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SEMI ANNUAL REPORT OF THE GENESYS PROJECT

OCTOBER 1, 1991 - MARCH 31, 1992

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GENESYS

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Semi Annual Report

October 1, 1991 - March 31, 1992

This report presents the accomplishments of the fifth six-month period of A.I.D. Contract PDC-0100-Z-00-9044-00 (GENESYS). The GENESYS project is being implemented under a prime contract held by The Futures Group, reporting to the Office of Women in Development (R&D/WID). Principle subcontracts are held with Management Systems International and Development Alternatives Inc.

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I. EXECUTIVE SUMMARY

During the past six months GENESYS has continued to work in collaboration with R&D/WID to integrate and institutionalize gender considerations into A.I.D. programming. A large part of this institutionalization process takes place by means of technical assistance, training, and research activities provided by R&D/WID through GENESYS. There have been shifts in the development of strategic approaches to the institutionalization of gender sensitive activities during this time period. These shifts have resulted from GENESYS' efforts to proactively identify and focus on activities and areas in which the inclusion of gender concerns will serve as models for adoption of gender appropriate practices throughout A.I.D.

GENESYS has begun to reexamine and reframe arguments and analytical tools for integrating gender considerations in development. The approach has been multifaceted. It includes a reassessment of the theoretical foundations of gender considerations in development, improvement of the accessibility of gender analysis and results for policy makers and program managers, and development of better ways of collecting and analyzing gender disaggregated data.

This Semi-Annual Report (SAR) is organized around the four strategic objectives and corresponding areas of activity outlined in the GENESYS workplan. Particular attention is given to the linkages among the four areas reflecting the importance of program integration. The technical assistance activities during this period responded to Mission and Bureau requests. In many cases, they are part of long-term relationships between GENESYS and these Missions and Bureaus. This long-term relationship suggest models for similar relationships with other Missions in the future. The training program continued to mature during this reporting period. The experience gained in designing, delivering and evaluating training activities -- as well as progress in providing services in technical assistance, applied/adaptive research and communications -- contributed substantively to GENESYS's capacity to deliver technically integrated training programs. These programs were supported by improved materials, which focus on meeting the specific gender consideration needs of USAID Missions and A.I.D. Bureaus.

The continuing challenge for research, technical assistance and training activities is to assist Missions and Bureaus in operationalizing gender concerns in their development activities. Most Missions and Bureaus are committed to the inclusion of gender issues and concerns but lack the tools and techniques needed to implement gender sensitive practices. R&D/WID and GENESYS, in collaboration with a Mission and/or Bureau, can provide these tools through a combination of training, technical assistance and research activities. GENESYS encourages Bureaus and Missions to adopt an integrated approach to incorporating gender considerations into their portfolios, combining training, research, and technical assistance over the long-term, and communicates the potential benefits of using GENESYS to assist them in this process. The end result is the institutionalization of gender sensitive activities in all aspects of the development agenda.

II. BACKGROUND

The Office of Women in Development (R&D/WID) is responsible for guiding A.I.D. in the integration of women in development and reporting to Congress on the Agency's progress. R&D/WID manages funds to assist Missions and Bureaus in institutionalizing gender considerations in their programs. R&D/WID collaborates with Missions and Bureaus to implement, monitor, and report on WID action plans and helps ensure that gender concerns are addressed at both the policy and project level in the Agency.

The purpose of the GENESYS project is to assist A.I.D., R&D/WID, A.I.D. field missions, and Less Developed Country governments to enhance women's contribution to the economic production and self-sufficiency of their countries through their increased inclusion as participants in and beneficiaries of A.I.D. programs and projects.

R&D/WID helps ensure that gender concerns are addressed through:

- Training of A.I.D. Bureau and USAID Mission staff, as well as key staff in PVOs, NGOs, and other groups working with the Missions.
- Institutionalization of appropriate systems and procedures for considering gender on A.I.D. policy and programming.
- Improved performance monitoring and impact evaluation systems enhanced by collection of gender disaggregated data.

R&D/WID provides a range of services to Missions and Bureaus through the GENESYS Project to institutionalize gender considerations in all Agency strategies, programs and projects. These include:

- Training to promote awareness, provide information, and strengthen skills to address gender issues in design, implementation, monitoring and evaluation of strategies, programs, and projects.

- **Technical Assistance in the design, implementation and Evaluation of projects and programs.**
- **Applied Research to collect primary and secondary data to expand the information database and advance the analysis of gender issues in key sectors.**
- **Information and Communication to share the results of research, technical assistance, and training with A.I.D. staff, the international donor community and organizations in developing countries.**

To date R&D/WID has focused its efforts through GENESYS in four sectors - agriculture, private enterprise, education, and environment and natural resources. R&D/WID staff serve as technical advisors to the Office regarding gender issues at the policy, program, and project level for each of these sectors.

III. GENESYS STRATEGY

During this reporting period a GENESYS Project Strategic Plan and FY 1992 Workplan have been developed. This strategic plan spells out the direction and parameters for GENESYS activities for the remainder of the project, and provides a workplan and measurable outputs for this year. The workplan recognizes both the proactive and reactive nature of GENESYS activities. The GENESYS Project has articulated its goal and purpose and defined strategic directions for future activities which draw on the strengths of the new GENESYS team. They are stated as follows:

The GENESYS goal statement derives from and shares R&D/WID's mandate to institutionalize gender considerations in A.I.D. programs and projects and increase women's contribution to and benefit from economic and social development. This mandate must be addressed on a number of fronts including:

- developing policy initiatives;
- modifying the A.I.D. personnel system and incentives;
- obtaining the commitment of Ambassadors, Mission Directors, and high ranking staff in Bureaus;
- stimulating policy- and program-relevant research efforts;
- increasing Bureau and Mission capacity to incorporate gender into A.I.D. programs; and
- documenting the impact of gender sensitive programming.

The goal of the GENESYS Project is to institutionalize gender considerations in A.I.D. programs and projects and thereby increase women's contribution to and benefit from economic and social development.

The GENESYS purpose statement defines the role of the project within the broad R&D/WID effort to meet the mandate. GENESYS works primarily with Missions and Bureaus to assist them in acquiring the insights, tools, and skills to incorporate gender into their portfolios, and to document their progress in institutionalization of gender into their activities.

The purpose of the GENESYS Project is to increase Bureau and Mission capacity to incorporate gender into A.I.D. programs and projects.

Working within the guidance of a workplan approved by R&D/WID and in collaboration with R&D/WID officers, this purpose will be achieved through the development and delivery of integrated programs of technical assistance, training, analysis, and communications for Missions and Bureaus. The Project also documents progress and impact of the incorporation of gender into A.I.D. programs and projects, with an emphasis on agriculture, natural resources, and private enterprise.

Of the contracting mechanisms supported by R&D/WID, the GENESYS project is the mechanism most directly linked to the objectives, strategies, and oversight of the office. With a core staff of technical professionals and timely access to consultants, GENESYS can be responsive to Mission and Bureau requests and assist in defining and monitoring gender sensitive development programs.

A primary strength of the GENESYS project is its capacity to offer an integrated program of assistance and to carry across Missions and Bureaus, the lessons learned from experiences with problems, techniques, and methodologies. Documenting these experiences will contribute to the body of knowledge about how to incorporate gender into development activities and how to assess its impact on the development process.

This Semi-Annual Report (SAR) is organized around the four strategic objectives and corresponding areas of activity outlined in the GENESYS workplan. Particular attention is given to the linkages among the four areas reflecting the importance of program integration.

Strategic Objective I

Develop and transfer technical methodologies: Assist Bureaus and Missions in acquiring the tools and applying appropriate methods to incorporate gender considerations into their portfolios. Respond to requests from Bureaus and Missions for discrete technical assistance tasks and assist Missions and Bureaus in implementing an integrated, phased approach to institutionalization of gender.

The technical assistance activities during this period responded to Mission and Bureau requests. In many cases, they are part of long-term relationships between GENESYS and these Missions and Bureaus, and suggest models for similar relationships with other Missions in the future.

This objective is to be implemented through (A) providing timely, high quality, short-term technical assistance with a WID orientation upon request from Missions and Bureaus; (B) in collaboration with the R&D/WID regional advisors, assisting Missions and Bureaus in defining and implementing a phased, long-term approach to technical assistance to insure that gender is incorporated into the fabric of projects and programs; and (C) developing, testing, and documenting new methodologies and models of gender sensitive technical assistance in development.

Sub-Objective I.A:

Provide timely, high quality, short-term technical assistance with a Gender/WID orientation to Missions and Bureaus in the agriculture, natural resource/environment, and private enterprise sectors. Assistance can be provided in areas like sector analysis, project design and implementation, monitoring and evaluation, strategic planning, and policy analysis.

Haiti

USAID/Port-au-Prince has taken significant steps to consider potential impacts on women and to involve women as full participants and beneficiaries in project activities. Mission goals, strategic

objectives and program outputs have been developed to specify desired impacts on women. However, the gender-specific program outputs are, for the most part, project driven rather than goal or program driven. A September, 1991, GENESYS consultancy, in collaboration with a CDIE/MSI Program Performance and Monitoring Team recommended three steps to the Mission to help them incorporate gender concerns into its broader development strategy, as follows: develop a detailed gender disaggregated program strategy which is goal driven; design a monitoring system to track progress toward strategic implementation; and, integrate gender related program development activities into the scopes of work of current Mission staff.

Pakistan

In December, 1991, GENESYS provided assistance to USAID/Islamabad in the design of activities to be implemented in Makran, Balochistan under the Balochistan Area Development Project (BALAD). This assistance helped the Mission directly target females as participants and beneficiaries in order to promote the well-being of women and their families and increase the ability of women to participate in the local economy and society. The focus of these recommendations was to be on a Makran-based non-governmental organization (NGO) supported by BALAD. Although the consultancy was conducted as planned, events have delayed the final design of the activities proposed by GENESYS -- i.e., A.I.D. drawdowns in Pakistan have eliminated the BALAD Project from USAID/ Islamabad's portfolio and the BALAD support for the NGO (which has not yet been established). The GENESYS consultant has been asked to redirect her recommendations and a fuller report on this activity will be forthcoming in the next Semi-Annual Report.

Sub-Objective I.B:

Provide technical assistance to Missions in a phased, long-term approach. Involve GENESYS in the Mission project stream so that technical assistance can be provided to sectoral activities through the life of a project. A phased approach to technical assistance will insure that gender is incorporated into the fabric of a project or program rather than treated as a fringe issue. It will be strengthened by integrating technical assistance with GENESYS training, communication, and research activities.

Morocco

USAID/Rabat has recently initiated a series of activities to focus on enhancing women's contribution to development efforts and improving project impact on women as well as men. In November, 1991, the Mission requested a team from GENESYS to conduct a Mission-wide Women in Development (WID) Portfolio Review. This review, part of a larger process of enhancing a gender in development strategy within the Mission, focused on gender concerns as a cross cutting issue in project work and how these concerns need specific monitoring instrumentalities to ensure that the strategy works. Team members carried out interviews with Mission staff, donor community and resource persons, selected contractors, and with local resource persons actively involved in economic development issues related to new project support activities. All but one current project was reviewed.

The portfolio review assessed the Mission's success in integrating women into the development process through its current projects and programs. The review indicated that the Mission is cognizant of incorporating gender concerns into its projects and programs, has already done so in established projects -- albeit in a limited and often ad hoc way and has not systematically recorded them. More efforts at collecting gender disaggregated baseline data for establishing benchmarks are evident in new projects. The Mission has the means to increase its integration of gender in its projects--and is working on it.

Lack of understanding on how to incorporate gender concerns into project activities, and how to measure them, seemed to be more of an issue in the Mission and among project managers than lack of Mission priority or professional commitment.

The team also identified the need for improved coordination and technical information networks organized by USAID/Rabat with donors and beneficiaries to assist the Mission identify its critical entry points for women and to technically improve its project efficiency and effectiveness for releasing the full economic and human potential of both men and women. The Mission has asked

GENESYS to assist them with information gathering and technical assistance to apply methodologies for increasing women's participation in livestock raising, agricultural production and processing and in the informal sector.

The Gambia

The third phase of a technical assistance buy-in for the natural resources management program in The Gambia was carried out during this reporting period. Building on earlier technical assistance to define the role of rural women in natural resource management and to incorporate gender considerations into the PAIP for the Natural Resource Management program, technical assistance was provided on the questionnaire for the baseline survey for the natural resource management program and on indicators to measure impact in the sector. GENESYS provided technical assistance in the Gambia during January and February in response to this request. The Mission is completing the PAAD at this time, and GENESYS is following up with the Mission to see if any additional technical assistance can be offered to insure that gender considerations and women's role are adequately incorporated in the design.

Rwanda

GENESYS performed a study of twenty international donor or implementing non-governmental organizations in Rwanda during February and March, 1992, each of which has a program in gender considerations in development and/or private sector development. Special attention was given to issues relevant to women entrepreneurs.

The purpose of this study was, in part, derived from conclusions made during a rapid appraisal of women-owned and operated small and micro-enterprises conducted by GENESYS in November, 1991. That appraisal served to identify baseline information which will be used by the USAID to assess the impact of its support of policy reform measures.

This 1992 study gathered information on constraints and private sector strategies present since

market liberalization. Specific recommendations regarding the technical assistance components of the Analysis of Reform and Technical Services Project (ARTS) were also identified. To assess "next steps" in policy reform GENESYS examined, with the most informed members of the donor and NGO community, the specific outstanding constraints to affecting private business development. The most frequently identified constraint was the lack of enthusiasm and support from government officials for private sector development and the implementation of structural reforms. The lack of active support from the government explains, in part, the slow turnover of business activity since inception of reform. However, another reason is the basically depressed Rwanda economy as a result of the on-going war.

A third constraint cited was a lack of entrepreneurial spirit and skills (e.g., financial management, business planning and feasibility analysis, modern production technologies and methods) among Rwandan entrepreneurs. Training in these skills is particularly important for women entrepreneurs given their limited access to secondary education in Rwanda society. There is agreement that there needs to be an effort to expose Rwandans to new ideas, to encourage them to calculate and take risks, to perform market surveys and gather business information on their own in order to identify new and creative opportunities.

A fourth constraint to business development noted was the high tax rates on gross business revenue. This is extremely discouraging to business creation. Finally, the lack of bank credit for women was highlighted as a major constraint.

A second aspect of this review was other donors' involvement in "women in development" activities. During their previous visit, the consultant team discussed the possibility of improved donor coordination with USAID/Kigali's WID Officer and the participants to the GCID workshop. There is continued interest in the exchange of information on women's issues and gender activities as well as the identification of common interests among the donors. It was determined that, as part of the continuing follow-on activities, the consultants would share with and gather information from the

other "players" in GCID.

Conclusion:

While these activities reflect long-term relationships with Missions and Bureaus, they have been initiated by the Missions and responsive to their concerns. In the future, GENESYS would like to build on Mission contacts of the R&D/WID office and other GENESYS activities to assist Missions, not only in carrying out gender related activities but also in defining paths for incorporating gender into plans and management. This shift in the assistance offered by GENESYS and the R&D/WID Office toward help in setting the agenda for institutionalization of gender considerations reflects a maturing of Mission programming in terms of gender, from recognizing the importance of the issue to acting to make gender a central variable in planning and implementation.

Sub-Objective I.C:

Refine, test, and document new methodologies and models of gender sensitive technical assistance in development programs/projects/policies in agriculture, natural resources, and private enterprise. Methodologies will be refined and tested through technical assistance activities with Missions and Bureaus. Documentation will involve the preparation of short review papers for each technical sector, which will be periodically and systematically updated based on the GENESYS technical experience.

During the next reporting period, short pamphlets will be prepared both as a tool in assisting Missions in interpreting the impact of gender in their programs and as a basis for recording the contributions of GENESYS and R&D/WID to the field. Methodologies for assessing men's and women's differential participation in the workforce and in democratic institutions are being developed as part of the LAC WID Research field studies. A fuller reporting will be part of the next Semi-Annual Report.

Strategic Objective II

Increase Acceptance and Application of Gender as a Key Development Variable: Collaborate with A.I.D. and host country decision-makers using gender considerations as a critical variable for equitable and sustainable development.

This strategic objective is linked to strategic objectives I and IV.

Sub-Objective II.A:

Disseminate information to A.I.D. policy makers and technical staff to persuade them that gender considerations are in the interest of development programming excellence, to stimulate policy dialogue, and to promote more effective approaches for integrating gender in A.I.D. programs/projects. Disseminate technical models and methodologies to technical personnel in Bureaus and Missions. (See Strategic Objective I.)

Women, Economic Growth and Demographic Change in Asia, the Near East and Eastern Europe
Proceedings and papers from the conference held in May, 1991, were submitted for distribution to all Mission Directors and WID Officers and to AID/W Office Directors, with a cover letter from Dr. Richard Bissel. They will also be distributed to conference participants outside AID, and have received wide circulation through inclusion on the WID publications list. The proceedings and short abstracts were prepared by GENESYS in collaboration with R&D/WID and the Populations Offices in the R&D Bureau.

Policy Argument and Presentation for Investing in Women

GENESYS began work on a computer-based storyboard presentation of impact of gender considerations on development outcomes. Preliminary work was done in January and February to explore evidence linking different aspects of women's status (health, education, employment) to

national level outcomes (fertility, infant mortality, GDP/cap, growth). Although relationships between women's status and fertility or infant mortality were found to be well established, no conclusive evidence was uncovered linking it to economic indicators. This effort included rough analysis of the time-lagged relationships of women's status (relative to men in a particular country) to GDP per capita and to GNP growth across 42 countries. Data suggested that countries where women's status is poor are unable to reach high levels of GDP per capita, but they did not necessarily correlate. This finding was consistent with the relationship between women's status and fertility; slower population growth translates into higher GDP/capita for a given level of GNP growth. More complex analysis also revealed a strong relationship between GNP growth and women's status. It was decided, however, that for a policy presentation to be effective, it must rely on more straightforward arguments. During the next reporting period, GENESYS will continue to examine existing models and to define the relevant arguments supporting the development of a presentation model.

Sub-Objective II.B:

In support of R&D/WID, communicate the resources that GENESYS assistance can bring to meeting the A.I.D. Women in Development mandate, to A.I.D. Mission and Bureau staff, and to the development community. Define the GENESYS product. Encourage Bureaus and Missions to adopt an integrated approach to incorporating gender considerations into their portfolios, combining training, research, and technical assistance over the long-term, and communicate the potential benefits of using GENESYS to assist them in this process.

Considerable progress was made during the SAR period on defining the goals and objectives of the GENESYS Project. GENESYS conducted an offsite strategic planning seminar in December and completed its strategic plan on January 28th. Objectives for this SAR correspond to strategic plan objectives. In the next reporting period a new brochure, regional marketing cables and other communications will reflect the integration of the training, research and technical assistance components of the project.

Strategic Objective III

Develop and Deliver Phased Training Modules: Develop a training program with different levels of technical specificity, including sector-specific training courses, to respond to the expanding expertise and sophistication of A.I.D. officers and collaborating personnel in their understanding and application of gender considerations in development.

The training program has continued to mature during this reporting period. The experience gained in designing, delivering and evaluating training activities -- as well as progress in providing services in technical assistance, applied/adaptive research and communications -- has contributed substantively to GENESYS's capacity to deliver technically integrated training programs, supported by improved materials, which focus on meeting the specific gender consideration needs of USAID Missions and A.I.D. Bureaus.

The GENESYS training function focuses on the provision of direct training for USAID Mission and A.I.D./Washington staff as a key component of R&D/WID's strategy to institutionalize gender concerns in the Agency for International Development. During the reporting period, various types of training were provided in response to specific USAID Mission and Bureau needs. The three principal types of training provided have aimed at assisting USAID's and Bureaus to develop and implement strategic program planning activities, incorporate gender into a specific sector or incorporate gender into specific development projects. A major accomplishment of the last six months has been the design, delivery and evaluation of eight training events that included elements of all three typologies in direct response to the requested needs and requirements of the "client" audience.

Sub-Objective III.A:

Provide state of the art training in gender analysis and strategy design concepts, tools and applications with specific reference to the agriculture, natural resources, and private enterprise sectors, and in organizational development and applied research. Training will encourage adoption of an integrated approach to gender concerns, introduce models and methodologies, and assist Missions in organization and management to implement gender sensitive programming.

Participants in the Gender Considerations in Development Sessions conducted during this period were helped to understand A.I.D.'s current views and priorities with respect to gender considerations and their impact on development; to gain a greater appreciation of the importance of including gender considerations in their work in their respective Missions and countries to learn and practice the basic skills of gender analysis; to identify gender-related constraints and opportunities in specific programs and projects; and, to develop and present strategies for integrating gender as a variable in their work (action planning).

Department of Labor

In October, 1991, R&D/WID and GENESYS -- acting on a request from the U.S. Department of Labor -- conducted a working session on gender issues in development for a group of 15 visitors from Poland, Albania, Czechoslovakia, Romania, and Bulgaria. Each country team included representatives (nearly all female) from labor, government, and the private sector. The Gender Information Framework (GIF) was presented drawing on experiences, information and research from around the world; and participants practiced identifying gender issues specific to Eastern Europe. All groups, excepting Romania, presented their findings with interest. The Romanians expressed the concern that the process was not sufficiently relevant to their situation. Their observation inspired a very spirited discussion of differences in the roles and status of women in the countries represented and what the participants could do upon returning home to strengthen the position of women in the workforces of their countries. The participants were also introduced to the R&D/WID Office and its resources. Although the group was curious about the gender

analysis tools and techniques A.I.D. uses, they were far more interested in issues of socio-economic and political equity and what resources were available to them from A.I.D. to help in these areas.

Honduras

In October, 1991, a GENESYS Training and Technical Assistance team conducted three two-day workshops for USAID/Tegucigalpa. After the training, the team held technical assistance sessions with 15 project, strategy and program teams as well as special sessions with members of the Offices of Development Programs, Development Finance, and Agriculture and Rural Development.

The majority of participants found that the workshop provided them with useful tools for applying gender analysis to their projects. The need for gender disaggregated data to improve project programming was perhaps one of the most important outcomes. Project personnel identified the types of data that should be gathered to provide a basis for increased project success. The establishment of clear, gender specific project and program level indicators -- unequivocally linked to the measurement of impact and results -- will yield valuable information on gender-related differences in project impact and program results. The GENESYS team recommended that the project conduct a baseline study to enable the Mission to analyze changes in intra-household and community patterns due to increased participation by women in a number of participant and beneficiary settings promoted by Mission projects. The study would concentrate resources and prevent redundancy while gathering the types of data needed for impact analysis within and across sectors.

The GENESYS team also recommended training and technical assistance for USAID/Tegucigalpa's government and NGO counterparts who will implement USAID's portfolio in the next year. Following the development and preliminary analysis of useful baseline data and counterpart training, individual project teams will be prepared to identify next steps in integrating gender concerns more fully into their projects.

Rwanda

Subsequent to a Gender Considerations in Development (GCID) Training Needs Review (conducted in June 1991), GENESYS conducted a training and technical assistance activity in October and November. To best integrate the training content into the Mission's portfolio, the training team focused on project staff in the Natural Resources Management project and Mission health and population office. During the course of future GENESYS training and technical assistance, GENESYS will continue to provide technical input and programmatic support to USAID project personnel. The training received very positive evaluations from the participants and Mission WID Committee.

At the request of the Mission, the GENESYS team also conducted baseline interviews of women-owned small and micro enterprises in the various commercial areas of Rwanda. These data will support the monitoring of market reforms which are being supported through the Mission's Production and Marketing Reform Program. This study will be continued and expanded by the GENESYS team during future consultations.

Association for Women in Development Pre-Conference Workshop on Gender Disaggregating Program Performance Indicators

GENESYS provided key support to this R&D/WID sponsored Workshop held in November, 1991. The Workshop presented to 35 participants a strategic programming approach to developing indicators for program and project monitoring and evaluation. Training included a full cycle of constraints analysis, strategic objective setting, indicators development, implementation, monitoring, adaptation and evaluation. In gaining an appreciation that gender disaggregation of people-level indicators -- in the context of overall program design -- enables effective monitoring and evaluation of women in development, participants distinguished between program and project objectives; distinguished between monitoring and impact assessment; carried out a gender sensitive constraints/opportunities analysis; and identified gender sensitive strategic program objectives.

Uganda Training Needs Assessment

A Mission-wide training needs assessment was conducted in Kampala by GENESYS in December, 1991. USAID/Kampala WID Officer, Shirley Erves, participated in interviews with Mission staff, Personal Services Contractors, USAID/Kampala counterpart PVO representatives, and Ugandan public and private sector agency personnel with portfolios treating gender issues. The principle purposes of the needs assessment were to recommend a USAID/ Kampala gender training plan, and begin to plan in detail a Mission-wide training in considering gender in development. In these respects, the most salient needs assessment findings were: (1) there is an impressive breadth and depth of interest in gender issues among USAID/Kampala staff; (2) the consideration of gender issues has begun to play a recognized and significant role in developing the Mission's program and projects, although this role has been largely ad hoc and reactive; (3) Mission staff knowledge of the status of women in Uganda is anecdotal and occasionally contradictory, and does not lend itself to the levels of analysis required to fully include gender as a critical variable in the design, implementation, and monitoring and evaluation of development programs and projects; (4) gender issues are central to virtually all of USAID/Kampala's projects, yet gender considerations have not been explicitly and systematically integrated into project design, implementation or monitoring process; (5) a gender sensitization "event," while welcome, will not make much of a difference in the way the Mission goes about its business; (6) the Mission's WID agenda can be met more effectively and efficiently with the establishment and support of a Mission WID Committee.

In light of these findings, GENESYS recommended an integrated plan of training activities that will advance USAID/Kampala from where it is today to where it wants to go, as follows:

(1) Core Training for USAID/Kampala: This training intervention would seek to establish a "critical mass" of development professionals who share a set of core gender analysis concepts and techniques. (2) Sector-Specific Training and Technical Assistance: The integration of training and technical assistance would provide project personnel focussed practical support to move beyond the cursory application of gender analysis toward the full application of analytical skills for

incorporating gender in their own work. (3) WID Committee Establishment and Training: GENESYS recommended that USAID/Kampala establish a WID Committee and provide its members with training focussing on team building, task analysis, and committee strengthening.

Uganda Training

GENESYS conducted three two-day workshops in Entebbe, Uganda, in February-March, 1992. The training supported the integration of gender considerations in USAID/Kampala's development programs and projects. Workshop participants were helped to understand A.I.D.'s current views and priorities with respect to gender considerations and their impact on development; to gain a greater appreciation of the importance of including gender considerations in their work in Uganda; to learn and practice the basic skills of gender analysis; to identify gender-related constraints and opportunities in specific programs and projects; and, to develop and present strategies for integrating gender as a variable in their work (action planning).

A training highlight was the panels of Ugandans who presented information on the socio-cultural, legal, and economic factors affecting men's and women's roles and responsibilities in Uganda; followed by organized but informal discussion with individual panelists about their subject of interest.

A.I.D. New Entry Training Course

In February, 1992, R&D/WID and GENESYS provided 35 "new entry" participants with a one hour orientation to gender issues in development. This presentation focused on what A.I.D. regards as gender issues and the steps currently being taken to fully include those issues in Agency programs and projects.

In addition to the above, planning continued during this reporting period in anticipation of a very active ensuing six months.

Sub-Objective III.B:

Qualify U.S.-based and host country national trainers in "Gender Considerations in Development Training."

GENESYS training and technical assistance -- highly participatory and aimed at transferring gender considerations skills and improving gender sensitive programming capacity in the context of relevant, useful and applicable knowledge -- has as its primary "client" group A.I.D. direct hire technical or professional personnel assigned to either Washington, D.C. or to a field Mission and the contractors and Foreign Service Nationals who are employed by A.I.D. Increasingly, however, activities are designed to include participants from outside the Agency such as key private sector contractors, staff of Private Voluntary or Non-Governmental Organizations and counterparts from the host country community (government, private sector and local non-governmental organizations). This diverse mix of client groups -- with their very heterogenous backgrounds, experience, needs and expectations -- presents a unique challenge to the R&D/WID and GENESYS staff. To address this challenge, the training program will design and implement an August, 1992, training program for training and technical assistance consultants. The aim of the training will be to equip select individuals with the presentation and content skills necessary to design, deliver and evaluate training and technical assistance that is fully consonant with both the broader A.I.D. policy framework and R&D/WID's strategy. A longer range objective of the training component is to design and conduct a similar activity for private sector host country national institutions.

Sub-Objective III.C:

Enhance the ability of Mission WID committees to pursue and meet their WID goals and objectives. A new focus of the training component during this period was on strengthening gender Advisors and WID/gender committees.

AFWID Project Advisors' Team Planning Workshop

In December, 1991, GENESYS conducted this three-week Workshop to strengthen the AFWID Project Advisors' understanding of and ability to achieve the purpose and outputs of the AFWID Project. During the Workshop the four recently appointed AFWID Project Advisors developed a common basis of information about the background, scope and purpose of the AFWID Project; established a common understanding of roles, responsibilities and authorities; explored relationships and understandings for working together; resolved then-emergent Project issues; developed a workable plan for Project management; and, prepared work plans for the first twelve months of the Project.

Bolivia

GENESYS consultants designed and implemented a training for USAID/La Paz's WID Committee. This training focused on how gender might be an issue in USAID/La Paz's development programming; focused on using existing gender analysis frameworks to prepare and/or review project documents (in contrast to actual project design); and began to establish individual images and a common vision of what the Mission would look like if gender issues were fully considered.

This last was a "new" departure for GENESYS training in its focus on identifying the institutional incentives to change and empower staff (at individual, office, Mission, regional, and Agency levels) to more fully address gender issues. It was clear that awareness, knowledge and skills are only part of the process: how people use their new learning is also very important -- i.e., training WID Committee members as change agents. From this experience, the GENESYS team recommended

that future training programs include issues of organizational development, specifically: give WID Committees very specific training as change agents, with information and skills on institutional analysis and change, to assist them in developing a common vision and steps on how to get there; and, in Mission-wide training programs include a discussion of institutional barriers to change in programs (e.g., identifying where bottlenecks are, incentives to change).

Integrating Gender Considerations into African Development Bank Sectoral Projects

This activity followed from a GENESYS needs assessment done for the African Development Bank (ADB) WID Unit in January, 1991, and was funded through a buy-in by REDSO/WCA. Its objective was to develop technical guidelines for integrating gender considerations into three key sectors in which the Bank operates, agriculture, industry and health/population, and then to train technical staff in the application of those guidelines in the design, implementation and evaluation of their projects.

In mid-January, a six person GENESYS team carried out the first phase of the activity, the purpose of which was to work with ADB WID and sectoral staff to develop the preliminary guidelines and case studies for use in the second phase training. The team consisted of two agricultural specialists, two industry specialists, a health/population specialist and an organizational development specialist. Their work consisted primarily of one-on-one interviews with staff to collaboratively design the three sets of guidelines and case studies. Recognizing that the guidelines could not effectively promote the consideration of gender issues unless the ultimate users had a sense of ownership over them, the team worked very closely with project officers in each sector. After an initial round of review by the WID Unit and technical staff, the draft guidelines were completed by mid-February. Two case studies for each sector, based on actual or typical ADB projects, were also finished shortly thereafter.

Three of the sectoral specialists returned in March to carry out the second phase, which consisted of two two-day workshops per sector (in English and French, using local co-trainers) designed for

project officers. They also conducted a three-hour workshop with ADB senior management. Attendance at the senior management session was much higher than anticipated (nearly 30 participants); it drew mostly ADB Department Heads as well as representatives from the office of the U.S. Director to the ADB and REDSO/WCA. The workshop began with an overview presentation on the importance of gender issues in the African development context, and participants actively engaged in the highly productive discussions which followed. Given the political significance of this session, its success was important to the ADB WID Unit.

Although there was some variation across the six sessions, participants rated the usefulness of the workshops highly, as well as trainers' knowledge of the material. Among their suggestions for follow-up were additional training that presented new information and analytic techniques, provision of gender-disaggregated data for use in project planning, and training of high-level decision makers in gender issues. Some comments expressed reaction against the A.I.D. gender analysis model (the GIF) and a desire for a more indigenous, "African" model, while others suggested that trainers should include more ADB staff and men (the GENESYS trainers and their co-trainers were all women). In the team's final meeting with the WID unit, its head conveyed her satisfaction with the final outcome and especially with the collaborative process by which the guidelines were developed and training was conducted, which was atypical of ADB experience with consultants.

In a debriefing with GENESYS, R&D/WID and members of the World Bank's Africa WID Division, discussions were held on the larger problems faced by the WID Unit in trying to institutionalize gender considerations within the ADB. Although it was recognized that their current strategy is too ambitious given the staff and resource limitations they face, it was agreed that outside actors, including A.I.D., should support their efforts despite any shortcomings. Organizational development training was seen as critical for the WID staff to carry out their job, but as it did not fit with their current plan, it could not be immediately pursued.

In addition, training will be held in Botswana for Southern Africa WID Officers; in Uganda for the WID Committee and for a Mission-selected sector; and in Bolivia for two strategic objective teams. Special workshops will be conducted for the A.I.D. New Entry Training Course (April 1992), Bureau WID Working Groups, and the LAC Bureau.

Strategic Objective IV

Document the Impact of Incorporating Gender in Development Programming: Assist Missions in documenting progress in institutionalizing gender considerations in their portfolios and operations.

Sub-Objective IV.A:

Develop new analytical frameworks that demonstrate and document the nexus between gender and more effective economic and social development. (This activity feeds directly into Strategic Objective II and the development of innovative means to deliver these arguments to key decision makers.)

During this reporting period, the Project has begun to reexamine and reframe arguments and analytical tools for integrating gender considerations in development. The approach has been multifaceted, including a reassessment of the theoretical foundations of gender considerations in development, improving the accessibility of gender analysis and results for policy makers and program managers, and development of better ways of collecting and analyzing gender disaggregated data.

"Making a Better Case: Reassess the Concept of Gender in Development"

The GENESYS project is charged with developing new analytical frameworks that demonstrate and document the nexus between gender and more effective economic and social development. A major output under this activity is to critically review and analyze the concept of gender as a universal category for economic development. Another is to refine, test, and document new methodologies and models of gender sensitive technical assistance in development policies, programs, and projects. Elucidating the theoretical underpinnings of current approaches to integrating gender considerations into development practice is a first step towards better targeted and appropriate

research and technical assistance methodologies.

In a paper presented at the Society for Applied Anthropology meetings in Memphis in March, Dr. Deborah Caro and Dr. Deborah Rubin briefly summarized shifts in the concept of gender as employed first within feminist anthropology and within the development community. The paper argued that gender, as discussed by development practitioners, indicates attention to information about both men and women, rather than women alone, but does not reflect what the authors believe is the real contribution of the concept's meaning in anthropology, the idea of gender as a cultural categorization. The paper concluded that recent efforts to rethink Western assumptions behind many dichotomous characterizations of gender relations (e.g. private/public, reproduction/production, informal/formal), and the more flexible and multiple renderings of men's and women's work which have resulted are useful for redirecting development programs to a more comprehensive inclusion of gender issues.

The paper sparked lively discussion and interest from other scholars, development professionals, and publishers encouraging the authors to develop the framework and its applications in greater depth.

R&D Combing Exercise

In continuation of a series of activities with the Women and Development Action Group (WIDAG) in the R&D Bureau, GENESYS facilitated the presentation and synthesis of gender relevant findings combined from R&D Office portfolios. Each Office presented several findings on gender issues in their sector. GENESYS assisted the Bureau in pulling together substantive issues learned, by synthesizing the findings and presenting a paper to the Bureau. The purpose of the synthesis was to lay the foundation for developing Office-level strategies and to enhance A.I.D.'s ongoing dialogue with Congressional staff on gender considerations in development. The report identified similarities and differences among findings across R&D Offices and provided some preliminary guidance on how to improve and accelerate the institutionalization of gender considerations within

the Agency.

The two most interesting comparative frameworks GENESYS developed for the synthesis suggested some generalizations about viable strategies for improving project, program and policy performance by incorporating gender considerations into the programming cycle. The first framework separated findings according to whether they were relevant to: (1) strategy development and the process of gathering background information that precedes program design; (2) project design; and (3) evaluation and the process of drawing conclusions from past performance or activities to inform future activities. The second framework categorized findings according to the implications they have for strategy, based on the type of recommendation or analytical approach. The report highlighted the importance of:

- collecting and analyzing gender disaggregated data;
- examining gender considerations in relation to other socioeconomic and cultural variables such as age, ethnicity, class, and race;
- recognizing and addressing the variability of gender relations over time through flexible and participatory program and project designs;
- paying attention to the interdependent nature of men's and women's decision-making and control over resources;
- recognizing and attending to the multiplicity of gender-based roles from the design phase through to the assessment of project outcomes.

Among its recommendations for strategic planning in the Bureau, the WIDAG suggested that the Bureau conduct workshops to develop Office-level strategies; lengthen gender analysis training

courses for staff; develop requirements for certification of contractors in gender analysis; increase oversight on project design, particularly the work plan; and assess cross cutting findings on gender within the Bureau.

Bolivia Rural Household Survey

The GENESYS Project has been at the forefront of developing data collection and analytical tools for examining variations in male and female income and employment within rural households. One such effort, the Bolivia Rural Household Survey, is an instrument designed to guide policy decisions and to assess the differential effects of A.I.D. Programming on rural men and women in the LAC region.

During the SAR period, USAID/Bolivia requested that GENESYS take prime responsibility for the socioeconomic analysis of data collected on rural farm and nonfarm households in the Department of Cochabamba, site of the Mission's flagship alternative development project. In March, a GENESYS staff member participated in a planning session to determine the outputs of the analysis. The conclusions of the planning session was that GENESYS would undertake the analysis in stages over 9-12 months to produce the following outputs:

- 1) descriptive analysis of the basic statistical tables that emerge from the survey (e.g. estimates of rural household incomes by ecological zone, farm vs. non-farm households, male-headed vs. female headed households, households with strong market vs. weak market access, by language, etc);

- 2) assessment of the relative effectiveness of different policy instruments (e.g. attention to credit availability, technical assistance, secure land titling, or market access) and this will include identification of where gender is one among many key variables in economic production systems

3) provide time specific and retrospective analysis on the status of rural farm households through by using the data to establish a current baseline which can be compared with data collected in 1978 and in the future;

4) write studies on topics of special interest, as agreed upon with USAID/Bolivia.

The unique contribution of the GENESYS project will be to mainstream gender analysis into the analysis of the Rural household survey, which along with the original design of the survey instrument will serve as possible model for improving national statistics on women and men's economic participation in Bolivia and other developing countries.

In the next reporting period, GENESYS will begin work on the other major output of this activity, a computer-based presentation on the relative effects on rural household welfare of women's and men's economic contributions. This will be model which can be presented to U.S. and host-country policy makers to demonstrate the importance of incorporating women as equal partners in development.

Sub-Objective IV.B:

Establish benchmarks of institutionalization, and guidelines, procedures, and measures for monitoring them in Mission and Bureau policies, programs, and projects.

Status of Women in Niger and USAID/Niger WID Action Plan Outline

In October, GENESYS carried out an assessment of the state of the knowledge on women in Niger based on interviews and extensive literature reviews. The objective was to provide the most current information that could be used as input into the Mission CPSP for 1992-96. This first phase produced a report that focused on legal and policy issues relating to women's socio-economic situation and access to productive resources. It discusses historical patterns and developments (e.g. under Islam, colonialism, independence) as well as current legal issues and the transitional

government's objectives. Finally, the report identifies the major constraints faced by Nigerien women and offers recommendations as to how USAID/Niger can address them.

GENESYS carried out a similar assessment in January with emphasis on women's productive activities and their roles in natural resource management. This report examines women's agropastoral work, their use and control over land, forest and water resources, their income from non-farm sources, how these vary across ethnic groups and how they have been changing over time. The report also identifies significant gaps in the knowledge and makes recommendations based on research needs and other problems identified. In addition to the report, the consultant worked with Mission staff to develop a WID Action Plan outline. The outline lays out Mission WID objectives, how they relate to its overall strategy, and provides specific, measurable targets for their achievement. It also identifies how individual projects can better address WID issues. Timetables and responsibility for project-level activities are to be determined by the Mission.

USAID/Niger envisioned the next step in integrating gender issues into its program as the collection and analysis of relevant gender-disaggregated data. GENESYS will work with the Mission and R&D/WID to determine how to approach this effort, or if issues uncovered in the state-of-the-knowledge reports or WID Action Plan outline warrant re-thinking of priorities.

WID Advisors to Asia/PRE and LAC Bureaus

GENESYS WID Advisors to the Asia/PRE and LAC Bureaus were hired in February. Gretchen Bloom, WID Advisor to the Asia and PRE Bureaus, possesses extensive training and management experience and has worked in Sri Lanka, Kenya, Morocco and Cote d'Ivoire. Patricia Martin, LAC WID Advisor, brings experience in project design, evaluation and training, with emphasis in health, population, water and sanitation, throughout Latin America and the Caribbean.

During the next reporting period GENESYS, in collaboration with R&D/WID, will develop a "prototype" of a gender integrated Mission which will provide a roadmap for incorporating gender

considerations into Mission policy and programs.

Sub-Objective IV.C:

Improve the documentation of progress made and impact on men and women of incorporating gender considerations into A.I.D. programs, policies, and projects.

LAC/WID

GENESYS has been carrying out a two year program of research for the LAC Bureau, now in its final stages. The main focus of the activity has been to identify the gaps in knowledge about gender issues in three key sectors and to propose ways the Bureau can fill those gaps on a country-specific context. Specifically, it was designed to provide model research approaches to the Bureau. The three sectors are

- ◆ Democratic Initiatives,
- ◆ Trade and Investment and
- ◆ Agriculture and Natural Resource Management.

For each of these sectors, GENESYS designed and is implementing a field study to take place in one A.I.D. country in the region. The focus of the efforts has been to develop methodologies that are particularly appropriate to A.I.D.'s work in the region, as well as be short term, low cost and that they can be easily replicated in other Missions to assist in strategy or project development. In the case of democratic initiatives in Honduras and trade and investment in Ecuador, GENESYS identified local research institutions to carry out the studies and is providing oversight on the implementation of the studies which begin in May 1992.

The Democratic Initiatives study is a groundbreaking effort to compare men's and women's access to participation and representation at the municipal level, one of the most basic levels of formal government. Using a survey of citizens who are petitioning the local municipal offices in Tegucigalpa and San Pedro Sula, and supplementing it with a review of municipal records, the study identifies gender based differences in the types of issues raised/complaints registered, socioeconomic characteristics, the outcomes of petitions, and how municipal officials rank petitions. Developed in cooperation with USAID/Honduras, the Mission also has asked GENESYS to develop a follow-on study to assess gender based constraints and differences in participation in the judicial branch.

The Trade and Investment study in Ecuador was designed to overcome a severe lack of gender-disaggregated data on labor force participation and employment characteristics at the subsector level. The Mission needs gender disaggregated baseline information on the labor force from which to measure the impact of its trade and investment promotion efforts. In the absence of industrial employment data by sex, GENESYS designed a study to take advantage of a national household employment survey carried out the Government's Institute of Employment on an annual basis since 1987. The study allows for timely estimates of what the labor force has looked like for the past 5 years, and provides a basis on which to formulate plans for future monitoring and evaluation efforts. The survey has collected the data by sex for all household members over the age of 6, but has not tabulated or reported it by sex at the subsector level. The GENESYS study taps into that existing source, providing a comprehensive profile of the industrial sector labor force by 2-digit subsector, including information on social security membership, firm size, wages, occupational group, education, migration status, and job search methods.

The third study focused specifically on A.I.D. project design methods in the Environment/Natural Resource Management sector and how to overcome our lack of knowledge about differences in men's and women's access to, control over and use of agricultural and natural resources. GENESYS participated as an observer on the "scoping out" of the environmental assessment for the RDO/C's Environment and Coastal Resource Project (ENCORE) in St. Lucia and Dominica

in February 1992. The ENCORE project was designed to include a high level of community involvement to guarantee sustainability of the project activities, including meeting with local community members to solicit their input into design of specific activities. GENESYS found that, although women in the Caribbean are noted for their participation and voice in community meetings, the ENCORE scoping team was not being exposed to their concerns directly. Community leaders screened participation at the meetings with the A.I.D. team; open forums were held prior to the team's arrival and the primarily male leaders chose which ideas to present to the team. One of the recommendations to come out of the study is that the scoping team insist on open forums, in order to improve the chances that women's concerns about natural resource management and use are brought to the team's attention. The GENESYS study also pointed out that attention to socioeconomic issues in the scoping exercise, and so the environmental assessment, is entirely up to the discretion of the team leader, as A.I.D. guidance in Handbook 3 does not require it. GENESYS recommended that attention to gender be formalized in the A.I.D. guidance for this sector.

In the process of developing the field studies, GENESYS produced a series of background documents on gender issues in the region. Literature review papers were prepared in each of the three key sectors, summarizing the gaps in our knowledge. Additionally, GENESYS compiled a comprehensive bibliography of the literature on gender in the three sectors, as well as other sectors where A.I.D. is active, including education and health. The bibliography also includes key references for statistics and indicators on women in the region. A.I.D. personnel will find this a ready guide to the literature when seeking information for project or program design. Finally, an annotated guide to institutions working on gender issues in the three key sectors in Latin America and the Caribbean is available, with approximately 110 LAC-based institutions profiled and 90 U.S.-based institutions. The institution list is an important reference for Missions and the Bureau -- it profiles groups who are leaders in social science research in their fields and active in gender issues, although they might not be widely recognized as gender specialists.

Brazil Global Climate Change

GENESYS, through A.I.D.'s Global Climate Change Program, works directly with Amazonian NGOs to strengthen their capabilities to apply socio-economic considerations, including gender, in the design, implementation and evaluation of sustainable projects throughout the Brazilian Amazon Basin. Training will focus on techniques for designing, collecting and analyzing socio-economic baseline and monitoring data, one aspect of which includes gender.

GENESYS' Brazil Activity ensures the appropriate consideration of gender by transferring the capacity to conduct socio-economic analyses to implementing NGOs. Gender issues are being addressed by GENESYS in order to enhance the sustainability of the projects through an increased understanding of different roles men and women play and through skills and knowledge transfer in gender analysis to local populations. This will be accomplished through an 18 month program of technical assistance and training for selected Amazonian NGOs as well as two research studies focused on (1) the marketing of forest products, and (2) the income generating strategies for small scale producers.

Specific tasks accomplished during the reporting period included definition of the parameters of the work to be undertaken, development of a work plan, identification and recruitment of personnel, implementation of a needs assessment for local NGOs and preparation of the first large workshop for all of the selected NGO representatives in Brazil.

The workplan was developed based on the original scope of work and a needs assessment performed in October by the U.S. and Brazil based team leaders. The needs assessment resulted in a reconceptualization of the GENESYS Brazil activity in terms of four components: A series of workshops for local NGOs; the identification of, and assistance to, local gender specialists; the development and implementation of two special studies; and the periodic provision of technical assistance.

Following the completion of the workplan in January 1992, staff began to focus their efforts on planning the first workshop and identifying candidates for the local gender specialist positions and for the special studies work. The first workshop is scheduled for mid April and will be held in Acre. Participants will include representatives of nine (9) Amazonian NGOs, the World Wildlife Fund, the University of Florida, and several other organizations. Key components of the workshop include gender analysis, operationalizing research questions, designing and implementing a socio-economic survey, data collection techniques (e.g., interviewing, observations, sampling, case studies), analytical techniques (e.g. using field notes, coding, tabulations, content analysis), designing a minimum data set, and attention to issues of monitoring and evaluation.

In addition to preparing for the April workshop, the Brazil based Team Leader conducted an assessment of the needs of three local NGOs. The assessment was conducted by working with NGO staff, reviewing projects and socio-economic research, and interviewing local gender specialist candidates and community leaders. The assessment revealed that all NGOs need: (1) significant training and assistance to adequately integrate socio-economic and gender considerations, (2) assistance in evaluating existing data sets, and (3) assistance in planning future socio-economic research.

This information will be used to assess the scope of short term technical assistance requirements and has served as valuable input in the development of work plans for the local gender specialists. Candidates for the gender specialist positions have been interviewed and 5 out of 6 selected. Over the next few months the specialists will be developing an "in-house" needs assessment of their organizations from which NGO actions plans will be developed to incorporate socio-economic and gender considerations.

Other achievements over the past six months include the development of a subcontract with a Brazilian NGO (Rede Brasileira Afro Forestal - REBRAAF) to expedite much of the work that will take place in Brazil. REBRAAF will be responsible for coordinating the local specialists and short-

term technical assistance as well as the various in-country workshops.

In addition, GENESYS initiated work on the first of the two special studies. However, this will be an area of more intense focus during the coming six months. During the next period, GENESYS Brazil staff will also begin preparations for the second workshop and begin to flesh out the design of the second study.

Ecuador

GENESYS also has had a long-term relationship with the Ecuador Mission, particularly in providing technical assistance in the definition of Strategic Objectives and in the development of monitoring and evaluation plans. The underlying rationale for this technical assistance is that gender and women in development considerations can be most effectively institutionalized in Mission programming by incorporating them into the Mission's strategic plan and the management and tracking systems. During this reporting period GENESYS assisted the Mission in the broad strategic planning process and in developing a monitoring and evaluation plan for the SUBIR (Sustainable Uses of Biological Resources) Project and related strategic objective. The format and process of this monitoring and evaluation plan, as well as the plan itself can serve as models for how to incorporate gender in monitoring and evaluation in environmental projects. The Ecuador strategic planning process is not complete, and GENESYS anticipates that the relationship between the Mission and the project will continue. After the monitoring and evaluation plans are in place and providing data, the next step is to analyze and interpret this information so that gender is a factor in project implementation.

R&D Bureau

As a part of the on-going activities with the R&D/WID committee, GENESYS drafted a "Concept Paper on the Use and Analysis of Gender Disaggregated Data and Indicators" to be used as background for incorporating gender variables into CDIE's effort to make evaluations more useful to senior managers in programming and policy decisions, and for reporting to Congress about the

Agency's performance. The paper recommends a strategy for the collection, use, and interpretation of gender disaggregated data and indicators as tools for measuring A.I.D.'s performance on women, and recommends ways to improve and supplement existing Agency information systems, primarily PRISM, to make them more responsive to gender considerations in both planning and reporting. This paper will feed into a process of preparation for a workshop between representatives of the R&D Bureau and Congressional offices to discuss reporting on the impact of A.I.D.'s Women in Development program.

IV. MANAGEMENT and FINANCIAL REPORT

A. Management Information System

Following a series of facilitated meetings, R&D/WID decided to assume direct responsibility for the MIS. In January, GENESYS turned the system over to the R&D/WID Office. GENESYS continues to update its activity and deliverable information through the MIS.

B. Procedures Manual

During the past six months GENESYS produced a Procedures Manual. This manual is to provide guidelines and familiarize people with GENESYS procedures and to be used as a reference source.

C. Financials

As required by the GENESYS contract, this section reports on the financial status of the project through a series of tables showing actual and projected expenditures. Tables 1 and 2 show the current and cumulative costs for the Core, and Buy-in/Match funding categories respectively. They also include the base year period budget and show (as a percentage) how year to date (YTD) costs are tracking against the base period budget.

For Core, the figures presented indicate that project expenditures are in line with the amended budget. On average, Core expenditures are at approximately 67 percent of the base period budget while the contract is 83.3 percent complete. It should be recognized that expenditures lag behind completion time and therefore, core expenditures are at an appropriate level for this point in the contract. For Buy-in/Match, expenditures are at 39 percent of the base period budget. Buy-in/Match expenditures have been lower than expected due to a number of factors, including fewer buy-ins by the Missions possibly corresponding to the reduction from 60% to 50% for matching funds. The decrease in buy-ins could be attributed to the fact that during this period we were not involved in active marketing to the Missions. Under the Core funding category, the majority of line items are following projections and are on track with the budget.

Tables 3 and 4 show actual and projected costs for the reporting period and for semi annual periods through the end of the base period of the contract. Projections are based on historical expenditures patterns and the recently restructured budget. These projections indicate we will reach 85% of our Core budget at the end of the 3 year base period and 57% of the Buy-in/Match budget during the same period.

Table 5 shows the source, value, and balance of funds that have been obligated to the contract to date. Each obligation is identified by source, PIO/T number, and the dollar amount of the obligation. YTD charges and the remaining balance (as of March 31, 1992) are reported for each obligation. The overall obligations for Core were \$2,304,808.59, expenditures were \$2,118,901.12, and the balance is \$185,907.42. The overall Buy-in obligations were \$1,457,032.53, expenditures were \$947,704.14, and the balance is \$509,268.39. The Match obligations were \$3,219,075.88, expenditures were \$1,391,980.82 and the balance is \$1,827,095.06.

During the period, the project received 9 new buy-ins from A.I.D. Missions and Bureaus for a total funding increase of \$381,151 in this category.