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# TOOLKIT FOR INTEGRATING GBV PREVENTION AND RESPONSE INTO ECONOMIC GROWTH PROJECTS

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## **DISCLAIMER**

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



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# ACRONYMS

CDCS	Country Development Cooperation Strategy
CSO	Civil society organization
CSR	Corporate Social Responsibility
DRC	Democratic Republic of the Congo
dTS	Development and Training Services, Inc.
FAO	Food and Agriculture Organization
FFS	Farmer field school
GALS	Gender Action Learning System
GBV	Gender-based violence
GDP	Gross Domestic Product
GSA	Gay Straight Alliance
ICRW	International Center for Research on Women
ICTs	Information and communication technologies
IDP	Internally displaced persons
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
IMF	International Monetary Fund
IPV	Intimate Partner Violence
IR	Intermediate Result
IRC	International Rescue Committee
LGBTI	Lesbian, gay, bisexual, transsexual, or intersex
M&E	Monitoring and evaluation
NGO	Nongovernmental organization
SMEs	Small and medium enterprises
USAID	United States Agency for International Development
VAW	Violence against women
VCA-SA	Value chain assessment and situational analysis
WHO	World Health Organization
WRC	Women's Refugee Commission

# EXECUTIVE SUMMARY

The **Toolkit for Integrating Gender-based Violence Prevention and Response into Economic Growth and Trade Projects** was prepared by Development and Training Services, Inc. (dTS) and is published by the United States Agency for International Development (USAID). It offers background and practical guidance to USAID staff on how to address gender-based violence (GBV) in economic growth and trade (hereafter “economic growth”) projects across the program cycle. The Toolkit covers four overarching themes:

1. How and why economic growth projects can play a critical role in addressing GBV
2. How GBV can affect and undermine the outcomes of economic growth projects
3. Different contexts to consider when integrating GBV prevention and response into economic growth projects
4. Practical ideas and strategies for integrating GBV prevention and response into economic growth projects.

GBV impacts how workers function in and beyond the workplace. It can impair health, productivity, and poverty reduction. Workplaces are important sites of intervention for preventing and responding to GBV, whether it occurs at the work site or outside it. Types of GBV known to affect workers and the workplace include:

- Domestic violence against women (VAW) and intimate partner violence (IPV)
- Gender-based workplace discrimination, stigmatization, and social exclusion
- Sexual harassment and intimidation
- Sexual exploitation and abuse
- Trafficking—forced labor and sex work within and across borders.

There are many known and new types of GBV impacting workers and the workplace as industries change or emerge. The Toolkit considers a diverse range of workplace GBV issues through examples and case studies. Striking statistics document prevalent forms of GBV globally that affect the world of work—particularly VAW, IPV, discrimination and sexual harassment—and yet all forms of workplace GBV are widely under-reported and undocumented. Available evidence shows that GBV disproportionately affects women both at home and at work, although some men face GBV issues as well. Women workers predominate in low-wage, insecure jobs in workplaces where they often lack safe and confidential reporting options, protection, recourse to justice, or access to legal, medical, and psychosocial services. Reporting GBV at work is risky, and can worsen GBV at home or in the community. Women face barriers to leadership and need tools and resources to protect themselves and negotiate their business or working conditions, manage teams, and participate in business associations. Gender inequalities in bargaining power, resources, and social status affect women’s multiple roles in the economy as laborers, producers, entrepreneurs, employees, managers, and business leaders. All points of transaction in economic relationships can introduce GBV risk exposure.

GBV-related impacts and costs widely affect women's health and productivity at work and at home, with harmful effects on poverty reduction and wider economic growth. GBV can undermine local and national human and economic development. Further research is required to estimate and map out the prevalence of all types of GBV that affect economic growth. Among these are VAW and IPV that spill over to the workplace, as well as gender-based discrimination, stigmatization, sexual harassment, intimidation, sexual exploitation, and abuse that all can occur at the workplace, as well as labor and sex trafficking within and across borders.

The Toolkit provides guiding principles and practical strategies for integrating GBV prevention and response into any type of economic growth project. Strategies that incorporate these principles include:

- **Be aware that problems of GBV are real and affect economic growth projects.** Action starts with awareness. GBV problems are widespread in the workplace and are part of the world in which projects operate. Assessments of GBV risks and mitigation planning are needed to understand the problem and how it affects an economic growth project, and to integrate methods to prevent and respond to GBV in that project.
- **Engage the technical support of a specialist in GBV prevention and response.** Work with a GBV specialist throughout an economic growth project's planning, implementation, performance monitoring, and impact evaluation. This can help to ensure that GBV risks are assessed and monitored to protect participants and prevent project outcomes from being undermined.
- **Conduct gender analysis and GBV risk assessment to avoid doing harm.** Gender analysis and GBV risk assessment are necessary to understand the different gender roles, responsibilities, opportunities, and rewards for a given type of work, and any risks of GBV related to the performance of that work. Avoiding unintended harm requires that economic growth project staff assess and monitor existing and potential new occurrences of gender-based economic discrimination, harassment, or intimidation in the workplace, exploitation and abuse, or sex trafficking.
- **Partner and coordinate with GBV prevention and response service providers.** If project staff and partners lack the needed expertise in GBV prevention and response, they should partner and coordinate with organizations and service providers with GBV methods as part of their core competence. These can include organizations or consultants experienced in GBV awareness raising, training, prevention, monitoring and evaluation. Efforts should include partnering and ongoing coordination with legal, psychosocial, and medical service providers.
- **Elevate women and girls as leaders and agents of change in programming and policy.** In many contexts, discriminatory social norms and attitudes restrict what is considered appropriate for a woman to be or do for paid work. Women are often excluded from positions of leadership and decision-making power in businesses and labor associations. Forms of GBV in the workplace, such as gender-based discrimination, harassment and intimidation, and exploitation and abuse, carry on when women do not have a voice in workplace policies and practices. Women's input, confidence in speaking up, and leadership are vital for their own safety and economic advancement, and for the successful outcomes of economic growth projects that seek to engage them. Building women's leadership, negotiation, and management skills can help to raise their profile, power, and productivity.
- **Engage men as allies in GBV prevention and response in projects intended for women's economic advancement.** Discriminatory gender norms and GBV in the world of work negatively impact women's safety and economic advancement and undermine economic growth project



outcomes. Engaging men as allies and partners for women's economic advancement is vital to changing harmful norms and practices that limit women's advancement through safe and dignified work. Proactively avoiding resistance and addressing any backlash to women's economic advancement requires engaging men whom an economic growth project directly or indirectly affects. Key engagement activities can include discussion groups and cultivating male leaders as champions for change in gender-based economic inequities and violence reduction.

- **Require sexual harassment policies for USAID contractors and grantees.** Donor requirements and example can go a long way toward promoting partner change at the institutional level. Sexual harassment policy requirements can be written into contracts, monitoring and evaluation (M&E) plans, corporate social responsibility (CSR) programs, and compliance auditing. Contractors and grantees should establish written procedures whereby workers can report incidences of sexual harassment to management or to wider authorities without fear of reprisal, and educate workers about such policies and procedures. Contractors should establish written procedures for workers who experience sexual harassment to document incidences, and ensure that worker complaints are fully investigated and proper disciplinary action is taken.
- **Build the knowledge base and fill data gaps about problems and solutions to GBV in the world of work.** Data gaps on all forms of GBV in the workplace must be addressed to help identify and form strategies to reduce GBV prevalence. There are more data to date on domestic VAW and IPV, and their costs to women's health and productivity. There are significant data on workplace sexual harassment. There is less information available, however, documenting the prevalence of the full range of forms of GBV in the workplace, including gender-based discrimination and stigmatization, exploitation and abuse, and labor and sex trafficking. Such information can greatly help shape innovative solutions to reduce workplace GBV.

The Toolkit is structured in five parts (sections) designed to distill technical content, guidance, and practical information on GBV prevention and response in economic growth projects.

**PART 1: Toolkit purpose, audience, and structure.** This section describes why a toolkit on GBV for economic growth is needed. It outlines USAID Washington and Mission staff, as well as implementing partners, as Toolkit audiences, and suggests how they can use the Toolkit. USAID staff and partners may use technical content of the Toolkit to support the design, implementation, and M&E of projects across diverse economic growth subsectors. Staff and partners can also use the guidance in conjunction with available USAID technical resources on gender integration and GBV prevention and response not specific to the economic growth sectors.

**PART 2: GBV definition, prevalence, and global statistics.** This section discusses GBV as defined by the U.S. Government's GBV Strategy. It outlines types of GBV in the workplace and the range of people exposed and susceptible to GBV at work, including high-risk workers. It also outlines global GBV statistics to set the context for how its prevalence affects workers around the world. This section also discusses the costs of GBV to individuals, households, and nations. It makes the case for why GBV matters to economic growth projects.

**PART 3: How to integrate GBV prevention and response into USAID's program cycle.** This section offers a matrix of illustrative practical actions for integrating GBV prevention and response in the USAID operational framework and program cycle.

## **PART 4: How to integrate GBV prevention and response into economic growth projects.**

This section includes operational guidance for why and how to integrate GBV prevention and response into six selected subsectors: agriculture and food security, value chain development, enterprise development, access to finance, trade policy, and cross-border trade. Key points per subsector are outlined below.

### **Agriculture and Food Security**

GBV reduces on- and off-farm work capacities, increases household expenditures, and restricts access to community support and agricultural extension services. These all can lead to increased household vulnerability, adoption of risky coping mechanisms, reduced agricultural output, and worsened food insecurity. By understanding the causal linkages between GBV and agriculture and food security, staff and partners can design and implement projects appropriately that improve agricultural productivity while mitigating unintended GBV consequences such as backlash and risks to women working in agricultural production. Projects that adopt GBV integrative strategies can maximize their outcomes by contributing to a healthier and more productive agricultural labor force. Illustrative strategies include:

- Integrating GBV considerations into project assessments to reveal existing and potential GBV risks associated with project participation
- Leveraging the support and collaboration of GBV prevention and support service providers
- Encouraging women's membership and women leadership positions within producer associations to ensure advocates for equitable treatment
- Protecting women's physical safety by promoting safety in the workplace, integrating basic safety measures such as offering trainings in safe spaces, and designing alternate delivery schemes
- Raising awareness on land ownership rights, advocating for equitable land distribution, promoting the inclusion of women's names on land titles, and supporting better enforcement of existing gender-sensitive legislative frameworks
- Requiring that employers in the waged agricultural sector adopt policies that prohibit discrimination, exploitation, harassment, and VAW
- Encouraging farming collaboration within households to promote common livelihood strategies that use and benefit all household members
- Adopting integrated approaches that combine technical advice with life-skills training led by men and women trainers alike
- Supporting clients in diversifying their agricultural production to minimize economic shocks associated with lean seasons and level their income streams
- Providing training and capacity building to women farmers to increase their bargaining power in the marketplace and strengthen the capacity of producers to act on their own behalf
- Creating spaces for women's voices to share their experiences, express their concerns, and develop their own solutions.

## **Value Chain Development**

GBV impacts women's productivity, bargaining power, and income-generating capacity within the value chain. Value chain development projects can exacerbate GBV risks if not designed with the appropriate gender and GBV analysis. A gendered value chain analysis and GBV risk assessment will inform the design of value chain projects that can promote the goals of competitiveness and gender equality in order to reduce poverty. Examples of strategies to mitigate GBV risks in value chain projects include:

- Requiring that agri-dealers, service providers, and other commercial actors within the chain maintain and implement policies and practices that prohibit and monitor GBV
- Training women on negotiation skills so that they can improve their bargaining position and maintain their competitiveness
- Requiring employers within the value chain to maintain safe workplace environments that are free of harassment, exploitation, and violence
- Facilitating women's access to technology and finance in order to strengthen their productivity and bargaining position in the world of work, in the community, and at home.

## **Enterprise Development**

Enterprise development is an important component of economic development, but GBV prevents an economy from reaching its full potential. Employing the full workforce of a nation increases output, stimulates the economy, and contributes to personal satisfaction. The economy also suffers when physical injury, emotional stress, or gender-based discrimination limits part of the workforce from producing up to its potential. Opportunities for USAID enterprise development programming interventions include:

- Outlining country-specific forms of GBV in gender analysis
- Examining business policies and social practices to diminish economic deprivation
- Promoting nondiscriminatory human resources practices
- Engaging men and women in partnership to denounce GBV in their workplaces and communities
- Exploring nontraditional occupations for young women through entrepreneurship programming and business management education.

## **Access to Finance**

Accessing financial systems in developing countries can be challenging for women. Lack of autonomy can limit the collateral a woman can access. Legally she may not even be able to sign for a loan without a male family member as a cosigner or without proper citizenship documentation, which many women lack, as they were never registered at birth. Opportunities for USAID to address GBV in access to finance programming interventions include:

- Outlining country-specific forms of GBV in gender analysis
- Using local nongovernmental organizations (NGOs)/civil society organizations (CSOs) to target access to finance programming to survivors of GBV
- Addressing gaps in legal financial regulation and cultural practices so that women assert their rights

- Creating partner components to microfinance projects to diminish unintended partner backlash to a woman's success
- Partnering with banks to provide adequate access to women.

### **Trade Policy**

Gender considerations are already a part of USAID trade policy programming. They are primarily manifested in project gender analyses and women-specific activities, such as targeted assistance to women-owned businesses. However, it is critical to ensure that GBV prevention and response strategies are also contained within the framework of ongoing gender integration, given GBV's impact on economic growth and trade. Illustrative GBV prevention and response activities for trade policy projects include:

- Conducting gender analyses with GBV considerations
- Conducting gender analyses of trade agreements
- Working with socially responsible and gender-aware businesses
- Investigating links between sex trafficking and immigration/labor/business environment policies
- Including GBV considerations in assessments of business-enabling environments
- Supporting development and implementation of legislation addressing GBV, equal property rights, and access to justice.

### **Cross-border Trade**

Cross-border trade projects can address two types of GBV frequently found in border areas: sexual harassment and violence experienced by female cross-border traders and cross-border sex trafficking. Although some GBV prevention and response activities may be challenging to implement due to potential unintended consequences, the majority are simply an extension of standard (i.e., "non-gender") project activities (e.g., training of border patrol agents). Illustrative GBV prevention and response activities for cross-border trade projects include:

- Undertaking gender analyses with GBV considerations prior to the start of the project
- Collaborating with relevant stakeholders such as women's NGOs or organizations providing services to sex trafficking victims
- Training border patrol agents on sexual harassment, identifying human sex traffickers, and other GBV issues
- Setting up referral, social, and legal services for discovered victims of sex trafficking at the border
- Recruiting and retaining female border officers
- Improving infrastructure to create safe border crossings
- Empowering female cross-border traders by educating them on their rights and redress mechanisms
- Creating avenues for redress.

**PART 5: Conclusion.** The concluding section highlights and reinforces key Toolkit themes and strategies for preventing and responding to GBV in the workplace, which plays a vital role as a site of intervention. Economic growth projects present prime opportunities to prevent and respond to GBV. Key prevention and response strategies require building women’s leadership and engaging men as allies to reduce GBV risks and exposures in economic growth projects for women and all participants. Projects can partner and coordinate with GBV response service providers to address the legal, medical, and psychosocial needs of survivors of workplace-related GBV. By addressing GBV proactively, economic growth projects can help to stop violence and promote greater gender and economic equality. Addressing data gaps can help to advance the state-of-the-field on preventing and responding to workplace GBV, and ensure that workers are safe while furthering desired economic outcomes.

# PART I: TOOLKIT PURPOSE, AUDIENCE, AND STRUCTURE

## WHY DEVELOP A TOOLKIT ON GBV FOR ECONOMIC GROWTH?

GBV encompasses pervasive human rights violations, a global public health epidemic, and a direct threat to human development and economic growth. In August 2012 the U.S. Department of State and USAID released *The U.S. Strategy to Prevent and Respond to Gender-based Violence Globally* (hereinafter, the GBV Strategy; see [http://pdf.usaid.gov/pdf\\_docs/PDACT888.pdf](http://pdf.usaid.gov/pdf_docs/PDACT888.pdf)). The USAID implementation plan of the Strategy emphasized the integration of GBV prevention and response efforts into all sectoral work. The Strategy was accompanied by an [Executive Order](#) that established, among other things, an Interagency Working Group to address GBV to be chaired by the U.S. Secretary of State and the USAID Administrator. USAID has reinvigorated attention to gender equality issues, including GBV, through its March 2012 [Gender Equality and Female Empowerment Policy](#); its implementation plan for the 2011 [U.S. National Action Plan on Women, Peace and Security](#); its February 2012 *Counter-Trafficking in Persons Policy*, and its commitment to developing strategies and projects that address gender gaps. In October 2012, the Agency released its *Vision for Action on Ending Child Marriage and Meeting the Needs of Married Children*, which is closely aligned with the GBV Strategy.

- [The U.S. Strategy to Prevent and Respond to Gender-based Violence Globally \(2012\)](#)
- [Executive Order—Preventing and Responding to Violence Against Women and Girls Globally \(2012\)](#)
- [USAID Gender Equality and Female Empowerment Policy \(2012\)](#)
- [USAID Implementation of the U.S. National Action Plan on Women, Peace, and Security \(2012\)](#)
- [USAID Counter-Trafficking in Persons Policy \(2012\)](#)
- [USAID Vision for Action on Ending Child Marriage and Meeting the Needs of Married Children \(2012\)](#)

## WHAT DOES THE TOOLKIT CONTAIN?

The Toolkit guides USAID staff on how to address GBV specifically in economic growth projects. It offers guiding principles, technical resources, and practical project examples for selected economic growth subsectors. You can use the Toolkit in conjunction with available USAID resources on gender integration and GBV prevention and response.

## HOW WAS THE TOOLKIT DEVELOPED?

The Toolkit was developed through document reviews, focus groups, phone interviews, and email outreach, to assess USAID's needs for GBV prevention and response technical guidance in economic growth projects. The consultant team prepared a desk study to review documents relevant to GBV prevention and response in USAID and other civil society, government, and private sector economic growth projects. The team also conducted USAID staff group and individual discussions specifically for the economic growth sectors, as well as collected information from USAID staff managing GBV

prevention and response activities. Participating staff were those posted in Washington, DC, and in USAID missions where economic growth projects are being conducted.

## WHO SHOULD USE THE TOOLKIT?

The audience for the Toolkit comprises USAID staff, and USAID implementing partners.

## HOW SHOULD YOU USE THE TOOLKIT?

- Review guiding principles of GBV prevention and response for economic growth projects, which can inform project design and M&E of GBV. You can also use the Toolkit information to define scopes of work for economic growth projects where GBV prevention and response will be integrated.
- Review issues and how-to approaches for the integration of GBV prevention and response in economic growth subsectors included in the Toolkit. The GBV integration how-to provides examples that can be replicated or adapted for your economic growth projects.
- Read the entire document to get an overview of integrating GBV prevention and response in economic growth projects. You may also consult subsections of the Toolkit for guidance on (1) types of GBV, (2) GBV prevalence, (3) integrating GBV prevention and response into the programming cycle, and (4) integrating GBV prevention and response into economic growth subsectors.

## HOW IS THE TOOLKIT STRUCTURED?

The Toolkit is structured in five main sections to provide background and emphasize key guiding points with practical content throughout.

- **PART 1: Toolkit purpose, audience, and structure**
- **PART 2: GBV definition, prevalence, and global statistics**
- **PART 3: How to integrate GBV prevention and response into USAID's program cycle**
- **PART 4: How to integrate GBV prevention and response into economic growth projects**
- **PART 5: Conclusion.**
- **Annex A: Bibliography and Resources**
- **Annex B: GBV Integration Practical Steps, Strategies, and Illustrative Indicators Table.**