABILITY NOTES
Sources and Practice Guides				analytical frameworks on women's land rights, inheritance, and building case for women's land rights using international agreements. Also includes annotated bibliography of sources on threats to women's land tenure security and effective interventions (see below).	
Women's Land Tenure Security Threats and Interventions (Resource Equity 2018) Annotated Bibliography	Women's Land Tenure Security Threats and Interventions/ Annotated Bibliography	Resource Equity	2018	Annotated bibliography of research on the external and intra-communal threats to women's land tenure security and the effectiveness of interventions that respond to these threats. Aligned with the Resource Equity women's land tenure security framework focused on cultural and legal legitimacy, resilience and durability, exercisability, and enforceability.	N/A
Research Consortium (Resource Equity)	Research Consortium	Resource Equity	N/A	Compilation of sources on women's land rights, by topic and by country. Would be useful in a background gender analysis for a particular country or in building a case for an outcome (e.g., the relationship of agricultural productivity to joint titling).	N/A

ANNEX 3: REFERENCES

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U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov