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**Final Report**

**Integrating Gender Issues into the African Development  
Bank's Sectoral Programs**

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**GENESYS**

PD-ABE-411

**INTEGRATING GENDER ISSUES INTO  
THE AFRICAN DEVELOPMENT BANK'S SECTORAL  
PROGRAMS**

**Final Report  
January-March 1992**

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# INTEGRATING GENDER ISSUES INTO THE AFRICAN DEVELOPMENT BANK'S SECTORAL PROGRAMS

## 1. SUMMARY

The purpose of this project was to assist the Women in Development of the African Development Bank in Abidjan Côte D'Ivoire to train Bank staff in integrating gender issues into three sectoral programs: agriculture, industry and health/population. This project was conducted in two phases. During the first phase of the project a team of six consultants from the GENESYS project studied bank processes, drafted sectoral guidelines and developed training materials including workbooks and case studies. During the second phase of the project GENESYS training consultants conducted a series of six workshops for Bank staff in the three target sectors in French and in English. Trainers also conducted an information session on gender issues in project design for Bank senior staff.

The project was designed in collaboration with USAID/REDSO with technical assistance provided through the GENESYS/The Futures Group project. Activities for the project took place in January and March 1992.

## 2. BACKGROUND

African Development Bank (ADB) Programs focus on economic development and poverty alleviation in Africa. Women are often the least privileged in assistance to development although they are among the poorest. In recognition of the role women play in the development process and of their need for support, the ADB has undertaken a number of measures to address Women in Development (WID) concerns.

In 1988 the Bank created a WID unit. Among its early operational priorities the WID unit has placed emphasis on developing training programs and reference materials to assist Bank professionals in integrating women's concerns in the project planning cycle.

In 1990 a GENESYS sponsored team was invited to examine the opportunities and constraints to the integration of WID concerns in Bank processes. Recommendations from the study, entitled Gender Considerations in the African Development Bank: Recommendations for USAID-funded Technical Assistance, revealed that the draft guidelines prepared by the ADB/WID unit were not technical enough to guide Project Officers through the complex process of integrating gender issues in project design. The team recommended a more sector-specific approach.

The GENESYS team suggested that the ADB/WID unit develop technically-oriented sector-specific guidelines that could be used by the Bank's operations staff when designing, implementing and evaluating projects. The team also recommended that the new guidelines should be presented to the Bank technical staff through workshops to impart the necessary technical skills to assist in their use.

The ADB/WID unit subsequently requested assistance from USAID/REDSO in the delivery of this assistance. USAID selected The GENESYS project to provide this assistance. The GENESYS project designed a technical assistance package as described below.

### **3. PROJECT OBJECTIVES**

The project designed by GENESYS was focussed on developing a better understanding of gender considerations in development projects and on enhancing the contribution made by women and men in development projects sponsored by the Bank in three sectors: agriculture, health/population and industry. The assistance was aimed at enhancing the knowledge and at improving the capability of Bank's operational and professional staff to incorporate gender issues more effectively in the design and implementation of every project funded by the Bank in the three target sectors.

### **4. PROJECT DESCRIPTION**

In a two-phase project, GENESYS aimed to provide an integrated approach to incorporating gender into the ADB's operations in the specific sectors of agriculture, health/population, and industry.

The first phase of the project focussed on the development of a set of reference guidelines for how, when and where to incorporate gender issues into each stage of project development and implementation for each of the sector targeted.

GENESYS agreed to prepare three sets of technical guidelines both in French and in English to assist the managerial and operational staff of the ADB to incorporate gender concerns into their projects. Bank priority sectors for the preparation of these guidelines were: agriculture, health/population and industry. It was agreed that the need of other sectors would be met at a later date.

The sector guidelines were prepared in close collaboration with the WID Unit and the relevant operations divisions of the Bank. The guidelines have been designed to be user-friendly and to be directly applicable to the work of the operations divisions of the ADB. The guidelines were submitted to the WID Unit of the Bank for review and approval prior to the conduct of the workshops.

Phase I also included the preparation for the phase II workshops, this included the development of training materials and of participants' workbooks. Workbooks were prepared for each of the three sectors in French and in English. They consisted of an outline of each training session, including training objectives and methodology; general training materials including the Gender Identification Framework (GIF); the sector specific guidelines; two case studies pertaining to the sector; resource information and reading references.

The two case studies included in the workbook were developed by the GENESYS consultants. To make them more useful as training tools it was agreed that they would be based on projects currently financed by the ADB. The purpose of using case studies as training tools, was to evoke discussions among participants on why gender considerations are critical for project development in a particular sector and, most importantly, how to incorporate gender issues in project design and evaluation. As a result the case studies were developed as concise descriptions of actual projects to enable trainers to draw examples relevant to the actual workload of the trainees.

The second phase of the project consisted of sector-specific workshops, to present the guidelines and provide the management and professional staff of the Bank with the ability to:

- o Identify and analyze gender considerations in the specific sectors in which they work.
- o Incorporate these considerations into the design, implementation and evaluation of Bank's projects and programs.

The objectives of the workshops were also to provide Project Officers with the skills and tools needed to identify and analyze gender considerations in the specific sectors in which they work, and to incorporate these considerations into the design, implementation and evaluation of projects funded by the Bank. GENESYS had planned to conduct a total of six two-day workshops, two workshops per sector (one in French and the other in English). The workshops agendas included the following activities:

- o A review of why it is important to conduct a gender analysis and what it is.
- o An introduction to the Gender Identification Framework (GIF) and how to conduct a gender analysis.
- o A presentation of the sector specific guidelines.
- o The application of the guidelines through the discussion of the two case studies prepared for this training.

The second phase of the project also included an information session for the Bank senior management. Originally it was planned to conduct two sessions one in French and the other in English but as the rate of sign up for each session was not sufficient to warrant conducting them both, they were combined. This session focussed on sensitizing the senior staff to gender issues and on promoting attendance at the workshops. It included the discussion of the following themes:

- o What WID is and what it is not.
- o Why gender issues are important.
- o How to approach gender analysis and Women in Development issues in program planning.
- o Overview of sectoral guidelines/training.

## **5. TEAM COMPOSITION**

For phase I a team composed of six professionals was assembled, it was composed of two specialists in agriculture, two specialists in industry one specialist in health and population and a team leader. The team was charged with the mission of looking at the agriculture, the industry and the health/population sectors of the ADB portfolio and to develop the sector specific guidelines, the two case studies and the training materials for the workbooks.

For the second phase the team was composed of three professionals: one in health, one in industry and one in agriculture. This three person team travelled to the Côte D'Ivoire to conduct the three sets of sectoral workshops and the management training session. As a final task this team revised the guidelines and produced a set of final sectoral guidelines in French and in English. In addition to this three person team, two local consultants were retained to serve as facilitator during the francophone workshops and a member of the Bank's WID unit was a facilitator for the Anglophone workshops. Thus each workshop had two facilitator. The name of the team members appears in Appendix.

## **6. DESCRIPTION OF ACTIVITIES**

The first phase of the project was initiated in January 1992 with a meeting in Washington DC. The team spent four days at the Futures Group headquarters reviewing background materials and meeting with WID professionals who had worked

with the ADB and were familiar with ADB processes and portfolio. Sectoral representatives consulted document relevant to their sector.

The team travelled to Abidjan, Côte D'Ivoire, where the ADB/WID unit had planned a series of meeting for each of the sectoral specialist. A list of persons contacted is placed in Appendix.

During meetings the team gained an understanding of the Bank project development process and became familiar with the current sectoral portfolios.

The team drafted guidelines for the three focal sectors, these were submitted to WID unit staff for review and comments. sectoral specialists also discussed the guidelines with several professionals from their respective sectors.

Comments to the draft guidelines were discussed in a debriefing meeting with the WID unit and with professionals from the sectoral divisions. This meeting was followed by a decision meeting with the WID unit to determine which comments would be incorporated in the semi-final guidelines.

Sectoral experts met with Bank professionals to select suitable case models and to assemble background materials to design two cases based on the ADB portfolio in the three focal sectors.

Upon return to the US the team revised the sectoral guidelines, prepared two cases studies per sector for the proposed March workshops, planned and designed training workbooks with assistance from the GENESYS project staff. Overall planning for the second phase of the project was initiated.

The second phase of the project started in March 1992 with a one week visit to the headquarters of the Futures Group in Washington DC. to finalize the planning for the workshop and to finish the preparation of the workbooks. One of the team members travelled to Côte-D'Ivoire ahead of the team to make sure that logistics arrangements were in good order and to identify and retain a person to provide logistic support for the team during the workshops. When the rest of the team arrived in Côte-D'Ivoire final arrangements for the workshop and the senior management session were made with the WID unit. GENESYS consultants met with the local consultants to plan their input in the workshops and finalize lesson plans. Then the senior management session was conducted followed by the six workshops. The agenda for the training program is placed in Appendix. The workshops were conducted for each sector in French and in English. each workshop lasted two days. The senior management session lasted two hours and was conducted in English with immediate translation in French for those who needed it. The agenda for the senior management session is placed in Appendix.

At the end of the program the team, the local consultants and the WID unit staff held an evaluation meeting to asses how the program had succeeded, to decide on final

revisions for the guidelines and to make recommendations for futures endeavors of the WID unit.

Several times during the two visits in Côte D'Ivoire a team representative communicated with the USAID/REDSO office in Abidjan to keep them informed of the progress of the project.

The team returned to the US and provided a debriefing to the GENESYS project team and A.I.D. Team members finalized the revisions of the guidelines and prepared this final report.

## **7. EVALUATION OF GENDER TRAINING**

On March 20, at the end of the series of workshops the training team held a joint meeting with the WID unit to review the results of the training program. The evaluation meeting covered the following subjects.

### **7.1. Evaluation of Sectoral Training**

#### **7.1.1 Results of the Participants Evaluation**

At the end of each training sessions participants were asked to complete two questionnaires (see Appendix), one evaluation questionnaire dealt with the guidelines for the sector and the other referred to the workshop in general. A table summarizing the results of the workshop evaluations is placed in Appendix. Overall the evaluations were positive. Participants were pleased with the information received and felt more confident with the subject. They expressed some concerns about being able to apply the guidelines fully in special circumstances when projects are sponsored by a consortium of funding agencies or when projects are at an advanced stage of development when the Bank becomes involved. The participants evaluations and recommendations for the guidelines were used by the consultants to finalize the guidelines.

#### **7.1.2. Participants Turnout and Profile**

In total 50 participants were trained (list in Appendix). Several more participants had signed up for the workshops but did not come to the training. The total turnout was about 60%. The reasons for not coming included: "Unexpected deadline", "out of town" and "conflict with other meeting". There definitely was a problem with the rate of turnout. This happened in spite of reconfirmations over the 48 hours preceding the workshops. In the future it may be useful to take steps to make sure that participants who wish to attend are free to do so. This can be accomplished if supervisors specifically excuse trainees from conflicting deadlines and other responsibilities during the period of the workshop. Also a system could be adopted that would penalize

departments for signing up trainees that do not show up for training programs.

The training program had been specifically designed for Project Officers of the three target areas of agriculture, industry and health/population. Because the total number of Project Officers is not large the training was opened to Loan Officers and Bank Economists. The mix of Project Officers, Loan Officers and Economists was about balanced in the agriculture workshops. No Project Officers were able to attend the industry workshops and only Project Officers attended the Health/population workshops. However the health /Population workshops attendees included specialists in education (not a targeted substantial area).

The discrepancies between expected and actual participants number and profile created special problems for the trainers. Different group size require different teaching approaches and methods; also the profile of participants was not always ideally matched to the training activities prepared and trainers had to do a number of last minutes changes to adjust to attending audiences.

### 7.1.3. Participants Attitudes

During the training it became clear that the concepts being taught were very new to many trainees who often had recently joined the Bank. There was much to learn in two days and changes in attitude are expected to be slow. This suggests that the WID unit will need to continue reinforcing the training messages and do a lot of one on one advising and continued training. Trainers also noticed a marked difference between the Francophone groups (more receptive with active participation) and the Anglophone groups (less receptive and more passive during discussions).

### 7.1.4. Logistics, Preparation and support

Overall the logistics support could have been stronger. This can be attributed to the small number of support persons in the WID unit. For future training of this nature trainers recommended that the WID unit clearly discuss with trainers the areas where in house support is not possible so that temporary personnel can be secured for errands, photocopies, secretarial support, reconfirmation of workshop venues and of participants lists.

## **7.2. Senior Management Training Evaluation**

The senior management session was very successful. Attendance was good and indicated that the WID unit has a lot of support among board members. A number of board members are already fully sensitized to the need for integrating gender issues into Bank's project design and implementation. Although the attendance at the meeting was good and discussions were positive, the staff of the WID unit is aware of the need to

continue their efforts to inform and motivate board members about gender issues.

Discussions during the questions and answer period of the program revealed that the Bank is actively working towards improving the women to men ratio of professionals in all Bank divisions. Also, board members are becoming aware of the need for changes in Bank processes, operational policies and key documents to assist with the introduction of gender considerations in all aspects of Bank operations.

### **7.3. Sectoral Guidelines**

Guidelines were reviewed and discussed during training sessions. After this test the consultants and the staff of the WID unit identified a number of changes they thought were needed. The major changes included the need to harmonize the guidelines and give them a "family" look. Other key changes were agreed upon during the evaluation meeting. Clearly the guidelines will need to be field tested for a period of time before they are made an official Bank document. The team recommended a trial period of a few months during which Project Officers can take the guidelines and apply them to the projects they are in the process of developing. After this field test the guidelines can be revised a last time and become binding. A timeline for the finalization of the guidelines was agreed upon and confirmed after consultation with GENESYS project staff via FAX.

### **7.4. Follow up to Training and Implications to the Bank WID Unit Strategy**

The last item on the agenda of the evaluation meeting covered recommendations for future activities of the WID unit. The team suggested that although continued sectoral training was desirable the format of future training should be modified. Since the number of participants in other sectors would be too small to conduct a similar set of workshops, it was thought more desirable to replicate the training by adapting the material used in this program. This can be accomplished by the staff of the WID unit who can use the local consultants who are now cognizant with the issues, as support personnel to develop new/similar modules for the remaining sectors. In addition, the consultants felt that the WID unit needs to develop closer ties with the sectoral divisions. It was not suggested that WID unit staff relieve Project Officers and other Bank professionals of the responsibility of analyzing projects during the design phase to make sure that they are gender sensitive. Instead it may be desirable for the staff of the WID unit to travel with evaluation missions on several projects over the next few months to reinforce the workshop training and to help Project Officers in applying the guidelines in field settings. This will accomplish three things. First, it will provide an opportunity to reinforce the training of the workshops; second, it will give WID unit staff members first hand experience of sectoral issues related to gender concerns; third, it will provide the WID unit with insight on how the guidelines are operational in field situations; thus helping them making final revisions of the guidelines.

**From the comments gathered from participants during the workshops, it became clear that the WID unit should maintain its plan to emphasize the development of data and reference materials that can be used by Bank professionals to support gender analyses. Priority should be placed on developing bibliographies and sub-regional information on gender issues by sector**

**APPENDICES**

## **TEAM COMPOSITION**

**Jeanne Koopman, agriculture specialist, phase I and II.**

**Ibrahima Saïdi, agriculture finance specialist, phase I.**

**Ann Duvall, industry and finance specialist, phase I and II.**

**Sam Edwards, industry specialist, phase I.**

**Nadine Burton, health /population specialist, phase I and II.**

**Tom Kelly team leader, phase I.**

**Colette Houetto, local consultant/training specialist, phase II.**

**Christiane Welfens Ekra, local consultant /health /population specialist, phase II.**

## **CONTACT LIST**

### **THE FUTURES GROUP/GENESYS**

**Inji Islam, Research Associate, The Futures Group/Genesys**

**Gael O'Sullivan, Proj. Dep. Director, The Futures Group/Genesys**

**Janet Tuthill, Director, Management Systems International/Genesys**

**Drew Lent, Trainer, Management Systems International/Genesys**

**Pat Bondell, Management Systems International/PRISM**

**Alice Morton, Director, Management Systems International**

### **AGENCY FOR INTERNATIONAL DEVELOPMENT, WASHINGTON DC**

**Ronald Grosz, Training Coordinator, USAID/WID**

**Nina Bowen, Africa Bureau Liaison, USAID/WID**

**Keyes MacManus, Former Genesys project Director The Futures Group**

**Sawon Hong, Coordinator Gender Issues, Off. of Population, USAID**

### **USAID/REDSO, ABIDJAN**

**Wayne King, Assistant Director, Project Development, USAID/REDSO**

**Bernard Kwassi, USAID/REDSO**

### **ADB SENIOR MANAGEMENT**

**G.M.B. Kariissa, Deputy Director, Central Projects Dept., ADB**

**Mima Nedelkovich, ADB**

**David Bloomgarden, Assistant to US Executive Director, ADB**

Erik Olsen, Director, Agri. and Rural Dvpt. Dept. South, ADB

A.J. Mohamed, Deputy Director, Ag. & Rural Dvpt., North ADB

K. Apetey, Director, Industry/Infrastructure Dept. South, ADB

Oketokume, Director, Industry/Infrastructure Dept. North, ADB

#### **WOMEN IN DEVELOPMENT UNIT**

Hélène Ouedraogo, Chief, Women in Development (WID) Unit, ADB

Zeinab El Bakri, Sr. Coordinator, WID Unit, ADB

Grace Hemmings-Gapihan, Coordinator, WID Unit, ADB

Mariama Aribot-Bruce, Coordinator, WID Unit, ADB

#### **ADB HEALTH SECTOR STAFF**

Alice Hamer, Chief, Health/Education Division North, ADB

Malang Thiam, Chief, Health/Education Division South, ADB

J. Laruelle, Health Expert, Health/Education Division North, ADB

M. Youssouf, Sr. Health Expert, Health Division South, ADB

W. Muchenje, Sr. Health Expert, Health Division South, ADB

Tshinko Ilunga, Sr. Health Expert, Health Division South, ADB

#### **ADB AGRICULTURE SECTOR STAFF**

C.D. Spencer, Chief, General Ag.&Rural Devpt. South, ADB

D. Lekorchi, Civil Eng., General Ag.&Rural Devpt. South, ADB

R. Saad, Principal Agronomist, General Ag.&Rural Dvpt. South, ADB

M. Empain, Agronomist, General Ag.&Rural Devpt. North, ADB

A. Mahama, Senior Agronomist, General Ag.&Rural Devpt. North, ADB

Giovanni Tibaldeschi, Agronomist, Irrigation Division North, ADB

E.K. Mpande, Sr. Ag. Economist, Irrigation Division North, ADB

#### **ADB INDUSTRY SECTOR STAFF**

Elsadig Mamhoud Musa, Chief, Infra/Indust. Dvpt. Policy Div., ADB

Souleymane Sow, Chief, Industry/Devpt. Bank Div. North, ADB

Liisa Tervo, Proj. Off. Economist, Indus/Dev. Bk. Div. North, ADB

Mustapha El Ghali, Proj. Off/Fin., Indus/Dev. Bk. Div. South, ADB

G. Adde, Proj. Off. Min. Engineer, Indus/Dev. Bk. Div. South, ADB

#### **CENTRAL PROJECTS**

Lual Deng, Chief, Environment/Population Division, ADB

Ebou Taal, NGO Coordinator, Cooperation Department, ADB

Nicole Hodonou, Consultant NGO Study, ADB

Peter Rwelamira, Economist, Private Sector Dvpt. Unit, ADB

H. Leigh-Durland, Advisor, Private Sector Dvpt. Unit, ADB

David Akroyd, Principal Ag. Economist, OPEV, ADB

#### **COUNTRY PROGRAMS**

G. Namakando, Senior Loan Officer, (Mozambique/Malawi), ADB

Mustapha Souissi, Loan Officer, (Morocco/Algeria), ADB

S. Sesay, Economist, Country Progr. Dept., (Nigeria/Liberia), ADB

S. Conde-Sarr, Economist, NCPR, (Mali/Mauratania), ADB

B. N. Sanon, Loan Officer, SCPR, (Cameroon/UDEAC), ADB

**TRAINING**

**Jean N'Dah, Coordinator, Training Center, ADB**

**Paulin Koffi, Director, Symposia Consult**

**Boidi Kakoutie, Coordinator, Symposia Consult**

WORKSHOP ON INTEGRATING GENDER CONCERNS  
IN BANK GROUP OPERATIONS : MARCH, 1992

PROGRAMME

WEDNESDAY 11TH MARCH 1992 : Seminar for Management (Vice-Presidents, Executive Directors, Directors, Deputy Directors).

Place : ADB HEADQUARTERS

TIME : 10:00 a.m - 12:00 a.m - (English)  
3:00 p.m - 5:00 p.m - (French)

Workshop for Professional Staff

THURSDAY 12TH MARCH 1992 : (a) Agriculture sector (English)  
FRIDAY 13TH MARCH 1992 : (b) Industry sector (French)  
: (c) Health sector (French)

MONDAY 16TH MARCH 1992 : (a) Industry Sector (English)  
TUESDAY 17TH MARCH 1992

WEDNESDAY 18TH MARCH 1992 : (a) Health sector (English)  
THURSDAY 19TH MARCH 1992 : (b) Agriculture sector (French)

TIME : 8:00 a.m - 12:00 p.m  
2:00 p.m - 5:00 p.m

PLACE : Sofitel Abidjan

## TRAINING SCHEDULE

### INTEGRATING GENDER CONSIDERATIONS INTO ADB SECTORAL PROGRAMS AND PROJECTS

9-20 March, 1992

Monday	Tuesday	Wednesday	Thursday	Friday
9/3 Preparation  (half hour meeting)	10/3 Preparation  with Division Chiefs?)	11/3 10:00 - 12:00 Senior Management- English  15:00 - 17:00 Senior Management- French	12/3 8:30 - 17:30 Day 1: Agriculture - English Industry - French Health/Pop. - French	13/3 8:30 - 17:30 Day 2: Agriculture - English Industry - French Health/Pop. - French
16/3 8:30 - 17:30 Day 1: Industry - English Agriculture - French*	17/3 8:30 - 17:30 Day 2: Industry - English Agriculture - French*	18/3 8:30 - 17:30 Day 1: Health - English  Evaluation Meetings	19/3 8:30 - 17:30 Day 2: Health - English  Evaluation Meetings	20/3 Final Evaluation Meetings Meeting with REDSO/WCA  Consultants Depart Abidjan

\* GENESYS proposes that the French Agriculture training be moved to either 17/3-18/3 or 18/3-19/3.

PROGRAM

SEMINAR ON INTEGRATION OF GENDER CONCERNS  
INTO BANK GROUP OPERATIONS

Wednesday, March 11, 1992

Welcome Address by Mr. Kariisa, Deputy Director CEPR	10:00
Introduction by Mr. Bloomgarden, Advisor to the US Executive Director	10:05
Presentation by Ann Duval, GENESYS consultant	10:15
<u>What</u> WID is and is not	
<u>Why</u> WID is important	
<u>How</u> to approach WID	
Overview of Sectoral Guidelines/Training by GENESYS consultants	10:35
BREAK	10:50
Introduction to WID Unit Strategy by Mme. Ouedrago, Division Chief, WID Unit	11:05
Discussion	11:15

EVALUATION OF GUIDELINES FOR INTEGRATING GENDER ISSUES  
INTO BANK GROUP AGRICULTURAL SECTOR PROJECTS

- 1) Do the guidelines follow the project cycle, and reflect what you do as a project officer? If not, what is missing?
- 2) Do the format and presentation of the guidelines make them easy to use? If not, what would you change?
- 3) Do the guidelines make it clear why it is important to incorporate gender issues into Bank Group agricultural development projects?
- 4) Are the guidelines comprehensive enough? Do they have too much detail?
- 5) Do the guidelines realistically reflect what you feel you can do about incorporating gender issues into projects?
- 6) Do you think you will use the guidelines as a tool in your work from now on? If not, why not?

**EVALUATION OF GUIDELINES FOR INTEGRATING GENDER ISSUES  
INTO BANK GROUP INDUSTRY AND DEVELOPMENT BANK PROJECTS**

- 1) Do the guidelines follow the project cycle, and reflect what you do as a project officer? If not, what is missing?
- 2) Do the format and presentation of the guidelines make them easy to use? If not, what would you change?
- 3) Do the guidelines make it clear why it is important to incorporate gender issues into industry and development bank projects?
- 4) Are the guidelines comprehensive enough? Do they have too much detail?
- 5) Do the guidelines realistically reflect what you feel you can do about incorporating gender issues into projects?
- 6) Do you think you will use the guidelines as a tool in your work from now on? If not, why not?

7) What are your recommendations for improving the guidelines? Please be specific.

8) Any other comments?

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EVALUATION OF GUIDELINES FOR INTEGRATING GENDER ISSUES  
INTO BANK GROUP HEALTH/POPULATION PROJECTS

- 1) Do the guidelines follow the project cycle, and reflect what you do as a project officer? If not, what is missing?
- 2) Do the format and presentation of the guidelines make them easy to use? If not, what would you change?
- 3) Do the guidelines make it clear why it is important to incorporate gender issues into health and population projects?
- 4) Are the guidelines comprehensive enough? Do they have too much detail?
- 5) Do the guidelines realistically reflect what you feel you can do about incorporating gender issues into projects?
- 6) Do you think you will use the guidelines as a tool in your work from now on? If not, why not?

28.

7) What are your recommendations for improving the guidelines? Please be specific.

8) Any other comments?

EVALUATION DES DIRECTIVES POUR INTEGRER  
LES CONSIDERATIONS DE GENRE DANS LES PROJETS D'AGRICULTURE  
DE LA BANQUE AFRICAINE DE DEVELOPPEMENT

1. Est ce que les directives suivent le cycle du projet et reflètent elles la nature de vos responsabilités en tant que chargé de projet? Que leur manque-t-il?
2. Le format et la présentation des directives facilitent-ils leur utilisation? Que faut-il changer?
3. Est ce que les directives spécifient clairement pourquoi il est important d'incorporer les considérations de genre dans les projets d'agriculture de la BAD?
4. Est ce que les directives sont suffisamment détaillées? Ont elles trop de détails?
5. Les directives reflètent elles la réalité de ce que vous estimez possible d'incorporer sur les considérations de genre dans les projets dont vous être responsables?
6. Ayez l'obligeance de nous indiquer si vous comptez utiliser les directives comme outil de travail lors de l'élaboration de vos nouveaux projets? Si cela s'avère impossible veuillez nous indiquer pourquoi?
7. Auriez vous des recommandations pour nous aider à améliorer les directives? Soyez le plus spécifique possible.



5. Les directives reflètent-elles la réalité de ce que vous estimez possible d'incorporer sur les considérations de genre dans les projets dont vous êtes responsables?
6. Ayez l'obligeance de nous indiquer si vous comptez utiliser les directives comme outil de travail lors de l'élaboration de vos nouveaux projets? Si cela s'avère impossible veuillez nous indiquer pourquoi?
7. Auriez-vous des recommandations pour nous aider à améliorer les directives? Soyez le plus spécifique possible.







What further support (such as supplementary training and access to data) would you like to receive to ensure that the training will be useful in your work?

Please provide any suggestions you may have for improvement of the workshop.

**EVALUATION DE L'ATELIER SUR  
LE ROLE ET LA PARTICIPATION DE LA FEMME  
DANS LES PROJETS DE LA BAD**

DATE DE L'ATELIER: \_\_\_\_\_

SECTEUR: \_\_\_\_\_

Ayez l'obligeance de nous indiquer si vous avez trouvé que  
l'atelier était:

1 = Mauvais, 2 = Moyen, 3 = Bon, 4 = Très Bon, 5 = Excellent

DOCUMENTS DE SUPPORT DIDACTIQUE:           1       2       3       4       5

Commentaires:

METHODOLOGIE PEDAGOGIQUE:           1       2       3       4       5

Commentaires:

ENVIRONNEMENT/LOCAL:           1       2       3       4       5

Commentaires:

FORMATEURS:

    CONNAISSANCES DU SUJET:           1       2       3       4       5

    CAPACITES DE COMMUNICATION:       1       2       3       4       5

Commentaires:

UTILITE DE LA FORMATION:           1       2       3       4       5

Commentaires:

AYEZ L'OBLIGEANCE DE NOUS INDIQUER CE QUI POURRAIT COMPLETER  
CETTE FORMATION ET ASSURER SON UTILITE DANS VOTRE TRAVAIL (TEL  
QUE FORMATIONS COMPLEMENTAIRES, ACCES A DES DONNEES)?

AYEZ L'OBLIGEANCE DE NOUS INDIQUER VOS SUGGESTIONS POUR AMELIORER  
LE FORMAT DE CET ATELIER.

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AGGREGATE OF PARTICIPANT EVALUATIONS OF SEMINARS  
SECTORAL GENDER TRAINING

	<u>AG/E</u>	<u>AG/F</u>	<u>IN/E</u>	<u>IN/F</u>	<u>HE/E</u>	<u>HE/F</u>
MATERIALS	3.6	3.5	3.5	3.7	N.A.	4.2
METHODOLOGY	3.5	3.1	3.5	4.0	"	4.0
FACILITIES	3.8	3.4	4.0	4.0	"	3.2
KNOWLEDGE	4.5	3.8	3.8	4.1	"	4.5
COMMUNICATION	4.0	3.0	4.0	4.2	"	4.5
USEFULNESS	4.0	3.4	3.7	3.8	"	4.2
OVERALL AVERAGE	3.9	3.4	3.7	4.0	"	4.1

SUMMARY OF FOLLOW-UP REQUESTED IN EVALUATIONS:

Additional training, undertake follow-up training with updated information and means of analysis

Ongoing collaboration from WID Unit

Access to data/statistics

Report on seminar to be disseminated

Want to see more decision makers trained in gender

More background reading material on gender issues

Questionnaire drawn from guidelines to be sent to RMCs

SUMMARY OF OTHER COMMENTS:

Should be held outside of Abidjan

Comments re: duration, range from 3 days, 1 intensive day, change hours to 9:00-12:00 and 15:00 to 17:00

French translation needs correction

Project officers should be involved in training

Some anti-GIF reaction (really anti-USAID model)

Include some ADB staff/some men as trainers

Should ensure mix of men and women participants

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AGRICULTURE

ENGLISH: THURSDAY/FRIDAY MARCH 12-13, 1992

ATTENDED:

NAME:	UNIT:	EXTENSION:
1. G. OLANREWAJU	NCPR5	
2. M. FREDETTE	SARD2	4931
3. E.A. HEINEMANN	SARD1	4992
4. I.S. WESTERGREN	NARD2	4566
5. A. BURAWI	SARD2	4757 (Partial Attend.)
6. F. NDUKWE	NCPR5	4792
7. R. MSAMBO	SARD1	4725
8. R. KAILEMBO	SCPR3	4343 (Partial Attend.)
9. F. DEVEZ	ILO	Observer

SIGNED UP BUT DID NOT ATTEND:

NAME:	UNIT:	EXTENSION:	REASON:
1. A. MWABA	NCPR4	4409	No Reason
2. TAYLOR-LEWIS	SARD1	4630	No Reason
3. A.E. KHOZA	SARD1	4916	No Reason
4. J. MUTUURA	SARD1	4460	No Reason
5. H.L. LYMON	SARD2	4401	Out of Town
6. W.B.O. OBURA	SARD2	4533	Out of Town
7. A.K. KAUNAN	SCPR2	4959	No Reason
8. E. KABUTIITI	SCPR3	4724	Conflict
9. KAHA	ENVR	4209	Conflict

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AGRICULTURE

FRENCH: WEDNESDAY/THURSDAY MARCH 18-19, 1992

ATTENDED:

NAME:	UNIT:	EXTENSION:
1. C. LONEBAN	SARD2	4668
2. H. RAZAFINDRAMANA	SCPR2	4332
3. A. CHARAFE-EDDINE	SCPR2	4795
4. A. MAHAMA	NARD1	4341
5. D. RAZAFINDRAKOTO	NARD1	4592
6. M.A. KANE	SARD2	4481
7. N. M. KALALA	SARD2	4328
8. E. BARANDANIKANYA	SARD2	4570
9. J.P. RIGOULOT	SARD1	4275
10. R. TANOH	SCPR2	4315
11. M.I. BOUABDALLI	SCPR1	4162
12. S. SALAMU-SHABANI	NARD1	4544
13. F.S. DIOP	NARD1	4271
14. B.L. MUKENA	NARD2	4318
15. S. CONDE-SARR	SCPR5	4229

SIGNED UP BUT DID NOT ATTEND:

NAME:	UNIT:	EXTENSION:	REASON:
1. N. ORBE	NCPR2	4781	No Reason
2. E. DONTONI	NCPR2	4780	Out of Town
3. TRAORE	NCPR	4276	No Reason
4. B. DANKASSOUA	NCPR3	4492	Just Returned
5. J. RUSHMEZA	SARD1	4337	Out of Town
6. BICABA	SARD1	4588	Out of Town
7. E. DOTE	SARD2	4542	Out of Town
8. R. SAAD	SARD2	4308	No Time
9. N. SANGBE	SARD2	4116	No Reason
10. B. KALAPO	SCPR1	4925	No Reason
11. B.N. SANAN	SCPR1	4467	Attended Ind.
12. KPOUROU-LITSE	SCPR5	4284	Out of Town
13. D. LEKORCHI	SARD1	4642	No Reason
14. DINGA-DZONGO	SCPR5	4284	Out of Town
15. DIALLO	SARD2	4634	Out of Town
16. B. BENSLIMANE	SCPR2	4265	No Reason

INDUSTRY

ENGLISH: MONDAY/TUESDAY MARCH 16-17, 1992

SIGNED UP:

NAME:	UNIT:	EXTENSION:
S. SESAY	NCPR5	4793
M.H. TANI	NCPR4	4898
T. SIBANDA	PSDU	4643
S.M. MALLECK-AMO	SCPR5	4496
P.M. LECLERC	PSDU	4762
F. NDUKWE	SCPR5	4792
D. BUZINGO*	SCPR1	4668
P.E. NJUGUNA	SISI2	4590
M. WAGACHA	SCPR5	4715
P.G. RWELAMIRA	PSDU	4685
J.M. ABABIO	PSDU	4336
M. MUCHERU	NCPR	4689
N. OLIVIERA	NCPR5	4258

TOTAL PARTICIPANTS: 13

\*Francophone (needs French material)

ATTENDED:

T. SIBANDA	First day only
F. NDUKWE	
M. WAGACHA	
P.G. RWELAMIRA	
J.M. ABABIO	First day only
M. MUCHERU	
N. OLIVIERA	

TOTAL PARTICIPANTS: 7

OBSERVERS:

H. OUEDRAGO (WID UNIT)  
F. DEWEZ (ILO)

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INDUSTRY

FRENCH: THURSDAY/FRIDAY MARCH 12-13, 1992

SIGNED UP:

NAME:	UNIT:	EXTENSION:
L. N'DONGO	NCPR2	4439
I. SEYDI	PSDU	4678
C. FOUIGNER	SISI2	4550
BN. SANON	SCPR1	4467
C. BENSLIMANE	SCPR2	4265
M. AMDISS	SCPR5	4273
A.K. TRAORE	NISI3	4536
M. EL-GHALI	NISI3	4211
MME. DINGA DZONGO	SCPR5	4284

TOTAL PARTICIPANTS: 9

ATTENDED:

L. N'DONGO	
I. SEYDI	
C. FOUIGNER	First day only
N. SANON	
C. BENSLIMANE	
M. AMDISS	
A.K. TRAORE	Part of second day only
M. EL-GHALI	Second day only
A. DINGA DZONGO	
A. TRAORE (NISI3 - new)	Second day only

TOTAL PARTICIPANTS: 10

OBSERVERS:

G. HEMMINGS (WID UNIT)  
M. ARIBOT (WID UNIT)

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HEALTH/POPULATION

FRENCH: THURSDAY/FRIDAY MARCH 12-13, 1992

Persons who attended the workshop:

NAME:	UNIT:	NOTE:	EXTENSION:	EVAL:
M. SIDIME,	NARD3	1 ARCHITECT	4968 1022	D/W
T.P. SEYA,	NARD3	2 EDUCATION	4932 1024	-/W
J. LARUELLE,	NARD3	3 MEDICINE	4250 1026	D/W
E. PORGO,	NARD3	4 EDUCATION	4738 1002	D/E
R. WANJI-N'GAH,	NARD3	5 MEDICINE	4679 1021	D/E
M. STAL,	NARD3	6 ARCHITECT	4922 1024	D/E

Persons who had registered but did not come:

NAME:	UNIT:	NOTE:	EXTENSION:	REASON:
A. CHERIF,	NCPR3	1 ECONOMIST	4486 627	No reason
G. VARANGO,	NARD3	7 ARCHITECT	4307 1004	out of town

ENGLISH: WEDNESDAY/THURSDAY MARCH 18-19, 1992

Persons who attended the workshop:

NAME:	UNIT:	NOTE:	EXTENSION:	EVAL:
A. HAMER,	NARD3	1 DIV. CHIEF	4124 1019	
P. KURUNERI,	NARD3	2 HEALTH PLANNER	4569 1023	
M.M. YOUSOUF,	SARD3	3 HEALTH PLANNER	4272 1117	

Persons who had registered but did not come:

NAME:	UNIT:	NOTE:	EXTENSION:	REASON:
B.F. TRAORE,	NCPR5	1 ECONOMIST	4698 539	No reason
T. GUEZODJE,	NPCR3	2 ECONOMIST	4667	Out of Town
T.B. ILUNGA,	SARD3	3 HEALTH PLANNER	4583 1118	Out of Town
W. MUCHENJE,	SARD3	4 HEALTH PLANNER	4551 1117	Deadline
A. MONSEN,	SARD3	5 ARCHITECT	4917 1120	Meeting
F. BONGJOH,	SARD3	6 EDUCATION	4249 1120	Meeting

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## PROPOSED AGENDA

Meeting of GENESYS team and WID Unit  
Friday, March 19, 1992

### I. EVALUATION OF GENDER TRAINING

#### A. SECTORAL TRAINING

##### 1. Objectives:

Familiarize project officers with sector-specific gender issues

Test sectoral gender guidelines

Train project officers in practical application of guidelines

HAVE OBJECTIVES BEEN MET?

##### 2. Results of Participant Evaluations

(see attached aggregate of results)

##### 3. Issues:

Turnout (see attached lists)

Actual vs. targetted participant profile

Attitude of participants

Logistics/preparation/support provided by WID Unit and Training Center

#### B. SENIOR MANAGEMENT TRAINING

##### 1. Objectives:

Sensitize top management to current thinking in gender issues

Demonstrate necessity for incorporating gender issues into ADB projects, get top management "on board"

WERE OBJECTIVES MET?

### II. SECTORAL GUIDELINES

#### A. PARTICIPANT RECOMMENDATIONS FOR IMPROVEMENT

(see attached)

B. WID UNIT INPUT

C. DEADLINES FOR SUBMITTING FINAL GUIDELINES TO WID UNIT

III. FOLLOW-UP TO TRAINING/IMPLICATIONS FOR WID STRATEGY

A. SUGGESTIONS FROM PARTICIPANTS (see attached)

B. SUGGESTIONS FOR ELEMENTS OF STRATEGY:

1. Sectoral Training -- how, who?
2. Guidelines -- other sectors?, what happens now?
3. EPCP guidelines/training
4. Country monographs/data base
5. WID screening/gender impact studies
6. RMC training
7. Ongoing relationship with other departments

IV. PENDING LOGISTICS

A. PAYMENT TO SOFITEL

B. PAYMENT OF LOCAL CONSULTANTS

V. OTHER