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# USAID'S COLLECTIVE ACTION TO REDUCE GENDER-BASED VIOLENCE (CARE-GBV)

## How to Develop and Implement a Mission Strategy to Guide Gender-Based Violence Programming

NOTE NO. 9 IN A SERIES  
AUGUST 2022

Analytical Services IV Indefinite Delivery Indefinite Quantity (IDIQ)

Contract No. 7200AA19/D00006/7200AA20F00011

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# How to Develop and Implement a Mission Strategy to Guide Gender-Based Violence Programming

## Overview

Since 2012, when the first *USAID Policy on Gender Equality and Female Empowerment* (Gender Policy) was published, the United States government (USG) has made it clear, through the development of policies, strategies, and systems for tracking funding, that addressing gender-based violence (GBV) is a priority—for USAID, as well as other USG agencies. GBV, defined broadly, and child, early, and forced marriage (CEFM), a specific form of GBV, are also among the USG’s foreign assistance “Key Issues” (see Table 1). This designation signals that GBV is crosscutting, should be addressed across government operating units (OUs), and has reporting requirements to support tracking how agencies and OUs are fulfilling high-level government commitments to address it.

This how-to note provides guidance to support Missions in developing a Mission-specific strategy for GBV programming. The strategy will help staff design, implement, monitor, and evaluate programming that meets Mission- and Agency-level priorities for GBV outcomes.

A Mission strategy can also clearly outline an approach that adheres to guidelines in USAID’s *Foundational Elements for GBV Programming in Development*<sup>1</sup> for programming that is survivor centered, ethical, high quality, and intersectional (see definitions); is led by diverse local organizations that work in GBV and human rights; and fosters decolonizing development (see Table 1).

## Key Points

A Mission strategy for GBV:

- Provides a roadmap for the Mission to address GBV
- Links GBV outcomes to development objectives
- Provides inputs for the Mission’s Performance Management Plan
- Builds on a Mission Order on Gender
- Supports GBV programming that is survivor centered, ethical, high quality, and intersectional; is led by local organizations; and fosters decolonizing development work
- Is developed by engaging stakeholders across USAID’s ecosystem of actors for GBV programming with support from a GBV specialist

This note explains what a Mission strategy on GBV is, details how it can support a Mission to develop quality guidelines for GBV programming, and provides approaches to develop the strategy.

**Table 1. Key definitions**

<b>Decolonizing development</b>	Decolonizing development means working to deconstruct and change the norms, attitudes, and practices that produce and recreate the unequal power dynamics and resource access that are rooted in colonial history. It focuses attention on the approaches, terminology, and perspectives that perpetuate inequities and on the individual and collective work to unlearn what is ingrained in the theory, language, and practice of development aid. <sup>2</sup>
<b>Survivor centered</b>	A survivor-centered approach is reflected through organizational policies and structures, as well as staff knowledge, skills, attitudes, and practices that promote access, safety, confidentiality, respect, dignity, and self-determination for all individuals. A survivor-centered approach assumes that survivors are present among staff and program participants and does not expect survivors to identify themselves unless they choose to do so. <sup>3</sup>
<b>Intersectionality</b>	“The concept of intersectionality recognizes that all individuals have multiple social identities shaping their lived experiences, including but not limited to their place in society, privileges they may or may not enjoy, the level and types of protection from human rights violations, and the impact of complex forms of discrimination. Although intersectionality acknowledges that singular oppressions exist, it identifies that overlapping identities (age, class, disability, gender identity, nationality, race, sex, sexual orientation, etc.) interact with overlapping systems of oppression and/or discrimination and the need to address the impact these have on systemic privilege and access” (USAID forthcoming). <sup>4</sup> An intersectional analysis of GBV examines the specific ways these identities create and reinforce discrimination and privilege and affect risks for GBV. <sup>5</sup>
<b>Key Issues</b>	Foreign assistance Key Issues are topics of special concern to the White House or Congress that crosscut OUs. Key Issues may be independent (standalone) or linked (the topic has different components). GBV and CEFM are linked Key Issues. All Key Issues have reporting requirements. <sup>6</sup>

# WHAT IS A MISSION STRATEGY FOR GBV PROGRAMMING?



A Mission strategy for GBV programming provides concise guidance on how a Mission will address GBV across the program cycle. The strategy includes articulating how GBV outcomes link to the development objectives in the Mission’s Country Development Cooperation Strategy (CDCS) or other OU strategy’s results framework, the types of programs and activities that will achieve desired results, how progress will be measured in the Mission’s Performance Management Plan (PMP) and reported, and how the strategy will be resourced. It can build on a Mission Order on Gender, a document required by ADS 205 that “describes how the Mission will implement the Agency’s *Gender Equality and Female Empowerment Policy*.”<sup>7</sup>

A Mission strategy on GBV signals to staff that addressing GBV is not optional, and it elevates the importance of GBV to ensure it is addressed across sectors and portfolios. In addition, the strategy can articulate guiding principles that convey Mission values and expectations for how GBV programming is carried out. Finally, the strategy can include key resources relevant to the country and region relating to GBV programming and other expert guidance.

These components, developed through participatory processes with USAID and external actors, particularly local actors, shape a theory of change (TOC) for Mission programming.

A comprehensive Mission strategy for GBV includes the following components:

- TOC
- Guiding principles
- Programming priorities
- GBV outcomes mapped to the Mission’s results framework
- A program and activity plan
- Accountability mechanisms for USAID and implementing partners (IPs)
- A resource plan
- A plan to generate and maintain buy-in

While ideally, all Missions will develop a comprehensive Mission strategy for GBV that includes all these components, a strategy that is more focused and includes only some of these components can still be an effective tool that strengthens the Mission’s approach to GBV programming.

# WHY CREATE A MISSION STRATEGY FOR GBV PROGRAMMING?

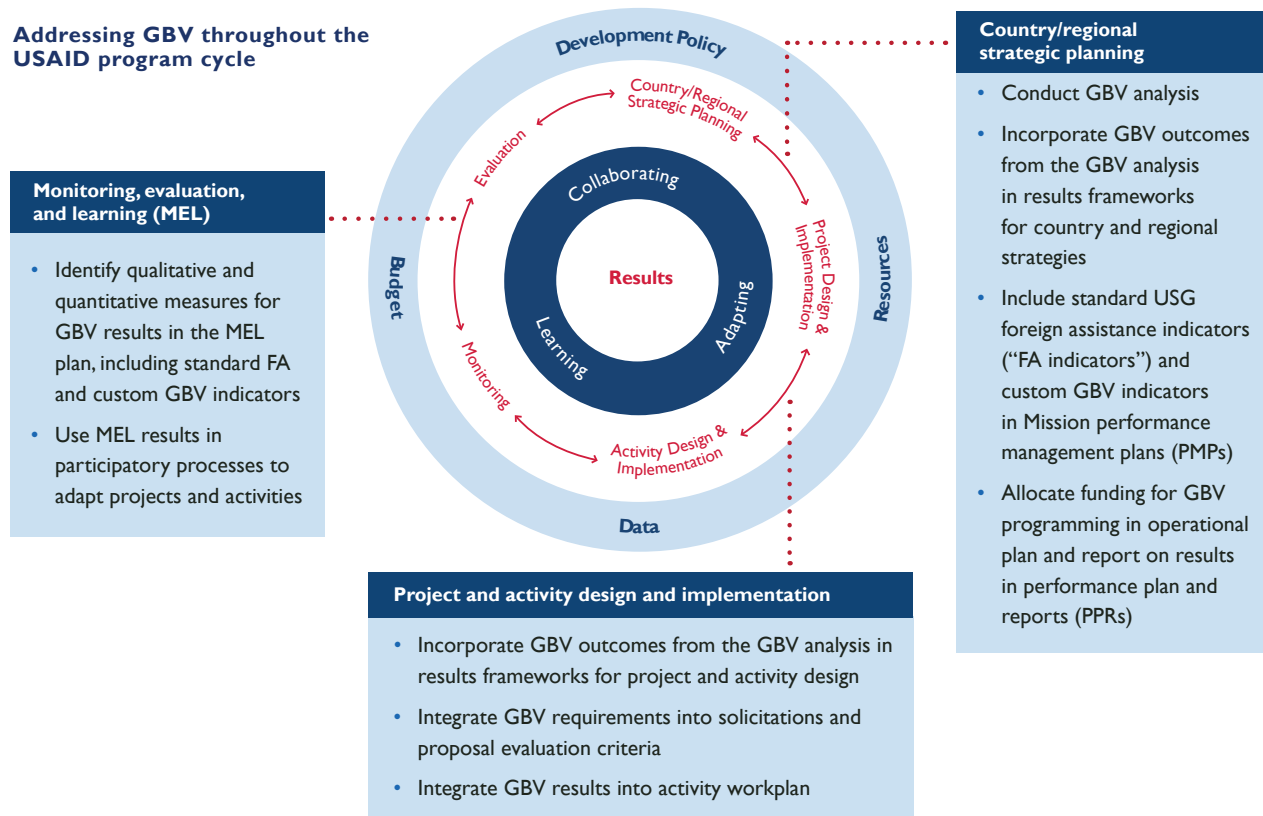


The USG has developed policies and strategies (see Resources on page 15) to elevate the importance of GBV and to strengthen requirements to address it. USAID and IPs are required to conduct a gender analysis when designing strategies and projects, as mandated by the *Women’s Entrepreneurship and Economic Empowerment Act of 2018* and further defined by [ADS 205](#). A gender analysis must include assessing factors that are drivers for GBV. USAID’s 2020 *Policy on Protection from Sexual Exploitation and Abuse (PSEA)* seeks to ensure that workplaces and communities related to development assistance are free from sexual exploitation and abuse (SEA) and that there are survivor-centered reporting mechanisms in place to address any incidents that occur. In addition, OUs with Congressional earmarks or directives related to GBV or CEFM must report on these

annually in their Operational Plan (OP) and in the Mission’s annual Performance Plan and Report (PPR). This is discussed further below. A Mission strategy on GBV provides a roadmap to accomplish these requirements within the specific context of a country Mission.

Developing a Mission strategy on GBV requires an investment of time and resources. However, the payoff is having clearly articulated development objectives related to GBV, as well as narratives that can be integrated into solicitations and used as talking points for Mission staff. A Mission strategy can also help articulate USAID’s role as part of USG interagency efforts or for multilateral or bilateral coordination on GBV. Figure 1 provides an overview of what it means to address GBV throughout the program cycle.

**Figure 1. Addressing GBV throughout the USAID program cycle**



# HOW TO DEVELOP THE STRATEGY



## Approach

The approach to developing a Mission strategy for GBV programming (Figure 2) can be tailored to a Mission's context—including size, bandwidth, the GBV context (e.g., risk factors, populations affected, types of GBV), whether a CDCS is already in place or in development, and opportunities to develop new projects or activities. As noted above, while developing a comprehensive strategy is recommended, Missions will still benefit from a more focused strategy.

Regardless of the breadth of the strategy, the process of developing it should be participatory and engage stakeholders from across the ecosystem for USAID's GBV programming. These stakeholders include staff from USAID/Washington; Regional Platforms; the Mission's Front Office, Program Office, and Technical Offices; as well as Office of Acquisitions and Assistance. Other key stakeholders include other USG agencies present in country or regionally, IPs, local sector-specific organizations, transnational and local women's rights organizations and networks, and particularly diverse local organizations that work on GBV and other human rights issues.

It is important to engage local survivors of GBV to gain their perspectives, but it is not necessary to specifically look for people who identify as survivors. Survivors will be present as staff and program participants, although they may not identify publicly as survivors. Use a do-no-harm approach by not asking people to identify themselves as survivors and by **not** asking those who do to share their stories.

Local organizations working on GBV have first-hand knowledge and understanding of GBV in communities, and their staff and program participants will likely include survivors of GBV, whose perspectives are critical for strategic planning.

It is imperative to engage organizations representing diverse populations, including those whose voices are not always heard—including persons with disabilities; people with diverse sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC); and ethnic and religious minorities.

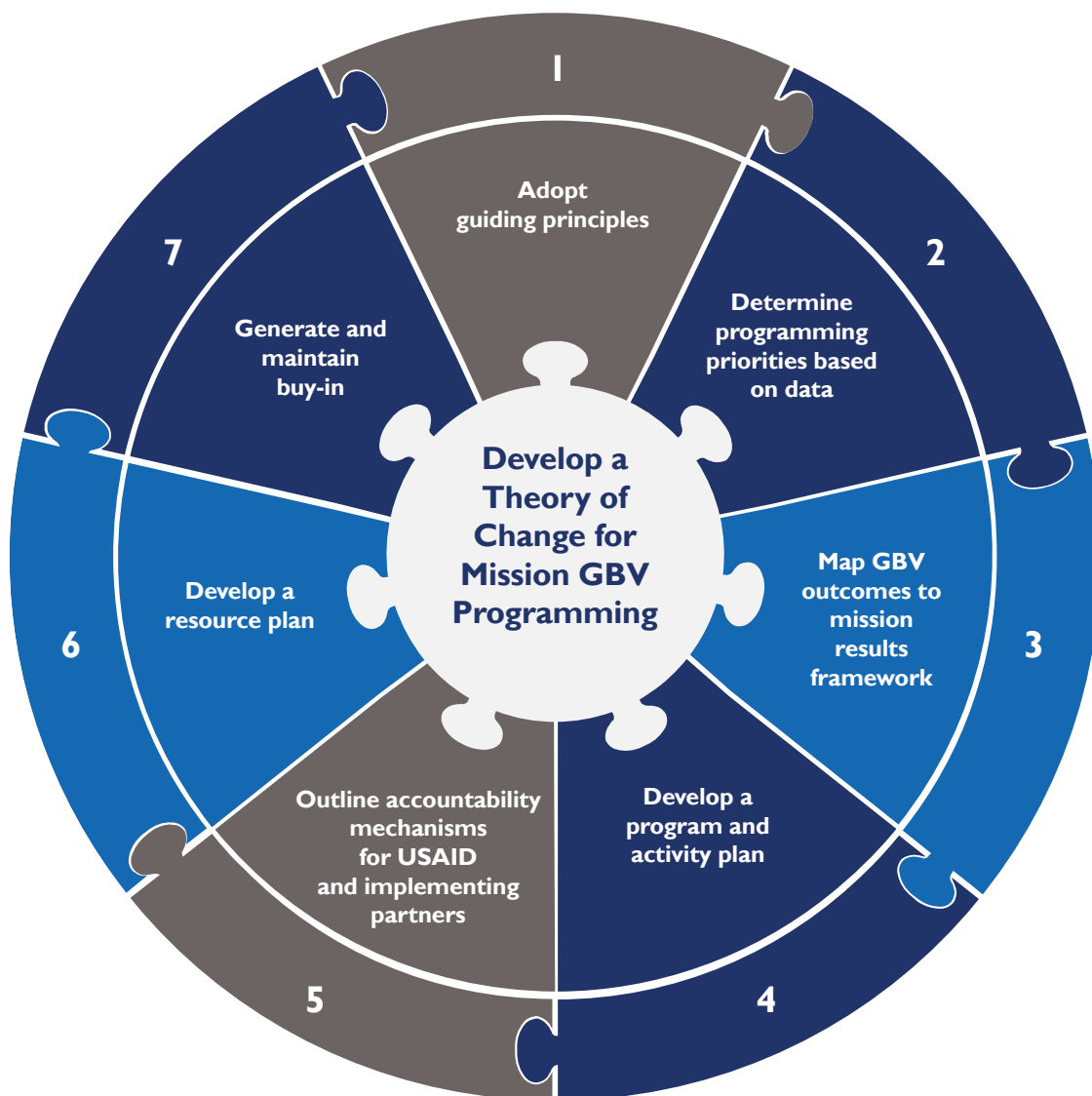
A do-no-harm approach is critical to all GBV programming. This includes the following, excerpted from the Core Principles of the Foundational Elements (CARE-GBV 2022, 4–5); however, the full text should be accessed.

- Prioritize the physical and emotional safety of program participants, survivors of GBV, their children, and other family or dependents.
- Include mechanisms to ask survivors if they feel safe and have a safety plan (including a safe place to stay), and what support they would like to promote their well-being.
- Respect the choices program participants make.
- Recognize the complex realities of program participants, whose vulnerabilities are frequently the result of intersecting identities and roles. For example, in a socially rigid context, people with diverse sexual orientations, gender identities, gender expressions, and sex characteristics (SOGIESC) and people who engage in sex work may be especially at risk of secondary harm from programs that do not respect their autonomy.

The Program Office should coordinate the strategy in collaboration with the Mission’s Front Office (Mission Director and Deputy Mission Director), and all technical offices should be engaged. The Mission’s Program Office Director, Mission Gender Advisor, and the Mission’s Gender Working Group, if one exists, can co-lead the development of the strategy, potentially with the support of a GBV consultant. For Missions that do not have a Gender Working Group, typically a cross-sectoral group (of sector gender points of contact and others) that meets regularly to support integrating gender into programming, one could be formed for this purpose.

Identifying GBV outcomes for programming across sectors requires familiarity with the evidence base for GBV programming. Some Missions have staff with this expertise, while many do not. In addition, even where there is internal expertise on GBV, USAID staff often do not have the bandwidth to generate a strategy. Missions should consider contracting a local or regional GBV specialist to lead the development of the Mission strategy in collaboration with the Mission’s Gender Advisor and Gender Working Group. However, staff across USAID must be engaged in the process so that they have ownership of the strategy and know their roles in implementing it.

**Figure 2. Approach to Develop and Implement a Mission Strategy for GBV Programming**





## Crosscutting Process: Develop a Theory of Change

The TOC for a Mission GBV strategy may be developed in tandem with the process of creating a TOC for a CDCS, or as a separate activity. It should articulate the vision or goal for the Mission's work to address GBV, identify sector-specific results or outcomes, discuss programs and activities needed to make progress toward the goal, identify key actors and other inputs, and tell how success will be measured. A narrative should include an explanation of why the TOC is expected to work.

### I. Adopt Guiding Principles for GBV Programming

Adopt guiding principles to ensure that GBV programming funded by USAID is survivor centered, ethical, high quality, intersectional, and led by local organizations, and that it fosters decolonizing development work. These principles should be contextualized based on work that has already been done by USAID and others. A consultant with GBV expertise, in collaboration with a local GBV organization, can work with Mission staff to develop guiding principles.

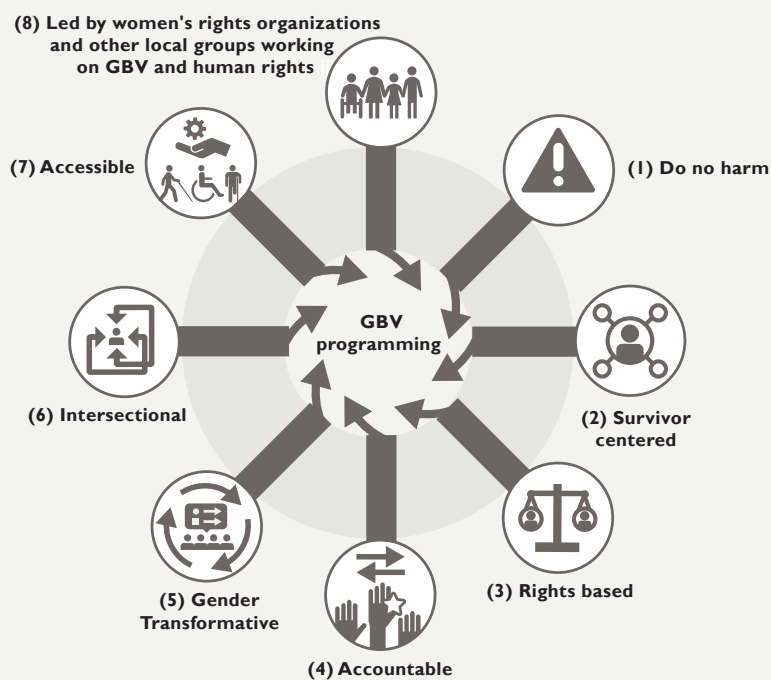
USAID's [Foundational Elements](#) are a key resource to draw from—including the [Core Principles](#) that should underpin all strategies and programming (see Figure 3). In addition, the [Process Elements](#) provide direction on how internal organizational structures and processes can contribute to ending GBV. The Process Elements also provide a framework for safeguarding program participants from exploitation and abuse.<sup>8</sup>

Illustrative guiding principles, in addition to the Core Principles from the *Foundational Elements*, include:

- Engage actors across USAID's ecosystem for GBV programming.
- Develop staff knowledge, skills, attitudes, and practices to plan, design, and oversee quality GBV programming.
- Engage local GBV specialists to ensure programming is based on evidence and local practice-based knowledge and supports decolonizing development work.
- Focus on quality of implementation as a key factor that determines results of GBV programming.<sup>9</sup>
- Provide adequate resources—including full-time staff with GBV expertise and sufficient funding.
- Articulate how the Mission will hold itself accountable for implementing the strategy (e.g., required reporting on progress to the Mission Director).

Figure 3. Core Principles

### At a Glance: Core Principles of GBV Programming





## 2. Determine GBV Programming Priorities Based on Data

Determine priorities for GBV programming based on data—if possible, from a GBV analysis and a GBV program analysis (described below), as well as other available data. Data for these analyses may already exist as part of gender analyses conducted to develop the Mission's CDCS or specific programs or activities, or as part of research for other funders, IPs, or government(s). Use existing data as available and explore gaps in knowledge where possible. For example, Missions may need to add an intersectional lens to existing data by engaging diverse local groups in participatory meetings to review the data and provide additional interpretations. See the Resources section on page 15 for information about a toolkit by UN Women that describes how to use an intersectional approach to programming.

A GBV analysis explores who is affected by GBV; what types of GBV occur and in what contexts; which risk factors exist; and drivers of GBV (including gender and social norms; power inequalities; and other structural issues). Analysis should happen at all levels of the socio-ecological model (individual, interpersonal, community, and structural). Using an intersectional approach, the analysis explores how different groups experience GBV and what is needed to address the specific types of GBV that will be prioritized in specific contexts. The [Foundational Elements](#) give examples of the types of questions that can be asked as part of gender analyses to generate information needed for a GBV analysis (see Section 4.0. Process Elements:

Strategic Planning and Design, pp. 13–15). The socio-ecological model of risk factors for GBV is also a useful tool for developing GBV questions in a gender analysis (see Figure 1.1., Foundational Elements Section 1. Introduction, p. 6). The sector-specific program elements can also inform GBV-related questions for gender analyses in specific sectors.

A program analysis should identify the strategic role of USAID within the broader context of GBV programming in the country. It should determine what activities are being conducted by stakeholders—including other USG agencies; multilateral, bilateral, and private funders; national and local governments; and local community-based actors—and how USAID can support these broader efforts. A program analysis can be accomplished through consultative meetings with key actors, including funders, international implementers, national implementers, and government actors. A program analysis should use an intersectional approach and a decolonizing lens (see key definitions) with a focus on whether local organizations, particularly women's rights organizations, are being funded to lead GBV work, and if not, what can be done to correct power imbalances.

Prevalence data are important but, in most cases, they should be accessed from existing data sources. Conducting safe and ethical studies that ask about experiences with GBV is a complex, challenging undertaking. Existing sources of data are provided in the resource section.

### 3. Map GBV Outcomes to the Mission's Results Framework

Articulate GBV outcomes for intermediate results (IRs) and sub-IRs across Development Objectives found in the results framework of the CDCS or other OU strategy. If a CDCS is already in place, these outcomes can be used in the next CDCS iteration. To integrate GBV programming across sectors, GBV outcomes should be outlined for at least one IR for each sector the Mission addresses.

Table 2 provides an illustrative example of how a Mission can develop an IR for the economic growth sector. In practice, a Mission may want to have more than one GBV outcome for a single sector, and there may be additional crosscutting GBV outcomes. Some Missions will want to create a development objective as part of their CDCS that focuses explicitly on GBV. The narrative that accompanies the outcome can be adapted for use in solicitations, talking points about the Mission's work, and reporting.

**Table 2. Incorporating GBV outcomes into Mission results frameworks<sup>11</sup>**

Illustrative Development Objective 1: Inclusive Economic Development Advanced			
Results Framework IR	Illustrative GBV Outcome(s)/ Sub-IRs	Illustrative Narrative	Illustrative Outcome Indicators
I.1 Increased and diversified economic opportunities for women and other marginalized populations	I.1.1 Improved livelihood options, access to markets, and agricultural systems that benefit families with explicit attention to gender equity in terms of both labor inputs and benefits, and GBV prevention and risk mitigation	To support increased and diversified economic opportunities (IR I.1) that benefit women, men, people with diverse SOGIESC, persons with disabilities, and other marginalized populations, USAID will strengthen attention to GBV prevention and response in economic growth programming. To achieve this, USAID will improve livelihood options, access to markets, and agricultural systems that benefit families and others with explicit attention to GBV prevention and risk mitigation. Economic empowerment programming will be coupled with gender-transformative programming that promotes reflection on gender norms that affect roles, responsibilities, and power among men, women, and others. Mitigation and response to potential GBV should be addressed through GBV referral networks and available services. Programming should engage local GBV and human rights organizations and be locally led (Sub-IR I.1.1).	Percentage of women [or men, people with diverse SOGIESC, persons with disabilities, or others] reporting improved attitudes by their partners about women-controlled income or other resources (e.g., land ownership)

All Missions should also include GBV outcomes in their strategy relating to strengthening USAID and IP staff skills, knowledge, abilities, and practices for GBV programming. These outcomes are not part of the Mission’s results framework; however, they can be included in the strategy as an IR that is part of a TOC, or as a standalone strategy-level IR. See Table 3 for an example, framed as “Strengthened USAID and IP abilities for GBV programming.”

The USAID/South Sudan Gender-Based Violence Prevention and Response Roadmap, a 2-year strategy on GBV programming, used the GBV outcomes that were identified for each sector as part of a graphic depicting the Mission’s TOC for GBV programming (Figure 4).

**Table 3. IR: Strengthened USAID and IP abilities for GBV programming**

Mission Strategy			
Theory of Change IR	Illustrative GBV Outcome(s)/ Sub-IRs	Illustrative Narrative	Illustrative Outcome Indicators
Strengthened USAID and IP abilities for GBV programming	<p>Improved GBV literacy for all USAID and IP staff</p> <p>Improved integration of GBV prevention and response into Mission programming</p>	<p>To strengthen the integration of GBV into USAID Country X’s portfolio, USAID will improve Mission and IP staff GBV literacy and expertise in quality GBV programming.<sup>12</sup> Strengthening of USAID and IP staff abilities will include increasing knowledge of the Core Principles [link] of GBV programming, as well as guiding principles for the Mission’s GBV strategy. USAID’s <i>Foundational Elements for GBV Programming in Development</i> are used by USAID and IP staff to harmonize GBV programming across sectors.</p> <p>Training, coaching, and mentoring will build knowledge, skills, and self-awareness relating to GBV analysis, and integrating GBV into strategies, program and activity design, MEL, and reporting.</p>	<p>Percentage of USAID and IP staff demonstrating an understanding of core principles of GBV programming</p> <p>Number of USAID staff who complete USAID’s course <i>Preventing and Responding to GBV across Sectors</i><sup>13</sup></p> <p>Percentage of USAID and IP staff demonstrating increased skills to effectively integrate GBV prevention, mitigation, or response into activity designs and solicitations</p> <p>Number of projects and activities where GBV is meaningfully integrated into work plans and reporting</p>

Figure 4. USAID/South Sudan theory of change<sup>14</sup>



#### 4. Develop a GBV-integration Program and Activity Plan for GBV Programming

Based on programming priorities and the GBV outcomes that have been mapped to the Mission's results framework, identify illustrative programs and activities to develop a program and activity plan. Most GBV programming is integrated into a specific sector, although some Missions also have standalone GBV programming.<sup>a</sup>

A template for the program and activity plan is found in Box I. For each GBV outcome identified in Step 3:

- Outline the current programming and activities implemented by USAID and others that already support the desired GBV outcome. This information should be available from the program analysis conducted in Step 1.
- Determine needs and opportunities for new programming. Consult data already collected in Step 1. If there are insufficient data, hold a roundtable with key stakeholders—including USAID and other USG staff, relevant IPs, and women's and other human rights organizations—to hear their perspectives on needs and opportunities that support meeting the desired GBV outcome. If a GBV specialist is not supporting the overall development of the Mission strategy on GBV, one might be contracted to guide this process.
- Make recommendations for specific programming.
- Include questions and other information to use in designing solicitations.<sup>b</sup>

### Box I. Template for Program and Activity Plan

Development Objective X

Sub-Intermediate Result /GBV Outcome

- Current programming and activities to support GBV outcome
- Needs and opportunities for programming
- Recommendations for specific programming
- Questions to consider when designing solicitations

The Mission strategy to guide GBV programming should also provide guidelines for integrating GBV into solicitations. Solicitations that seek to integrate GBV can be guided by what is outlined in ADS 205.3.6 for gender integration. Solicitations should articulate the role of GBV in the problem statement; activity design and budget; requirements for staff expertise in GBV; and monitoring, evaluation, and reporting requirements.

To guide program and activity design, use USAID's [Foundational Elements for GBV Programming in Development](#), including sections on [Core Principles](#), [Prevention](#), [Risk Mitigation](#), [Response](#), [Enabling Environment](#), [Sector-Specific Program Elements](#), and [Process Elements](#). Each of these sections includes questions for USAID staff to consider while designing solicitations, assessing proposals, designing projects and activities, or providing technical oversight to projects.

<sup>a</sup> "Integrated GBV programming refers to sectoral programming that includes any aspect of GBV prevention, risk mitigation, response, or cultivation of an enabling environment. Some sectoral programs include comprehensive GBV prevention and response, but if the main objective of the program is to accomplish other sector-specific outcomes, it is considered integrated GBV programming." "Standalone GBV programming is specialized programming to prevent and respond to GBV and whose main objective is to address GBV." (Foundational Elements Glossary)

<sup>b</sup> To support this process, see "Questions for Considerations" in CARE-GBV. 2022. *Foundational Elements for Gender-Based Violence Programming in Development* Washington, D.C.: USAID. These are found in the following components of the Foundational Elements: "Core Principles" p. 28; "Program elements: Prevention" p. 26; "Program Elements: Risk Mitigation" p. 11; "Program Elements: Response" p. 21; "Program Elements: Enabling Environment" p. 13; and "Process Elements" pp. 35–36.

## 5. Outline Accountability Mechanisms for USAID and IPs

### MEL and Reporting

Accountability mechanisms outlined in the Mission strategy should include both required MEL and reporting to Washington, as well as ways to hold the Mission itself accountable to the strategy developed. The strategy should have fully articulated activities, outcomes, outputs, and indicators. Use the checklist in Box 2 to complete this task. In addition, there should be clear expectations for integrating GBV into procurements and for IPs to include GBV prevention, risk mitigation, or response in their work plans.

### MEL

ADS 205.3.8<sup>15</sup> outlines the MEL requirements related to gender integration. These include the requirement for each OU to review progress toward meeting the three outcomes of the 2012 *Gender Equality and Female Empowerment Policy*, which include reducing the prevalence of GBV. Each Mission is also encouraged to outline how it will contribute to gender equality in their PMP, as well as project and activity MEL plans (see [ADS 205](#) and USAID's how-to note on gender integration in PPRs for more details).<sup>16</sup>

- The Mission strategy to guide GBV programming provides an opportunity for the Mission to outline how it will achieve requirements in a way that promotes robust and meaningful reporting and learning. For the PMP, use a combination of (1) standard USG foreign assistance ("FA") gender indicators that measure the overall performance of USG programs on gender equality and (2) custom indicators that allow more flexibility, particularly around opportunities to report on outcomes (results) rather than outputs (generally counts or numbers) (see Resources for MEL).

While only two of the eight gender indicators measure GBV directly, others are measures of gender equality, a key factor in reducing GBV.

## Box 2. USAID/IP Checklist: Ensuring GBV is Integrated into MEL

Reproduced from USAID/South Sudan Roadmap

- ✓ USAID Gender Advisor: Schedule a meeting with each activity manager to review MEL planning for GBV integration within existing and new programming.
- ✓ Activity managers: Schedule quarterly meetings with IPs to review MEL planning/progress on GBV integration within their programming. Points to check: M&E indicators/tools/data, need for support. Ensure funding allocated to GBV is disaggregated and tracked.
- ✓ Gender Working Group: Meet to monitor progress with quarterly collaborating, learning, and adapting meetings.
- ✓ IPs: Develop systems to be able to track funding specifically for GBV.
- ✓ IPs: Develop outcome and output indicators for activities planned.

Source: Gardsbane and Atem 2019, 40

The strategy can also outline how MEL results will be used to hold pause-and-reflect meetings and other learning sessions across the Mission to generate feedback to adapt programming.

Use the *USAID Learning Agenda on GBV*<sup>17</sup> to think about key learning questions that may be relevant to a Mission and that support global learning on these questions.

Internal MEL accountability includes measuring progress toward the IR for strengthened USAID and IP abilities for GBV programming. In addition, the TOC developed for the Mission's GBV programming may include a crosscutting indicator that can be measured.



## Reporting

ADS 205.3.9 outlines the annual reporting requirements for all OUs on gender equality and women's empowerment. All USAID Missions must report on budget allocations for Key Issues in their OPs and provide narratives about what was accomplished in their PPRs for at least one of the three linked Gender Key Issues, which include GBV, CEFM, and/or the Women, Peace, and Security Key Issue. All Missions that are assigned a control (a Congressional earmark or directive) for a specific Key Issue must report annually on it in their OP and PPRs.

The Mission strategy to guide GBV programming should include the specific reporting requirements of the Mission, based on controls and relevant GBV Key Issues addressed. In addition, the strategy should include internal reporting requirements, as well as processes to ensure that narratives for the annual PPR on GBV and CEFM or other GBV-related Key Issues are robust. Suggestions include a Mission-wide meeting at least once a year to report on and discuss all GBV-related programming and a required twice-a-year report to the Mission Director or Deputy Mission Director and Program Office Director, with a meeting to debrief the report with key stakeholders, including GenDev.

## 6. Develop a Resource Plan

Adequate funding and staffing are critical to a Mission's ability to implement GBV programming. Missions that do not have adequate funding for GBV programming should be vocal in seeking funding, as well as partnering with other funders in ways that can create synergy and expand USAID's reach.

Without adequate and knowledgeable staffing for GBV programming, GBV becomes another "tick the box" issue. Suggestions to expand the bandwidth of the Mission include:

- Create and/or strengthen a Gender (or GBV) Working Group.
- Hire or appoint a full-time Gender Advisor and, where possible, GBV Advisor, both of whom have the requisite expertise.

- Engage actors across the ecosystem for GBV programming. This includes engaging with USG interagency actors and other funders to leverage synergies around common desired results.
- Build staff skills, knowledge, attitudes, and practices to understand and address GBV in the local context.

## 7. Generate and Maintain Buy-In

It is important to generate broad buy-in during the development of the Mission strategy to guide GBV programming, but also to maintain that engagement over time and across the movement of personnel from one Mission to another. The following are suggestions for accomplishing this:

- Engage local or regional GBV consultants to support the Mission implement the strategy.
- Present the Mission strategy in meetings across the ecosystem of USAID GBV programming—including within USAID and outside the Agency—to familiarize staff and partners with the strategy.
- Schedule quarterly pause-and-reflect sessions to assess what is working and what is needed to improve successes.
- Include a report out on the Mission Strategy to guide GBV programming during the Mission's Portfolio Review
- Require GBV programming as part of solicitations and include a link to an external version of the Mission's strategy on GBV programming.
- Include key resources for GBV programming with links to steer IPs toward effective activity design. These should include USAID's *Foundational Elements for GBV Programming in Development* and other key resources found in the resource section below.





## Creating a Mission Strategy

Policies	Strategies
<a href="#">The 2012 USAID Gender Equality and Female Empowerment Policy</a>	<a href="#">The U.S. National Action Plan on Women, Peace and Security</a>
<a href="#">2018 Women’s Entrepreneurship and Economic Empowerment Act</a>	<a href="#">The U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally</a>
<a href="#">The USAID Counter-Trafficking in Persons Policy</a>	<a href="#">The USAID Vision for Ending Child Marriage and Meeting the Needs of Married Children</a>
<a href="#">USAID’s Protection from Sexual Exploitation and Abuse (PSEA) Policy</a>	<a href="#">The USAID LGBT Vision for Action: Promoting and Supporting the Inclusion of Lesbian, Gay, Bisexual, and Transgender Individuals</a>
<a href="#">ADS Chapter 201: Program Cycle Operational Policy</a>	<a href="#">The United States Global Strategy to Empower Adolescent Girls</a>
<a href="#">ADS Chapter 205: Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle</a>	<a href="#">2021 United States National Strategy on Gender Equity and Equality</a>

## Developing a TOC

- Brown, Ann-Murray. 2016. *What is This Thing Called “Theory of Change”?* Washington, D.C.: USAID Learning Lab. Accessed September 2, 2022. <https://usaidlearninglab.org/community/blog/what-thing-called-theory-change>.
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## Acknowledgments

This how-to note was written by Diane Gardsbane with support from members of the CARE-GBV team, including Alyssa Bovell, Jennifer Davis, Suzanne Fischer, Paula Majumdar, and Miel Design Studio. Thank you to the following USAID staff who provided review and input: Matthew Emry, Aditi Gupta, Gracia Lopez, Teresa Parr, Mielka Brand Polanko, Chaitra Shenoy, and Jamie Small.

## Suggested citation

CARE-GBV. 2022. "How to Develop and Implement a Mission Strategy to Guide GBV Programming." No. 9 in a series. Washington, D.C. USAID.

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The goal of the Collective Action to Reduce Gender-Based Violence (CARE-GBV) activity is to strengthen USAID's collective prevention and response, or "collective action" in gender-based violence (GBV) development programming across USAID. For more information about CARE-GBV, click [here](#).

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