

Gender and Inclusion Policy

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MILLENNIUM
CHALLENGE CORPORATION
UNITED STATES OF AMERICA

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ACRONYM LIST

Acronym	Meaning
AE	Accountable Entity
AE Policy	Policy for Accountable Entities and Implementation Structures
BA	Beneficiary Analysis
CA	Constraints Analysis
CEO	Chief Executive Officer
CP	Conditions precedent
ERR	Economic rate of return
GSI	Gender and social inclusion
IGGT	Inclusion and gender guidance tool
IM	Investment Memo
IMC	Investment Management Committee
M&E	Monitoring and evaluation
PIA	Project Implementation Agreement
SGIP	Social and gender integration plan

1 PURPOSE

In the Millennium Challenge Corporation's (MCC) founding statute, the Millennium Challenge Act of 2003, the agency was charged with providing assistance in a manner that will "promote economic growth and the elimination of extreme poverty..." MCC's commitment to gender-equitable and inclusive growth is grounded in its mission to reduce poverty through economic growth. MCC recognizes that growth alone may not be sufficient to reduce poverty, and that poverty reduction requires investments to be carefully designed to reach the intended populations. MCC also recognizes that many countries with high levels of gender inequality also experience high levels of poverty and that gender inequality can be a significant constraint to economic growth and poverty reduction.

This Gender and Inclusion Policy (this Policy) replaces MCC's Gender Policy, last updated in 2010. The overall goal of this Policy is to routinely and systematically expand opportunities for structurally disadvantaged groups to access, participate in, and benefit from MCC investments. The Policy also aims to minimize the social risks and unintended negative consequences that can accompany MCC investments. The Policy affirms MCC's commitment to ensuring that programming targeting structurally disadvantaged groups contribute explicitly to a project's theory of change. This Policy is intended to help MCC, and partner country governments work together to develop and execute programs that lead to poverty reduction and more gender-equitable, broad-based economic growth.

2 SCOPE

This Policy sets forth requirements for effective integration of gender and inclusion throughout all program stages. Unless otherwise noted, this Policy applies to both compact and threshold programs. This Policy delineates the role and responsibilities of MCC and partner country governments, including accountable entities (AE) and applies across all the sectors in which MCC invests.

3 KEY DEFINITIONS

Term	Definition
Beneficiary	An individual who is expected to experience better standards of living as a result of the project through higher real incomes (note that beneficiaries are distinct from participants).
Beneficiary analysis	The analysis that MCC undertakes following cost-benefit analysis modeling to estimate the number of project beneficiaries, as well as to assess the distribution of benefits across income quartiles (using the World Bank's international poverty lines), between women and men, and other excluded groups.
Counter-trafficking in persons (C-TIP)	Efforts to prevent 'trafficking in persons,' 'human trafficking,' and 'modern slavery,' which are umbrella terms often used interchangeably to refer to activity whereby traffickers exploit and profit at the expense of adults or children by compelling them to perform labor or engage in commercial sex. MCC's C-TIP work to prevent such activity from occurring in connection with MCC programs is governed by the MCC Counter-Trafficking in Persons Policy.
Compact	An MCC grant provided to eligible countries pursuant to Section 605 of the Millennium Challenge Act of 2003, as amended.
Constraints to inclusive growth analysis	The major contribution of MCC's gender and social inclusion experts during a typical constraints analysis process that is integrated with MCC's broader constraints to growth analysis.
Economic rate of return (ERR)	A statistic derived from cost-benefit analysis. It captures how a project's estimated economic benefits compare to its costs. Specifically, it shows the discount rate at which the net present value of benefits and costs of a project are equal.
Equity	A reference to the principle of fairness and justice. It recognizes that different groups have different circumstances that would result in unequal opportunities and outcomes. For MCC, increasing equity means correcting imbalances and working to 'level the playing field' to increase the ability of those with initial social and economic disadvantages to access, participate in, and benefit from MCC investments.
Equality	Equality of opportunity typically refers to a state in which individuals and groups have equivalent opportunities for success. Equality of outcomes refers to an end state in which individuals and groups people have roughly equivalent resources.

Gender	The social roles, behaviors, and responsibilities in any society assigned to individuals based on sex. Unlike sex, which is a biological category, gender is mutable, and women’s and men’s roles, behaviors, and responsibilities change over time and are different in different societies. Gender analysis includes an understanding of how those social roles, behaviors, and responsibilities assigned to both women and men, as well as how these intersect with factors such as age, race, ethnicity, and other identities.
Inclusion	An approach that advances equality and equity in program design and implementation, with a particular focus on benefits for women, people living in poverty, and other structurally disadvantaged groups.
Inclusion and gender guidance tool (IGGT)	A set of questions to be answered by the MCC country team at each phase of program development. The tool facilitates comprehensive consideration of how inclusion and gender concerns are routinely and systematically integrated at each phase. It is also a mechanism for creating dialogue and collaborative teamwork to develop programs that achieve inclusion and gender objectives.
Partner country team	The teams designated by partner country governments to develop an MCC-funded program. During the period between program signing and implementation, the government forms a new entity (the accountable entity or AE) to manage implementation.
Social and gender integration plan (SGIP)	An operational and management document, for use during program implementation, to monitor and ensure social and gender integration across compact projects and activities.
Structural disadvantage	The persistent and often systemic and institutionalized barriers to economic, social, and political opportunities that certain groups face in each society. Depending on the context, people may be structurally disadvantaged based on socioeconomic status, gender, age, ethnicity, or other factors. Often people face one or more of these structural disadvantages that are compounded. Structural disadvantages are also sometimes referred to as structural exclusions.

4 GENDER AND INCLUSION POLICY REQUIREMENTS

This Policy sets out requirements for MCC and partner country governments to advance gender-equitable inclusive processes and outcomes through all phases of program development and implementation, including the following:

MCC and partner country team joint responsibility: In all stages of program development and implementation, MCC and partner country governments hold joint responsibility for ensuring that MCC-funded programs routinely and systematically address social and economic inequality and inequities that affect access, participation, and benefits of structurally disadvantaged populations. MCC and partner country governments collaborate on developing and implementing the gender and inclusion objectives and requirements as specified in this Policy. In several areas, this Policy notes where one party has sole responsibility or takes the lead on a particular requirement.

Gender and social analysis: Throughout early analysis, program development, and program implementation, MCC and partner countries must analyze and address barriers to equitable access to, participation in, and benefits from MCC investments. Documentation should demonstrate logical and evidentiary linkages between proposed program concepts or designs and the sub-populations to be reached, including structurally disadvantaged groups.

Inclusive stakeholder engagement: MCC and partner country teams conduct stakeholder engagement, including consultations, throughout program development, both to build a foundation of inclusive data and evidence for MCC programming and to solicit feedback and input throughout the program cycle from diverse voices in government, private sector, civil society, and potential beneficiaries. Consultations should include groups and individuals representing diverse perspectives, and differing interests and socio-economic status, including women and other structurally disadvantaged groups, in a manner that solicits and enables their active participation and substantive input into program design and implementation, and that encourages accountability for the governance of the program. If established, AE stakeholder committees can serve as a mechanism for ongoing engagement with civil society during program implementation.

Advancement of economic security and empowerment: MCC seeks to design projects that promote increased economic security and empowerment for women and other structurally disadvantaged groups through increased economic opportunities and through changes in laws, policies, institutions, and social norms that advance inclusion and greater equality and equity. In cases where projects do not include any design elements related to gender or inclusion, project descriptions should include a rationale as to why that is the case.

Gender and social risk mitigation: Throughout program development and implementation, MCC and partner countries identify and address gender and social risks to prevent investments from causing unintentional harm, including trafficking in persons, sexual exploitation and abuse, and gender-based violence, as well as specific gender and inclusion issues related to resettlement, labor and working conditions, and health and safety.

Ensuring adequate resources: Staff with gender and inclusion (GSI) expertise are part of every MCC country team and partner country team, from early analysis through program closure. Budgets for due diligence, design, and implementation should include appropriate and sufficient allocations to meet the stated gender and inclusion goals and activities of the program.

The rest of this section 4 is organized by phases of program development. Each subsection provides an overview of MCC's gender and inclusion objectives and key components at the indicated phase.

a. Early Analysis

MCC country team and partner country representatives undertake a constraints analysis (CA) to identify binding constraints to economic growth and recommend one or more binding constraints for further analysis and possible project development. As part of this process, the MCC GSI team conducts a constraints to inclusive growth analysis which provides an analysis of social and gender inequalities in the country, identifies key structurally excluded groups, and compares the economic impacts of the candidate growth constraints on those groups, and the likely effects of relaxing those constraints in creating pathways for inclusive growth.

This phase has the following gender and inclusion objectives: (1) to identify how social, economic, and gender inequalities may constrain growth at national and sectoral levels; (2) to assess whether and how identified constraints to growth may exacerbate gender and social inequalities and inequities; (3) to identify the likely distributional implications across social and gender lines of benefits and potential social risks of investment in each candidate constraint; and (4) to support a broader MCC process of analyzing constraints to inclusive growth and selection of constraints that would lead to inclusive growth.

Key Components

Staffing: The MCC country team is assigned a GSI staff lead from the outset.

Collaborative and integrated analysis: During early analysis, the MCC country team collaborates closely in developing and implementing data collection plans, coordinating analytic approaches, conducting prioritization exercises, and document drafting.

Stakeholder engagement: Stakeholder engagement at this phase serves to augment desk research by explaining, validating, and challenging existing data and literature and by expanding MCC and the partner country government's knowledge of non-governmental stakeholders' priorities. This inclusive stakeholder engagement process can help to inform the eventual selection of binding constraints.

Presentation of results: MCC and partner country staff integrate all analyses, findings, and recommendations into presentations for MCC and partner country governments. MCC and partner countries will consider such findings and recommendations in selecting constraints to be addressed through the program.

b. Problem Diagnosis & Project Definition

Once MCC and partner country governments have agreed on the constraint(s) to explore for possible investment, they then identify and analyze the underlying problems or “root causes” of the constraint(s). Inclusion and gender analysis at this phase enables MCC and partner country governments to understand how root cause problems are related to social and gender inequalities and inequities. It also enables an understanding of which problems, if addressed through a program, would be most impactful for structurally disadvantaged groups.

This phase has the following gender and inclusion objectives: (1) to identify gender and social inequalities and inequities that characterize, affect, or exacerbate root causes of the prioritized constraints to economic growth; (2) to assess the gender and social inequalities and inequities that are likely to impact structurally disadvantaged groups’ abilities to access, participate in, and benefit from addressing different root cause problems; (3) to support identification of root causes that will have a larger impact on structurally disadvantaged groups.

Key Components

Resources: The MCC country team mobilizes due diligence resources during the problem diagnosis phase to conduct the necessary analysis and contribute to project concepts.

Stakeholder engagement: MCC and partner country governments should continue with an inclusive approach to stakeholder engagement plans to inform project design.

Concept definition: A synthesis of gender and inclusion analysis addressing the objectives above must be integrated into documents describing the proposed program concepts.

c. Project Development

After early analysis and concept definition, MCC and partner country counterparts develop joint project design documents. MCC incorporates this work into an Investment Memorandum that is reviewed by the Investment Management Committee and approved by MCC’s CEO. Country partners utilize their own accountability process.

The integration of findings and recommendations of previous and ongoing stages of gender and social inclusion analysis informs MCC and partner country governments in the identification and design of projects that increase access, participation, and benefits for structurally disadvantaged groups and reduce the risk that those groups may be excluded from benefits.

This phase has the following gender and inclusion objectives: (1) to support project selection and design that addresses the identified gender and social inequalities and inequities, and the identified risks, in order to ensure that structurally disadvantaged groups access, participate in, and benefit from the projects; (2) to describe where and how gender and inclusion activities and designs contribute to broader project objectives and to reflect this in the project logics; (3) to strengthen the evidentiary basis for MCC’s beneficiary analysis and other assumptions related to the distribution of benefits; and (4) to formalize MCC and

partner country government commitment to more inclusive projects via specific provisions included in design documents.

Key Components

Design and due diligence studies: Due diligence and program design budgets must include sufficient resources for gender and inclusion-related needs and tasks. These may be stand-alone or integrated studies and designs. Where appropriate and practical, MCC and partner countries will look to apply relevant provisions of MCC's Guidelines for Transparent, Reproducible, and Ethical Data and Documentation.

MCC and partner country GSI staff participate or lead in the integration of gender and social inclusion requirements in terms of reference (TORs), budgets, staffing, evaluation criteria, technical evaluation panels, and contract negotiations over technical requirements.

Stakeholder engagement: Partner country teams are responsible for ensuring inclusive consultations during the project design phase, with MCC support. In any consultative processes organized by partner countries, partner country GSI staff help to define the parameters for inclusive consultation.

Project design: MCC and partner country staff work to develop project designs that will enable structurally disadvantaged groups to participate in, access, and benefit from MCC programs,¹ including:

- to increase economic security and empowerment, particularly via activities to increase access to quality, well-paying jobs, and entrepreneurship opportunities;
- to influence social norms and related beliefs and behaviors that reduce equality and equity; and
- to propose legal, policy, and institutional reforms that advance equality and equity, particularly where they are necessary for achieving gender and inclusion objectives within the program.

Theory of change and project logics: Where project activities/inputs target gender and other forms of social inequity, project logics must include short-, medium- and long-term outcomes, as they pertain to achieving the project objective(s). This includes identifying, from a gender and inclusion perspective, how particular interventions, activities, or approaches may be needed to make the logic and its assumptions hold. Where integrated into program design and the theory of change, results for targeted sub-populations are assumed to be part of project outcomes and impacts, which contribute to meeting the project objective. Reference to sub-populations targeted should thus be included in the project objective statement or described in text accompanying the logic diagram.

Cost-benefit analysis and beneficiary analysis: Data and modeling for cost benefit analysis (to generate estimated economic rates of return (ERRs)) and beneficiary analysis will aim—to the extent possible given the sector, data, and context—to identify benefits streams (and costs where appropriate) accruing to structurally disadvantaged groups. MCC will draw on literature and data to strengthen poverty and gender analysis in the cost-benefit analysis and beneficiary analysis.

¹ In cases where gender and inclusion issues are not relevant to a particular project, project design documents should document the rationale.

Conditions precedents (CPs): In collaboration with the partner country, CPs should be considered and incorporated where a strong case is demonstrated for why, in the absence of the CP, structurally disadvantaged groups would be excluded from program benefits or suffer increased risks.

Gender and social impact assessment and risk mitigation: Gender and other social risks must be identified, analyzed, and addressed across all projects. MCC and partner countries identify and address gender and social risks to prevent investments from causing unintentional harm, including trafficking in persons, sexual exploitation and abuse, and gender-based violence, as well as specific gender issues related to resettlement, labor and working conditions, and health and safety.

Team responsibilities in program development and decisional documents: MCC and partner country GSI staff should participate in program development discussions and decision-making, and must contribute to, review, and clear program design documents. MCC and partner country teams ensure the integration of gender and inclusion recommendations at key decisional milestones.

d. Negotiations and Program Agreements

Following MCC CEO approval of the IM, MCC drafts, negotiates, finalizes, and signs the grant agreement with the selected partner country. Compacts are accompanied by a Program Implementation Agreement (PIA) that spells out rights and obligations of the government in general and specifically to the program. Gender and inclusion priorities in this phase are to ensure that the key gender and inclusion commitments from the IM are maintained in the grant agreement and, for compact programs, the PIA.

This phase has the following gender and inclusion objectives: (1) to ensure inclusion and gender experts participate in negotiations; and (2) to incorporate gender and inclusion requirements and designs into the grant agreement and, for compact programs, the PIA.

Key Components

Participation in negotiations: Partner country government teams should include their GSI leads (or other government representatives with knowledge of gender and inclusion activities) as part of the negotiations team as relevant and practicable.

Grant agreement and PIA content: Gender- and inclusion- related activities and budgets approved in the IM must be reflected in the grant agreement and, for compact programs, the PIA. This includes making the formal approval of the Social and Gender Integration Plan (SGIP) a CP to an early program disbursement of funds.

e. Program Mobilization

Following official approval and signing of the program's grant agreement, a pre-implementation phase begins, prior to the program's "entry into force" (the start of the implementation period).

Gender and inclusion objectives during this phase are (1) to encourage gender and inclusion expertise on AE boards of directors; (2) to encourage diversity in AE staffing, including the hiring of women and other

historically excluded demographics; (3) to hire well-qualified AE GSI directors, managers, and specialists; and (3) to ensure that implementing entity agreements and key procurements (e.g., design contracts, resettlement consultants) include appropriate gender and inclusion-related provisions.

Key Components

AE boards of directors: As noted in MCC's Policy for Accountable Entities and Implementation Structures (AE Policy), MCC should strive to have AE boards of directors that are gender balanced and include government and civil society representatives with expertise in gender and inclusion, as relevant to the programs.

Stakeholder committees: Stakeholder committees (as described in 3.4.B of the AE Policy) are a means for AEs to ensure ongoing engagement with civil society and relevant community stakeholders, including women and other structurally disadvantaged groups, throughout program implementation.

AE staffing: AEs must hire at least one full-time GSI director. AE staffing structures should include adequate GSI staff to support gender and inclusion activities, which may include additional GSI managers and/or specialists reporting to the GSI Director. MCC GSI works with AE or other counterparts to draft position descriptions and interview guides, and clears on hiring of AE GSI key staff, consistent with the MCC approvals matrix.

f. Program Implementation

Program implementation is the period between the program's entry into force and the program end date. The gender and inclusion work during this phase ensures that the projects are implemented according to their designs and workplans and in accordance with MCC requirements such that structurally disadvantaged groups access, participate in, and benefit from the program. It enables effective monitoring, evaluation, and learning with respect to gender and inclusion activities. This phase has the following gender and inclusion objectives: (1) completion of the SGIP and use of the plan to manage priorities; (2) ensuring effective implementation of all components of the gender and inclusion work within procurement and acquisition, and throughout contract management to ensure contractor and grant recipient compliance and quality deliverables (3) monitoring of social risks, including trafficking in persons, and taking corrective action; (4) ensuring diligent monitoring of compliance and quality with respect to contractor, consultant, and grant recipient implementation of tasks and deliverables; and (5) informing gender and inclusion work throughout monitoring and evaluation (M&E) processes.

Key Components

SGIP: The AE must produce and formally approve the SGIP in accordance with the MCC Social and Gender Integration Plan Guidance Note. The SGIP builds upon, synthesizes, and complements the products of earlier phases. The SGIP comprehensively describes gender and inclusion objectives, activities, outputs, responsibilities, and timelines. It functions as a reference document for all required activities, and a management tool for AE GSI staff. The AE GSI director produces the SGIP, with MCC GSI support, and conducts consultations with internal and external stakeholders prior to finalization and approval. AE

leadership and technical staff should understand their coordination, oversight, and accountability roles in implementing the SGIP. AE senior leadership ensures cross-cutting performance on SGIP objectives with respect to gender and inclusion. The AE GSI Director is responsible for an annual update of the SGIP. Prior to program closure, the AE GSI Director, supported by MCC GSI, produces an SGIP final report that captures accomplishments and lessons learned related to the integration of gender and inclusion in the program.

Management of contracts and grants: In cases where gender and inclusion tasks are included in a contract or grant, the AE sector lead managing the related contract or grant should share GSI-related deliverables with the relevant AE GSI staff for review and clearance. The sector lead managing the contract is ultimately responsible for ensuring that all contract requirements are implemented effectively, including GSI requirements. MCC GSI staff provide support to their AE counterparts to ensure successful execution of GSI related tasks.

Gender and social risk monitoring and mitigation: Gender and social risks as identified in accordance with section 4.3 of this Policy are monitored by the AE GSI lead, who coordinate with relevant AE staff to ensure proper mitigation and response plans are in place.

Closure plan: AE management ensures that all GSI requirements consistent with program design are integrated into the program's closure plan and integrated within sustainability planning.

g. Program Acquisition and Assistance

Procurement and grants are critical means through which MCC-funded programs are developed and implemented. Integration of gender and inclusion requirements ensures that quality gender and inclusion expertise is applied at each stage of program development and implementation.

Gender and inclusion objectives include (1) development of requirements documents, such as TORs and bills of quantity, that achieve the GSI outcomes needed with allocation of adequate budget; (2) identification and selection of well-qualified entities offering high quality gender and inclusion analytical and operational experience in the appropriate sector(s); (3) motivating offerors to prioritize gender and inclusion in scope and staffing; and (4) compliance with GSI-related contract and grant agreement provisions.

Key Components

Procurement and grant requirements documents and procurement and grant packages: MCC and AE procurement and grants requirements and related documents must address and facilitate gender and inclusion intended outcomes and processes in all their elements. As applicable to the specific procurement or grant, these include TORs, technical specifications, employers' requirements, staffing requirements and qualifications, budgets, and technical evaluation criteria. This applies both to GSI-specific procurements/grants and to those where GSI requirements are integrated. In integrated procurements, AE and MCC sector leads are responsible for sharing documents with GSI staff to ensure that GSI-related requirements are integrated into procurement and grants requirements and related documents.

Outreach to prospective offerors: As part of outreach to promoting procurement and grant opportunities, AEs should include communication with partner country businesses and organizations, including those owned by women and other structurally disadvantaged groups.

Evaluation panels and grant merit review panels and selection committees: When the acquisition is focused on gender and inclusion, the evaluation panel should include gender and inclusion experts, with other experts included as warranted. When there are substantial gender and inclusion requirements, but they are not the primary objective of the procurement, a social or gender expert should be a full or auxiliary member of the evaluation panel, depending on scope. With grants, the same principles apply with respect to members of the grant merit review panels and selection committees.

h. Monitoring and Evaluation

M&E is designed to help MCC and its partner countries measure the results of its programs. Gender and inclusion inputs into M&E processes strengthen project designs and logics and, in accordance with MCC's M&E Policy, allow MCC and the AE to monitor progress toward meeting the program's gender and inclusion intended outcomes, promote learning during implementation and course correction, and measure and interpret gender and inclusion outcomes and impacts.

Gender and inclusion objectives in M&E work include: (1) reflecting gender and inclusion activities in results frameworks and project logic diagrams, consistent with project design; (2) identifying robust indicators for monitoring gender and inclusion intended outcomes, and for evaluation of gender and inclusion activities reflected in the project logic, and disaggregating them across social groups that are specifically targeted by the project, in alignment with MCC's Policy for Monitoring and Evaluation of Compact and Threshold Programs (M&E Policy); (3) learning through MCC programs and evaluations about what works and does not work, so that these lessons can be applied in future programs.

Key Components

Results frameworks: MCC and partner country teams incorporate gender and inclusion activities and sub-activities in project design and project logic diagrams, as appropriate. When assumptions are being tested, gender and social should be included among the issues that might challenge those assumptions.

Indicators and disaggregation: Where projects include gender and inclusion activities, MCC should identify the most appropriate indicators for monitoring and measuring progress and results. Wherever relevant to the activity and indicator, indicators must be disaggregated by sex. Indicator disaggregation should also reflect the intended beneficiaries, e.g., by socioeconomic status, age, ethnicity, region, or other variables, in a manner consistent with MCC's M&E Policy.

Program M&E framework and the M&E plan: M&E and GSI staff work together on integrating gender and inclusion throughout the phases of M&E development, including the program M&E framework at the IM phase, and following compact or threshold program signing, the M&E plan. GSI clears the M&E plan.

Independent evaluation: GSI staff contribute to the TORs for the independent evaluations. M&E staff share the independent evaluator’s deliverables with the MCC’s evaluation management committee, which includes the GSI lead as a member. Modules should aim to ask questions of men and women within a household separately, and data should be disaggregated at the intra-household level, where feasible and important to accurately measure impacts intended in the project logic. Measurement of results will adhere to the overarching elements of MCC’s M&E Policy.

Special studies: Where there is an opportunity to carry out a study of a piloted activity to inform scale up during the program, MCC or the AE may commission such a study. Where MCC M&E division’s independent evaluations do not plan to include a particular gender and inclusion activity or sub-activity and there is a learning opportunity through a special study, MCC GSI staff may commission such a study to learn about the outcomes and impacts of that activity or sub-activity. These occur outside of the framework of MCC’s independent evaluation function, or those activities managed by MCC M&E staff and will be used for internal learning.

5 EFFECTIVE DATE

This policy was approved on June 25, 2024, and is effective as of June 25, 2024. For the avoidance of doubt, this policy will remain in effect with respect to any successor position or office performing the functions of its predecessor until this policy is modified, revoked, or superseded. In addition, this policy rescinds the Gender Policy, issued on May 18, 2011.

6 AMENDMENTS AND ASSOCIATED DOCUMENTS

Modifications or amendments to this Policy may be approved by the Vice President for the Department of Compact Operations with clearance from Vice President for the Department of Policy and Evaluation, and consultation with the Office of the CEO and the Office of the General Counsel.

The following gender and inclusion guidance documents are associated with this policy:

- Inclusion and Gender Guidance Tool (IGGT)
- Guidance on MCC's Social and Gender Integration Plan (SGIP)

The SGIP guidance document may be amended at any time with the approval of the GSI Practice Leader/ Senior Director. The Inclusion and Gender Guidance Tool may be amended with the approval of the Deputy Vice President, Sector Operations, following consultations and reviews by relevant DPE and DCO divisions.

Reducing Poverty Through Growth

