

Gender Roles, Equality and Transformations (GREAT) Project

Annual Report to USAID

October 2010-October 2011

AID-OAA-10-00073



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Introduction

In October 2010, Georgetown University’s Institute for Reproductive Health (IRH), in partnership with Pathfinder International and Save the Children, was awarded the five-year, \$5.5 million Gender Roles, Equality and Transformations (GREAT) Project (AID-OAA-10-00073) by USAID. The overall goal of this project is to improve gender equity and reproductive health in Uganda. The goal of the first phase (Phase 1) of the project was to identify opportunities to promote the formation of gender equitable norms and attitudes among adolescents and the significant adults in their lives. To this end, IRH and partners have conducted formative research, consisting of a Program Review and ethnographic research. The Program Review explored family planning, reproductive health, and gender-based interventions in Uganda and elsewhere, particularly in other post-conflict settings, to determine lessons learned and assess effectiveness and scalability. The ethnographic research sought to understand the processes through which social norms and attitudes about gender, reproductive health, and violence are transmitted in Northern Uganda and why individuals would be motivated to change harmful norms.

During Year 1 of the GREAT Project, a partner consortium was established to carry out the project start-up and formative research proposed in Year 1. The consortium put into place a Project Monitoring Plan (PMP) with input from USAID, established systems and norms for intra-consortium communication and management, and recruited stakeholders to form a Technical Advisory Group (TAG) to provide valuable local input and foster participation in the GREAT Project. IRH led the ethnographic research activities, which included obtaining the necessary approvals to conduct research in Uganda and hiring and training a research team to pre-test research tools and conduct the ethnographic interviews. At the conclusion of Year 1, the GREAT partner consortium had collected and coded 40 life-histories with youth across the life-course, and 40 in-depth interviews with significant others identified by youth, and completed a preliminary analysis of 23 of the transcripts. Pathfinder International led the consortium in completing a Program Review of 61 relevant projects and interviewed 27 key informants to contribute to the formative research. The consortium and stakeholders began designing the intervention at the end of Year 1, which culminated in submission of a concept note to USAID in September that contained the logic model and intervention design for Year 2 of the project.

Year 1 Key Accomplishments

	Planned Objectives	Accomplished in Year 1	Challenges & Delays
Project Management	Hire Research Coordinator to lead the research team in Uganda.	<ul style="list-style-type: none"> A Research Coordinator was hired in January 2011. The Research Coordinator played a key role in organizing and overseeing research activities in the field, coordinating with GREAT partners and stakeholders, and providing general support to GREAT. 	

Partner Relations	Establish and support partner consortium to carry out GREAT activities.	<ul style="list-style-type: none"> • The GREAT partner consortium met regularly throughout Year 1. IRH was responsible for organizing monthly calls, which headquarters and international partner staff participated in via Skype from their respective locations. All partners were actively involved in the meetings, and the meetings allowed partners to stay informed about project activities, obtain feedback, and provided an opportunity to identify and address issues in a timely manner. • Headquarter consortium partners met face-to-face three times during Year 1; once in December to develop a work plan and establish clear roles and responsibilities, once in April to discuss the formative research plan, and once in July to plan for year two and the intervention phase, as well as to plan the final Technical Advisory Group (TAG) meeting of the year. • The entire partner consortium met twice in Uganda during Year 1; once in January to discuss roles and responsibilities, the work plan, Project Monitoring Plan (PMP) and formative research, and once in August to share formative research results and plan for Year 2 and the intervention phase. 	
	Establish technical advisory group (TAG) in Uganda to support the GREAT Project.	<ul style="list-style-type: none"> • The GREAT TAG-which consisted of members from relevant ministries, USAID, District government, civil society organizations, cultural institutions and Gulu University-participated in three meetings (April, June and August 2011) during Year 1 to learn about scale-up theory and methodologies for working with youth; provide feedback on the formative research results,; and inform the intervention design. During the most recent TAG meeting in August, TAG members: 1) discussed the Program Review and preliminary research findings and offered feedback; 2) gave input on the proposed intervention design developed by partners at the headquarter meeting in July, and 3) discussed the role of the TAG moving into Phase 2 of GREAT. 	
	Meet regularly with Uganda partners, including the Ministry of Health, and USAID Uganda (Kampala and Gulu).	<ul style="list-style-type: none"> • Pathfinder International Uganda (PiU) and Save the Children International Uganda (SCiUG) participated in monthly meetings with the Mission in Kampala, and quarterly partner meetings in Gulu. • PiU and SCiUG conducted introductory and follow-up visits with officials from the Ministry of Health, Ministry of Education, and the Ministry of Gender, Labour and Social Development to gain support for the GREAT Project at a national level. • Roles and responsibilities with respect to representation, relationship management, and communication have been clarified among the partners in both Uganda and Washington DC. This has led clearer expectations and linking with USAID and the ministries. 	

		<ul style="list-style-type: none"> • The Research Coordinator provided USAID Uganda (Kampala and Gulu) regular updates on research activities during Year 1. 	
Research	<p>Conduct ethnographic research in Northern Uganda in order to better understand the processes through which social norms and attitudes about gender, sexual and reproductive health (SRH) and violence are formed in Northern Uganda and why individuals would be motivated to change harmful norms.</p>	<ul style="list-style-type: none"> • IRH led the GREAT partner consortium in gaining the necessary approvals to conduct research in Uganda. The GREAT Project received approval from the Georgetown University IRB in March after undergoing two revisions and from the Makerere University School of Public Health IRB in April after initially being rejected for expedited review and undergoing one round of revisions. Approval from the Uganda National Council for Science and Technology (UNSCT) was received in May. • The Research Coordinator led the Uganda-based GREAT research team in conducting ethnographic research to identify opportunities to promote the formation of gender equitable norms and attitudes among adolescents and the significant adults in their lives. A team of ethnographers was hired to collect 40 life histories with youth in various stages of the life-course, as well as 40 in-depth Interview with individuals identified as significant others in the lives of the youths interviewed. • A Harvard Doctoral candidate with substantial qualitative research experience served as the DC-based data coordinator from June-August. She established coding guidelines for the team, managed transcripts and participated in initial analysis of 23 transcripts and assisted with drafting the preliminary findings report to present to partners and the TAG at August's intervention planning meeting. (<i>Refer to Appendix A: Preliminary Research Findings for details on the initial analysis</i>). The coding team completed coding of all 80 transcripts in October. • The preliminary research results, as well as the results of the Program Review (detailed below) helped identify potential platforms within communities from which intervention activities could be launched. The results also highlighted harmful norms around gender roles, violence and SRH in the communities where research was conducted that would be targeted for change as part of the intervention phase. The preliminary results were also used to identify indicators of positive change in norms related to gender, violence and SRH that the interventions should seek to achieve. • An intern from the Georgetown University Conflict Resolution Master's Program joined the GREAT Team in September as a research assistant for the 2011-2012 academic year. She assisted with coding and will play a role in 	<p>The delay in receiving Georgetown University and Makere University IRB approval for the ethnographic research greatly affected the timeline of the project.</p>

		the analysis of the coded transcripts which is scheduled to be completed in November, and will also support the baseline research in Phase 2.	
	Conduct Program Review of interventions relevant to GREAT themes in Northern Uganda and other post-conflict settings to guide Phase II program design.	<ul style="list-style-type: none"> • Pathfinder International (PI)-with assistance from other GREAT Project partner staff- conducted a program review that aimed to identify evidence-based approaches, promising interventions, and innovative ideas that address adolescent sexual and reproductive health (ASRH), gender, and GBV, and have potential to be adapted and scaled-up in Northern Uganda. Sixty-one programs and 27 interviews with key informants were completed in July and a draft report was presented by PI to the GREAT partner consortium and TAG members for feedback at the August meetings. Several recommendations from the Program Review were used in the Phase 2 intervention design. • After the TAG and intervention design meetings, PI incorporated partner and TAG member feedback into their Program Review report and began dissemination in October. (Refer to the Program Review Report in Appendix B). 	
Planning for Phase II	Complete a resource mapping exercise to inform the choice of intervention districts for Phase 2.	<ul style="list-style-type: none"> • In July, PiU and SCiUG worked with guidance from their respective headquarters staff to complete a mapping exercise of partner resources in proposed intervention districts in the North, and each partner organization selected a district in which to implement the intervention, based on the mapping exercise and the Program Review findings. (Refer to the Compiled Partner Target Meeting notes from July in Appendix C). • PiU and SCiUG introduced GREAT into select communities in Sub-counties and Parishes within their chosen districts, and worked with leaders in those communities to begin thinking of what their roles and contributions would be in implementing GREAT project interventions in their areas. 	
	Designed interventions to recognize and celebrate people who demonstrate commitment to gender-equitable behaviors and violence reduction, and ensure linkages with SRH services through promoting more gender-equitable and accurate SRH counseling by existing village health teams (VHTs).	<ul style="list-style-type: none"> • In July, partner headquarter staff met at Save the Children's (SC) office in Westport to begin drafting an intervention plan to present to the TAG for feedback in August. The results of the Program Review and preliminary research were discussed, as well as the resource mapping exercise completed by PiU and SCiUG to inform a draft intervention design. • The second partner consortium meeting and third TAG meeting of Phase 1 were held in August in Gulu. Partners met on August 1st with in-country staff to brief on the Program Review and preliminary research findings and prepare for the TAG meeting, which took place on August 3rd. The objective of the all-day TAG meeting was to seek guidance and input on the intervention design drafted in July in Westport, share findings of the formative research and program review and identify desired outcomes and potential interventions for the project. 	

		<ul style="list-style-type: none"> • A facilitated workshop for intervention planning was held on August 4th and 5th with a total of 17 participants from the partner consortium and selected TAG members. The purpose of the workshop was to synthesize the outputs from the TAG meeting and design interventions emphasizing the importance of feasible implementation and scale-up. 	
	Concept note and budget developed and submitted to USAID.	<ul style="list-style-type: none"> • The partner consortium regrouped in Kampala on the 6th to begin drafting a concept note for the intervention and Phase 2 of GREAT based on feedback from the TAG meeting and facilitated workshop. All partners offered continuous feedback on the concept note which incorporated the GREAT conceptual framework and intervention design, as well as details for monitoring and evaluating the interventions, and it was completed and submitted with the accompanying Phase 2 budget in October. 	

Year 2 Objectives

	Planned		Foreseeable challenges & delays
Year 2 start-up	IRH, PI and SC will hire new staff for the GREAT Project and define roles and responsibilities.	<ul style="list-style-type: none"> • IRH has advertised the Project Manager and Research, Monitoring and Evaluation Coordinator positions in Uganda through “The Monitor”, Google Groups, TAG members and partner staff. IRH is in the process of interviewing candidates for both positions and plans to make an offer on both positions by mid-November. • IRH has also recruited a third-party management consulting firm to serve as the employer of record and manage financial operations on the ground in Uganda (due to IRH’s lack of a field office there). • PI has identified and contracted individuals for both of its positions. SC continues to recruit for one new position. • Partners will continue to define GREAT staff roles and responsibilities for Year 2 and work to integrate new staff onto the project team. • IRH plans to send the Program Manager from headquarters to orient all new staff to the project in December to put into place partner coordination mechanisms and begin planning monitoring and evaluation activities. 	<ul style="list-style-type: none"> • It is important that positions be filled by the end of November so that the new staff can participate in the December project launch and training by the IRH Program Manager from headquarters.
	Modify partner subagreements	<ul style="list-style-type: none"> • GREAT partners’ scopes of work and budgets were modified to reflect the Year 2 plan. 	<ul style="list-style-type: none"> • Potential delays, specifically related to hiring of new staff and the management firm, due to GU subagreement process.

	In-Country Year 2 start-up meeting, December.	<ul style="list-style-type: none"> • GREAT partners will meet to orient new project staff, finalize individual organization work plans, develop intervention monitoring tools and system, set up a schedule for coordination/monitoring meetings, and define the timing and objectives for the next TAG meeting, draft baseline M&E tools, and build project buy-in and support through meetings with various project stakeholders. • GREAT partners, will organize a project launch in each of the selected intervention districts. 	
	Work plan development	<ul style="list-style-type: none"> • IRH will work with GREAT partners to develop a work plan to monitor global and Uganda-based activities. 	
	“Looking Inward First” workshop	<ul style="list-style-type: none"> • PiU will lead the consortium in recruiting a local facilitator to conduct an initial “Looking Inward First” workshop for the consortium to evaluate internal beliefs held around gender roles. • The consortium will hold regular “gender pulse checks” at project staff meetings. 	
Partner relations	Continue to hold regular calls with the GREAT partner consortium.	<ul style="list-style-type: none"> • The consortium will continue to meet via Skype bi-monthly going into Phase II. Partner communication will be assessed and adjusted as needed throughout Phase 2. 	
	Organize Year 2 TAG meetings.	<ul style="list-style-type: none"> • TAG members will be invited to the project launch in November/December and the first official TAG meeting of Phase 2 will be held in January. In the meantime, the TAG will receive a summary of the finalized concept note so that they are aware of the GREAT Project’s intervention plan and Year 2 structure. 	
	Provide regular updates to and meet with USAID Uganda (Kampala and Gulu) and relevant ministries.	<ul style="list-style-type: none"> • GREAT partners will continue to take advantage of USAID partner meetings to keep USAID-Mission officers informed of the project, followed by formal e-mail communication confirming decisions with all partners by IRH/DC. • As additional staff are engaged in the project, and as GREAT begins the next phase of intervention testing, we expect that it will be more feasible to have regular meetings between USAID and partner consortium representatives and to maximize synergies with other USAID partners and projects. 	<ul style="list-style-type: none"> • Availability of GREAT partners has been an issue in the past. It is difficult to have a representative from all partner organizations present for meetings with USAID Uganda and relevant line ministries. We hope this issue will be addressed once new staff are hired.
Communication & Dissemination	Increase visibility of GREAT Project.	<ul style="list-style-type: none"> • IRH will be regularly adding content to the GREAT Project page in order to increase visibility of the project and share our project materials, such as research reports, etc. 	
	Share research findings through different venues (conferences, meetings, etc.)	<ul style="list-style-type: none"> • The consortium will develop a strategy for how best share the Program Review and research reports with a larger audience. The Program Review report is now available on the GREAT page on the IRH website and promotional 	

		materials are being developed for the Family Planning Conference in Dakar. (See GREAT Card attached as Appendix D).	
Research	Collect baseline information in intervention and control communities.	<ul style="list-style-type: none"> • IRH will identify a research organization, develop baseline tools, obtain IRB approval, and pre-test tools. • The household survey will be conducted in a sample of households in the intervention and control communities to establish a baseline. • Baseline information will be collected from youth club members before activities begin. • The research organization, with the help of IRH, will analyze data and write a report. IRH will disseminate results and share reports. 	<ul style="list-style-type: none"> • Need to recruit and hire a research organization that can undertake activities. • Lots of data will be generated, significant staff time needed to do the analysis. There may also be delays in receiving either GU or Uganda (IRB or UNSCT) approval.
	Conduct cohort interviews in intervention and control communities.	<ul style="list-style-type: none"> • IRH will identify a research organization, develop cohort interview guides, obtain IRB approval, and pre-test interview guides. • The cohort interviews will be conducted with 20 young people each from the control and intervention communities (40 total) at various stages in the life-course at 6-month intervals for 3 years. Youth will be selected purposively to represent the range of the socio-demographic perspectives and life experiences identified during analysis of the formative research. Comparisons between the youth in the control and experimental group will allow us to isolate the effects of the intervention on attitudes and behaviors related to gender norms, SRH, and GBV. • The research organization, with the help of IRH, will analyze data and write a report. IRH will disseminate results and share report. 	<ul style="list-style-type: none"> • Need to recruit and hire a research organization that can undertake activities. There may also be delays in receiving either GU or Uganda (IRB or UNSCT) approval.
Interventions	Prepare for and implement life-course specific interventions.	<ul style="list-style-type: none"> • SC and PI will apply a package of approaches that will: 1) stimulate dialogue, reflection and action around adolescent SRH, gender roles and violence for young people across the life-course; 2) create unity and cohesion among stakeholders by creating a GREAT brand, and 3) emphasize the importance of feasible implementation and scale-up. • SCiUG and PiU have identified target project areas and platforms for intervention launch and made preliminary assessment visits to identify potential leaders and allies. • SC and PI will train staff in interventions and identify groups, leaders, and district officials with whom to work. • Partners will clarify definition of specific intervention activities, need for training and support, and define a plan for roll-out. 	

Monitoring	Design and implement monitoring system, and have regular monitoring meetings.	<ul style="list-style-type: none"> • IRH will lead PMP development and implementation. • IRH and GREAT partners will develop monitoring tools during December meeting. • IRH will train PiU and SCiUG staff on M&E systems and tools; collect, review, analyze M&E data; and share results at GREAT Monitoring meetings w/ SCiUG & PiU staff. 	
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Appendices:

- Appendix A: Preliminary Research Report
- Appendix B: Program Review Report
- Appendix C: Compiled Partner Target Meeting Notes
- Appendix D: GREAT Card for Dakar Conference