

Trip Report

GENDER AT THE POLICY LEVEL

USAID/INDONESIA

By:
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GENESYS



"If you are thinking a year ahead, sow a seed.
If you are thinking ten years ahead, plant a tree.
If you are thinking 100 years ahead, educate the
people - especially the women."

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USAID/Jakarta

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I. PREFACE

In September/October, 1992, the USAID Mission in Jakarta invited a PRISM team to assist it with developing its strategy under the leadership of new senior staff. In conjunction with the exercise, I was invited to participate in my capacity as the Gender/WID Advisor in the Asia Bureau, to assist with developing gender-sensitive indicators for measuring project and program impact.

While in Indonesia, I suggested doing an update of the 1990 portfolio review to assess the achievements of the Mission. It was pointed out to me that the 1990 PIRs directly referenced gender concerns under each project and that the PIRs should be used as a companion to the WID Action Agenda as a more effective reflection of reality.

The new WID Officer was also interested in some guidance on how best to spread the responsibility for gender considerations throughout the Mission and how to institutionalize it to survive beyond one individual's term.

The following report is based on a ten-day TDY to fulfill the Scope of Work. It was originally presented in two parts: findings and recommendations on gender considerations in the Mission; and an update of the 1990 WID Portfolio Review. However, at the Mission's request, the Portfolio Review has been limited to internal Mission use and thus is no longer part of this report.

Gretchen Bloom
Gender/WID Advisor
ASIA/DR/TR/DAPVC

October 8, 1992

Revised February 5, 1993

II. BACKGROUND TO USAID/INDONESIA

Twenty-five years ago, Indonesia was one of the poorest countries in the world, to quote from USAID/Jakarta's Briefing Book. The GNP per capita in 1967 was US \$50 and 60% of the population were living in absolute poverty. The past 25 years have brought remarkable economic and social progress, due in part to the Government of Indonesia's early adoption of a strategy of broad-based economic growth and sustainable development.

Indonesia's major accomplishments include achieving self-sufficiency in food by 1985; reducing population growth to under 2% by 1990; cutting infant and child mortality in half; developing a human resource base through universal access to primary education and expanded other educational and training opportunities; and restructuring the economy in favor of a free market approach.

Despite the progress, Indonesia is still confronted with major challenges. Labor force growth will be high in this decade: employment opportunities are a major national issue. Poverty is still the state of life for 17% of the population. The sustainability of Indonesia's rapid economic growth, largely dependent upon a rich natural resource base, is threatened by degradation and depletion of these resources. Despite progress in improving the quality of life for its citizens, Indonesia still ranks below some other Asian countries in such indicators as life expectancy, infant mortality and nutritional status.

USAID has responded by developing a program which maximizes scarce resources for the greatest impact by targeting interventions at the policy level. The most recent iteration of the Mission strategy (October 1992) stated the Mission's goal for its development assistance program in Indonesia as broad-based and sustainable economic growth for Indonesia. The strategic objectives to support this strategy are: broadened and increased trade and investment; wider adoption of proven policies and practices in natural resource management and environmental conservation; increased promotion of individual and broad-based community rights; and improved balance in public and private provision of basic services. The Mission produced its new vision statement based on this strategy at the end of October 1992.

III. BACKGROUND ON STATUS OF WOMEN IN INDONESIA

According to a 1988 document entitled the "Situation of Women", Indonesia's "history and cultural traditions have generally been favorable to women." Women have historically been active in the community as well as presiding in the home. They have participated fully in agriculture, in commerce and in social affairs. Today women are represented in the government as well as in professional fields. More than one-third of all adult women participate in the labor force.

The legal and political system "generally supports and extends the status and respect accorded to women by tradition," according to the same report. The 1945 Constitution guarantees both women and men equal rights in education, law, health, political participation and employment. In 1978, the role of women in national development was given official attention in the Guidelines for State Policy for Repelita III (1979-84), as follows:

1. Overall development must be based on equality and maximum participation of men and women in all fields.
2. The role of women in development should increase harmoniously with their role in creating healthy and prosperous families, guiding the young generation...
3. The role and responsibilities of women in development shall be enhanced by increasing their knowledge and skill in various fields according to their needs and capabilities.

A Junior Minister for the Role of Women was appointed in the same year; this position was later upgraded to a State Ministry for the Role of Women (MenUPW). This Ministry has the responsibility for coordinating all efforts in the various ministries and government agencies with respect to enhancing women's participation in development activities.

Repelita IV (1984-89) and V (1989-94) continued to express this same concern, adding "it is necessary to further increase the activities of women for the improvement of family welfare." Subsequent regulations and legislative acts have reinforced the guarantees in the Constitution of equality in workers' rights, vocational education, safe working conditions, and job security. In the government sector women are entitled to pay equity, non-discriminatory hiring and firing, and specific benefits, such as maternity and nursing leave. A minimum age for marriage of 16 for girls has been established, with an encouraged delay until 20. The practice of multiple wives was outlawed by a presidential decree.

Furthermore, Indonesia has ratified the 1952 U.N. Convention on the Political Rights of Women and the 1984 U.N. Convention on the Elimination of All Forms of Discrimination Against Women.

Specific mention in the GBHN is an indication of the importance attached to the integration of women's concerns into national plans and policies for development and is an expression of political will to further improve the condition of Indonesian women. But the GBHN also stresses the necessity of developing a socio-cultural climate which will encourage wider participation of women in all fields and to strengthen women's capabilities for self-fulfillment by enhancing their knowledge and skills.

Nonetheless, there are still many constraining forces which prohibit Indonesian women from participating fully in all aspects of Indonesian life. These include a traditional push toward early marriage, a cultural perception that women belong in the home, unequal treatment in the labor force despite equal rights legislation, and so on. Women themselves have been heard to state that they seek "compatibility" with men rather than "equality," a clear reflection of deeply rooted cultural values and attitudes.

To be more specific, marriage for both men and women is nearly universal in Indonesia. The minimum age at marriage has been legislated at 16 for girls; nonetheless, early marriage for girls is still unacceptably high. School enrollment and literacy have been steadily increasing for girls; yet, a significant gap still exists between men and women, particularly at the higher levels of education. Employment of women in the civil service has been increasing dramatically, from 18% in 1974 to 27% in 1984, an increase in the female component of 157%. Nonetheless, the placement of women in key managerial and decision-making roles has occurred at a much slower pace.

Women are entering the labor force in ever greater numbers. However, many of these women are employed in low status, low paying and part-time jobs because they lack the skills and educational qualifications for better jobs. Women are also paid far less in many instances than men and much of their income goes to meet household needs for their families. Although women may be *de facto* managers in their households, controlling the family purse as they do, by social convention, and often law, a woman is seldom recognized as the head of an Indonesian household if any household member is an adult male.

A number of women's groups in Indonesia are expressly targeting these improvements as their objectives. These include KOWANI (Indonesian Women's Congress), Dharma Wanita, and PKK (Family Welfare Movement) as the largest networks of individuals and organizations.

KOWANI is comprised of 64 (1988) nation-wide women's organizations, including such groups as the Association of Midwives, the Association of Indonesian Businesswomen, and the Association of Female Indonesian Teachers, as well as religious and youth groups. In 1988 KOWANI represented an estimated 20 million women through its member organizations. It is recognized as the accredited National Council of Women of Indonesia and maintains formal cooperation with the GOI.

Dharma Wanita has 10,000 units throughout the country, comprised of wives of civil servants. Its activities support government social development programs with particular relevance to women, such as literacy, family planning, health, nutrition, environmental preservation, educational centers and cooperatives.

The PKK is a voluntary movement consisting mostly of women in rural villages and urban communities at the grassroots level. Its goal is to mobilize community members around family life issues, such as community improvement and family planning.

IV. GENDER CONSIDERATIONS IN USAID/JAKARTA: FINDINGS AND RECOMMENDATIONS

The USAID/Jakarta strategy is being designed to support these initiatives and make a true difference for women in Indonesia. The new USAID Mission leadership in Indonesia believes fervently in the importance of the involvement of women in the development process, as actors and beneficiaries, and intends to take gender considerations to the policy level, on the belief that Indonesia cannot truly transform itself into a NIC unless it introduces better equity and enhances opportunities for productive endeavors by its women.

The Mission's focus is policy-based at the macro level rather than being oriented toward direct beneficiary impact. The challenge for USAID/Indonesia will lie in demonstrating that gender-sensitive policy interventions are feasible and that such interventions make a difference for people, thus taking a dramatic step to proving the validity of considering gender as a truly critical factor in development at all levels.

The following recommendations are intended to assist the Mission in enhancing its focus on gender concerns in order to realize this goal. The recommendations follow the format of the recent WID Action Plan formulated by the Asia Bureau in Washington, with its three-pronged approach: institutionalization of a gender perspective, development of an analytical capability/data base on WID issues, and a programmatic focus on three technical areas,

private sector development, democracy and local governance, and the environment and natural resource management.

It is hoped that the Mission will not limit itself to bureaucratic implementation of these recommendations, however, but will challenge itself to think broadly about the situation for women in Indonesia and how USAID can improve women's opportunities for self-actualization within the Indonesian context.

A. Institutionalization Of a Gender Perspective

For a USAID Mission to address gender issues effectively, it is considered important for the Mission to have established institutional mechanisms to facilitate the process. The Asia Bureau has established the following criteria to guide this institutionalization process: top Mission leadership; an empowered WID Officer; a WID/Gender Issues Committee with internal and outreach responsibilities; a WID Action Plan; and Gender Analysis Workshops for USAID staff and the broader community, as appropriate. Each Mission is encouraged to adopt appropriate mechanisms from these suggestions, but not limited to them, in order to integrate a focus on gender into the Mission's routine procedures.

The Indonesia Mission now has strong leadership endorsing the importance of WID. The new Mission Director, his Deputy and the Director of the PPS Office all specifically highlight the necessity of addressing the issue of gender roles for effective development to occur.

The newly appointed WID Officer, a strong employee with a good grasp of the issues and a willingness to be outspoken about them, works directly for the PPS Office. As such, she has access to all project documentation. She shares her charge for WID with her two other counterparts in the office. She is otherwise alone, however, as there is no WID Committee to bolster her. There are no other officers, either USDH or FSN, responsible for gender analysis and WID integration, although many seem supportive of a gender perspective.

As of 1990, project officers are expected to include a paragraph on gender concerns in their bi-annual Project Implementation Reviews (PIRs). This requirement was expanded to the Quarterly Reports in 1992.

Recommendations:

1. With the strong interest in gender issues on the part of the Mission Director and Deputy Director, it should be relatively easy to elicit response from Mission staff, both USDH and FSN, in strategic places, perhaps on an office or project basis or by strategic objective committee. Those individuals who express an interest would formulate a Gender Issues Committee which could meet regularly to discuss the Mission's attention to gender concerns.
2. The Deputy Director has already indicated that he will make concern for gender issues a serious part of EERs for Office Directors. He will require office workplans to determine specific gender-related outputs with measurable benchmarks and hold Office Directors accountable. Although this measure has been included in the past, it has not been taken very seriously.
3. The current WID Officer has no official time allocated in her job requirements for gender issues, yet she has a lengthy job description outlining her responsibilities for handling WID issues. If she is to be effective, the Mission needs to demonstrate its support for WID by liberating her from some of her other responsibilities so that she can focus on WID. She also needs to have the opportunity to participate in Mission procedures at appropriate intervention points, e.g., on project design committees, in consultant team planning meetings, and so on.

Furthermore, it will only be realistic to expect the WID Officer to accomplish her agenda if she has assistance. To assist her, it is proposed that a supplementary FSN be hired locally to provide administrative support in disseminating materials, coordinating meetings, tracking workplan outputs, and so on.

Finally, the WID Officer will really only have clout once she has access to a pool of resources, provided by the Mission and/or matched by the R&D/WID Office.

4. It is suggested that an FSN employee be groomed to take on the WID Officer responsibility since the current WID Officer will certainly leave, as will her current Indonesian office partner. Even if another American arrived who was interested in the responsibility, he/she could work in tandem with the Indonesian.
5. The Portfolio Review Update suggests specific interventions at the program/project level but it is not intended to be a Mission WID Action Plan. The WID Officer is thus encouraged to work with USAID officers to elicit from them proactive measures

which will formulate the Mission's Action Plan/Workplan to incorporate gender considerations. She should not prepare the plan herself but should catalyze its formulation.

6. Many Missions have found Gender Analysis Workshops to be very helpful for their staffs in imparting some of the technical skills for integrating gender analysis into all stages of project design. This is true for both USDH and FSN staff. The workshop would be tailored to meet the specific technical needs of the Mission and could, in this case, focus on meaningful interventions at the policy level. It could include contractors, GOI officials, PVO leaders, and other donors as well. Such a workshop could be the vehicle for developing a Mission WID Workplan as well.
7. The requirement to report on gender impacts in the PIRs (since 1990) and the QIRs (since 1992) is indeed to be commended, as it requires project officers to focus specifically on the gender issue and gives some measures against which they can be held accountable. On the other hand, the paragraphs included in the 1990 PIRs are often "boiler plate." It is unfortunately relatively easy to attribute trickle down benefits to one-half of the population but it does not indicate any effort to do serious gender analysis and usually is not true. Project officers should be required to take a more comprehensive and analytical look at their projects from a gender perspective.
8. During the visit, a small working group of USAID women was convened to discuss WID issues in Indonesia informally. Both for morale in the Mission and for promoting the gender integration process, it is recommended that this support group meet on a regular basis. This would not take the place of a more formal Gender Issues/WID Committee, which would need to include both men and women.
9. Just as USAID plays a leadership role in donor coordination, it is proposed that the Mission take a responsible role in stimulating discussions in the Indonesian and donor communities over WID issues. The WID Officer could organize an interested group and coopt others to help her plan monthly/quarterly meetings. She has already made contact with the resident WID Officer at the World Bank and has begun to investigate the development of a network, with the advice and assistance of the USAID FSN staff.

B. Development of a Gender-Responsive Analytical Data Base

The 1992 Asia Bureau WID Action Plan states that "it is essential for each USAID Mission to have access to country-specific information which is sex-disaggregated, prior to strategizing about program interventions." If such information is not available, Missions are encouraged to generate appropriate studies with the goals of guiding the most effective development assistance program possible by tapping all human resources. AID/W can be of assistance in this process by sharing relevant related success stories of WID integration.

Recommendations:

1. As the Mission begins to intervene at the policy level, it will need the analytical capability to respond to the many critics who will contend that WID is irrelevant at the macro level. The Mission is encouraged to address gender issues in its policy and analytical agendas. The WID Officer, in conjunction with the WID Committee and/or Support Group, should be included in the groups in charge of developing these agendas.
2. As so much of the relevant research is done through ARSSP and DSP, it is suggested that the Chief/EPSCO convene those contractors to brief them on the importance of gender considerations. This recommendation would be applicable to other contract staff as well, who are daily involved with project implementation and design of policy studies.
3. The WID Officer should be allocated sufficient time, with assistance from other Mission officers, to gather available sex-disaggregated data for Indonesia. For example, Women's Studies Centers exist at all the provincial universities. While not always very strong, they are a resource. The World Bank works collaboratively with these organizations, strengthening them at the same time as taking advantage of their resources. Other donors have resources which could be tapped; and the Institute for Indonesian Studies (LIPI) serves as the clearinghouse in Indonesia for WID information.
4. The WID Office through its own resources and through the GENESYS Project can provide the Mission with information already available in specific topic areas. Requests can be channeled through the Asia Bureau Gender/WID Advisor to CDIE/WID or to the GENESYS Project.

5. Program and project design teams should be briefed to include a gender perspective in their pre-design analyses. These analyses should be thorough and insightful rather than generic and perfunctory. The information collected in these analyses should then be incorporated throughout project documentation rather than isolated in annexes.
6. The WID Officer and her support group should be offered the opportunity to develop the TORs for one study of particular interest to the group, perhaps something pertaining to differential participation of women and men in the labor force, with the consequent policy implications for national development planning. With access to funds, this group could carry the project through to completion.
7. The recent PRISM report indicated that discussions with Mission staff underscored the need for the Mission's performance measurement system to look for people-level impacts whenever possible. In particular, to quote from the report, "the Mission's commitment to gender awareness includes, as a base, analyses disaggregated by sex to determine the possible differential impact of USAID projects on men and women." These analyses are considered by the PRISM team to be "informative and useful" to "support USAID's hypothesis that Indonesia will not succeed at becoming a NIC without serious gender-sensitive interventions at the policy level."

As the Mission refines its indicators of impact, it will become even clearer in which areas the strategic objectives and project outcomes are far removed from people. The Mission may wish to reconsider its conceptualization of certain objectives and outcomes to reflect more of a people-level impact. If this is done, it will be easier to note gender differences.

C. A Gender-Sensitive Programmatic Focus

Each USAID Mission is asked in the 1992 Asia Bureau WID Action Plan "to examine its programs from a perspective which considers their differential impact on men and women." The Asia Bureau will assist Missions to alter their programs to increase women's participation for the sake of equity, efficiency and sustainability. In particular, the Bureau will concentrate its support in three areas: private sector development; democracy and local governance; and the environment and natural resource management. The Mission's first three of four strategic objectives identified during the PRISM exercise coincide directly with these areas of emphasis, with the fourth being an improved balance in public and private provision of basic services.

The following recommendations are only illustrative in their sector. A full portfolio WID review and update was conducted as well and offers specific findings and recommendations for each Mission project and program in a separate report.

Recommendations:

1. Mission staff convey a proactive approach to and concern for gender issues. Yet, project documentation does not usually reflect this concern. Future documentation at all levels, from NPD to PID to Project Paper through the ProAg and RFP stages, should clearly state the importance of considering gender as a critical factor. Only by doing so can project implementors be held accountable at the monitoring and evaluation stages for gender-based interventions.
2. As the Mission continues to refine its strategy, following the initial PRISM exercise, it may wish to reflect its strong gender-sensitive approach in its Vision Statement and other strategic documents.
3. Women have long been recognized for their roles in the informal private sector. As Indonesia continues to industrialize, women are increasingly entering the formal labor force. Potential conflicts during this transition need to be acknowledged and addressed, at the policy and project levels.
 - a. The new Agribusiness Development and Microenterprise Promotion Projects in particular offer numerous opportunities for the involvement of women. Unfortunately, although the Project Officers are aware of the gender implications of their projects, the project documentation does not clearly, thoroughly nor adequately forecast their impact. Project Officers have been encouraged to hold their contract teams formally accountable for gender interventions, through proactive measures and data collection.
 - b. There is considerable interest in the community regarding women in the formal labor force. This interest could be tapped by the Mission under the new Trade and Investment Project with special studies, dialogue at the policy level, and so on. Macroeconomic interventions do make a difference at the people level, contrary to the opinions of many development professionals, and certainly may have a differential impact based on gender.

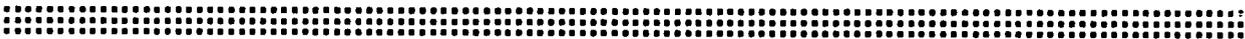
4. The Asia Bureau, and the Indonesia Mission, have been concentrating on encouraging the expansion of voice and choice in local governance to enhance citizens' opportunities to contribute to social and economic development. This is an excellent entree for women who have long been involved in local development issues. Also, ensuring that women are included in the democracy initiative is essential for democracy to succeed. Yet, little work has been done to document the roles, opportunities and constraints that men and women face in emerging political processes and pluralistic societies.
 - a. As the Mission reconsiders the SID Project, it may wish to focus some of its efforts specifically on women's issues and/or organizations. By supporting NGOs which take an advocacy role on women's issues, the Mission would be endorsing opportunities for women.
 - b. The Asia Foundation has already been counseled to be particularly vigilant in its work on legal reform issues, democratization of the media, and so on, to ensure that women's issues are researched and promoted and that women are appropriately trained.
 - c. An annual NGO/PVO conference is sponsored by USAID/Manila in the Philippines. It has already been proposed to the Mission in the Philippines to invite NGO/PVO representatives from other countries in Asia. USAID/Jakarta might wish to consider supporting this participation. The NGO/PVO community in the Philippines is very strong and many of its leaders are women, providing excellent role models for other Asian women.
5. In natural resource management, the Mission is already demonstrating its concern for assisting Indonesia to develop strategies for utilizing its resources on a sustainable basis. Women, as the Mission recognizes, have historically been integrally involved with natural resource management and are critical to the success of this initiative. The Mission is to be commended on its thorough attention to gender issues in its NRM project. Its contractor staff will subsequently be required to report on its gender-related interventions.
6. The Mission appears to already be taking a proactive and committed stance toward the training of women under its various projects. Where possible, these targets should be enforced and then expanded. If English language capability is a constraint toward reaching these training targets, the Mission should be reviewing means of reducing this as an obstacle, by providing longer language training for women, offering more in-country training in Bahasa, or lowering the English-language requirement, if it will not impede effective utilization of the training opportunity.

GLOSSARY OF ACRONYMS

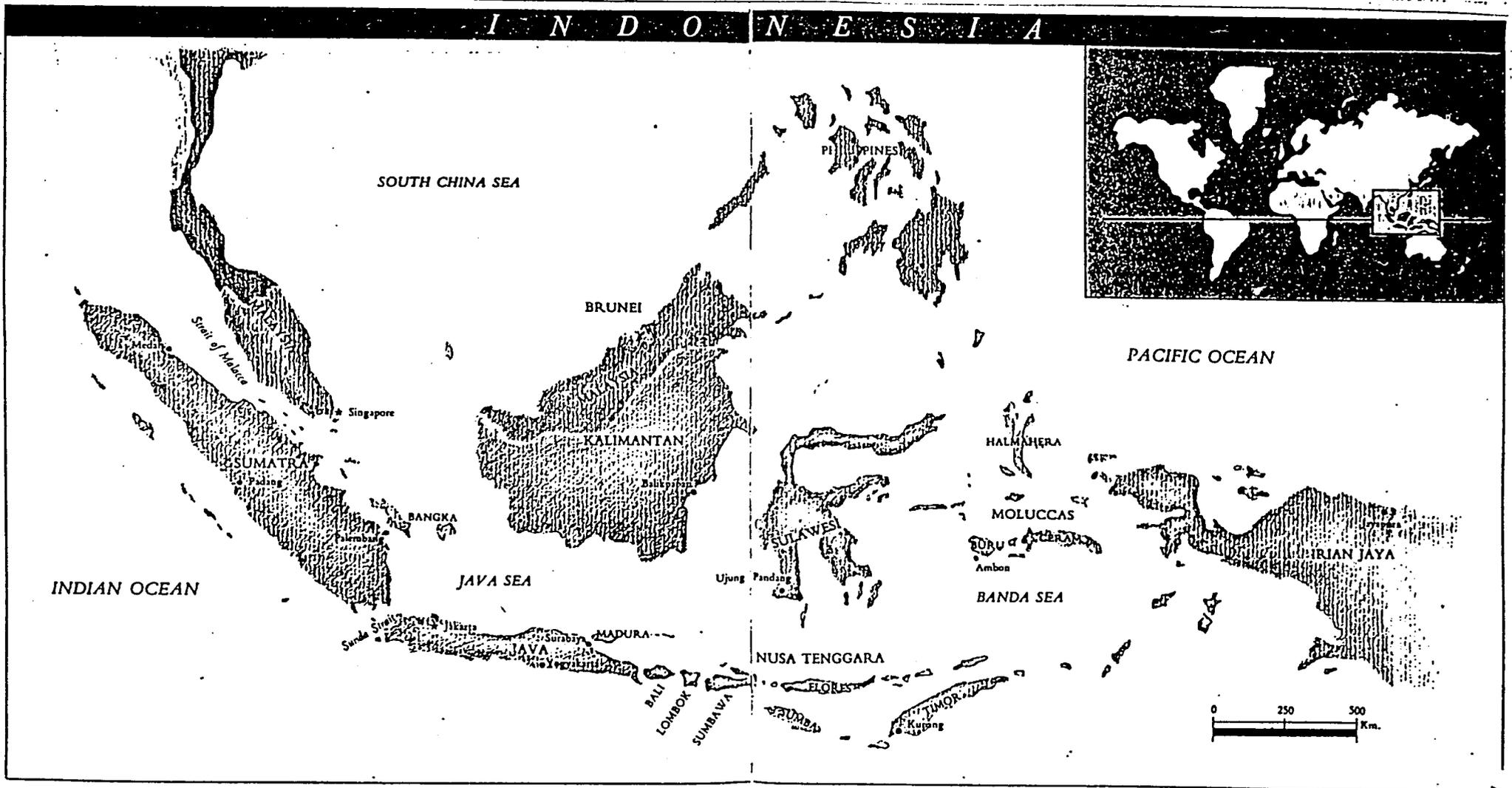
AID/W	Agency for International Development / Washington
CDIE	Center for Development Information and Evaluation
EPSO	Economic and Policy Support Office
FSN	Foreign Service National
GENESYS	Gender in Economic and Social Systems
GOI	Government of Indonesia
KOWANI	Indonesian Women's Congress
MenUPW	State Ministry for the Role of Women
NGO	Non-Governmental Organization
NIC	Newly Industrialized Country
NPD	New Project Description
NRM	Natural Resource Management
PID	Project Identification Document
PIR	Project Implementation Review
PKK	Family Welfare Movement
PP	Project Paper
PPS	Program and Project Support
PRISM	Program Performance Information for Strategic Management
PROAG	Project Agreement
PVO	Private Voluntary Organization
QIR	Quarterly Implementation Review
RFP	Request for Proposal
SID	Strengthening Institutions for Democracy
TDY	Temporary Duty
TOR	Terms of Reference
USAID	U.S. Agency for International Development
USDH	U.S. Direct Hire
WID	Women in Development



ANNEXES



I N D O N E S I A



2:30pm, 9/24/92

NOTIONAL INDONESIA PRISM/WID TDY

PRISM team: Gerald Britan, Thomas Cook, Karen Horsch, Mark Renzi

WID: Gretchen Bloom

9/15, Tues		arrive, get settled
9/16, Weds	8-9	meet PPS, get settled: go to RSO for badges, etc (til 9:30 and again between 3-3:30; walk-in basis)
	9-10	introductory meeting with DIR, DD
	10-11:30	program briefing: PPS, EPSO, PED. Location: Conference Room (basement), confirmed.
	1-3	program briefing continued: PED, HIRD (CR)
9/17, Thurs	8:30-9:30	AEE program briefing (in AEE office)
	10-11	PRISM briefing to Mission (USIS Conf. Room)
	1-3	Frej/Alexander working meeting: Mun Fin, HIG
9/18, Fri		technical office meetings
9/19, Sat		preliminary compilation of Mission objective trees and indicators by team.
9/20, Sun		
9/21, Mon		technical office meetings
9/22, Tues		technical office meetings
9/23, Weds	8-12	group interaction/workshop for all professional technical staff (USIS Conf. Room)
9/24, Thurs		technical office meetings
9/25, Fri	10 am	workshop/preliminary report for full Mission (USIS Conf. Room) staff.
		technical office meetings

9/26, Sat		PRISM team revises draft objective trees, indicators, data sources, baselines, and expected results, based on Mission feedback
9/27, Sun		
9/28, Mon		final review meetings with Mission managers and staff;
	7:30am?	first field meeting between PRISM team and G. Bloom, WID to coordinate tasks and approaches;
		G. Bloom, WID, gets settled: go to RSO for badges, etc (til 9:30 and again between 3:30; walk-in basis)
	11-12	WID introductory meeting with DIR, DD
	2:30-3:30	introductory briefing/presentation to Mission staff (USIS Conf. Room)
9/29, Tues		WID technical office meetings
	10-11	PRISM: formal briefing for senior mission managers and staff
9/30, Weds		PRISM team further refines objectives and indicators, clarifies data sources, adds additional baseline and expected results data, reviews gender disaggregation, and revises draft report *****
10/1, Thurs		
10/2, Fri		
		WID technical office meetings
10/3, Sat		preliminary compilation of WID
10/4, Sun		
10/5, Mon		WID technical office meetings
10/6, Tues		
10/7, Wed	2-3	WID exit briefing for DIR, DD
10/8, Thurs	10-11	WID exit briefing to senior staff (USAID Conf Room)

USAID/JAKARTA

TDY SCHEDULE
Gretchen Bloom
Gender/WID Advisor
Asia Bureau

9/27/92	22:00	Arrive Jakarta - transfer to Borobudur Hotel
9/28/92	8:00	Meet with Nancy Langworthy, WID Officer, USAID/Jakarta
	9:00	PRISM debriefing with senior staff
	11:00	WID briefing with Fritz Weden (Mission Director), Phil Gary (Deputy Director), and Ned Greeley (PPS)
	12:00	Lunch with Nancy Langworthy, Ned Greeley - American Snack Bar
	14:30	WID briefing to entire Mission - USIS Conference Room
	15:00	PRISM meeting with EPSO staff on strategic objectives
	16:30	Tea at Hotel Borobudur
	19:30	Planning meeting with PRISM team - Six Continents Club, Hotel Borobudur
	20:30	Dinner at Copper Chimney with PRISM team
9/29/92	7:30	Planning meeting with Nancy Langworthy, WID Officer
	8:00	PRISM meeting with Health/Family Planning staff on indicators
	8:45	Meeting with Ned Greeley, PPS, to review WID SOW
	10:00	PRISM debriefing for senior staff
	11:30	Meeting with Phil Gary, Deputy Director
	11:45	Lunch with Nancy Langworthy, Juanita at Indonesian Snack Bar
	12:30-	Scheduling/planning/review of documents
	16:00	
	19:30	PRISM meeting at Six Continents Club
	20:00	Dinner with PRISM team at Kintamani Restaurant, Hotel Borobudur
9/30/92	7:30	Meeting with Nancy Langworthy
	8:00	Portfolio Review session with Jerry Barth, PED - ELIPS, Trade and Investment, American Business Center
	11:30	Lunch with Phil Gary, USIS rep, Labor Attache, Nancy Langworthy at Kings Restaurant
	13:00	Portfolio Review session with Malcolm Purvis, EPSO - ARSSP, DSP
	14:00	Computer work
	16:00	Departure for Jakarta Hash at Rangunan Zoo
	20:30	Dinner with Karen Horsch, PRISM team, at Hotel Borobudur

10/1/92	7:30	Meeting with Nancy Langworthy
	8:00	Review of democracy indicators with Asia Foundation and PRISM team
	10:30	Discussion of WID strategy with Nancy Langworthy
	12:30	Lunch with Mary Norris, EPSO - DSP
	14:00	Portfolio Review meeting with - Financial Markets
	15:00	Portfolio Review meeting with Richard (Noosh) Nishihari, PED - FID I & II, MEPP
	19:30	PRISM meeting at Six Continents Club
	20:00	Dinner with PRISM team at street stalls
10/2/92	8:00	Portfolio Review meeting with Graham Kerr, AEE - Agribusiness Project
	9:00	Portfolio Review meeting with Jim Jackson, Tupo Lindborg, and FSN staff on NGO/PVO program under SID
	10:00	Portfolio Review meeting with Ratna and Jim Marzolf, ISTI, on HSF
	10:30	PRISM meeting with Education Office on indicators for HEDS and PRESS
	12:00	Lunch at American Snack Bar - Nancy, Karen, Jackie Pomeroy (Young Professionals Program), Tupo Lindborg
	13:00	PRISM meeting with Jim Jackson and Joe Carney re NGO indicators
	13:30	Preparation for meeting with USAID women
	14:00-	WID Meeting with USAID women professionals
	15:45	
	18:30	Final PRISM team meeting at Six Continents Club
	19:30	Indonesian dance recital (Boi G. Sakti) at Gedung Kesenian with Juanita, Mary Norris, Phil and Vivianne Gary
10/3/92	8:30-	Tourist trip to Bogor and Puncak
	18:00	
	19:00	Dinner with Jane Walker, WASH Project, and Karen Horsch, PRISM, at Hotel Borobudur
10/4/92	6:00	Fun Run at American Club, Keborayan Baru
	8:00-	Preparation of report
	14:00	
	15:00	Shopping at Sarina
10/5/92	7:30	Departure for World Bank Office
	8:00	Meeting with WID Officer at World Bank Office - Carla Bianpoen
	11:30	Lunch with Gary Bricker and Nancy, PPS
	13:30	Portfolio Review meeting with Jerry Bisson, NRM
	14:00	Portfolio Review meeting with Jon Lindborg and Lanna Lubis, PED - Financial Markets

	17:00	Meeting with Rekha Dayal, World Bank WID Officer, Asia Region, Washington DC
	19:00	Dinner at Phil and Viviann Gary's
10/6/92	8:00	Tour of USAID Information Center
	9:00-	ASEAN WID Conference
	12:00	
	14:00	Portfolio Review meeting with Bill Frej and Tim Alexander, RHUDO
	16:00	Tea with PACT staff at Hilton Hotel (Andra, Bootsie)
10/7/92	8:00-	Report writing
	12:00	
	14:00	Exit briefing with Mission Director and Deputy Director
	16:00	Tea with Ned Greeley
	19:30	Dinner at Labor Attache's - Greg Talcott
10/8/92	8:30	Meeting with Save the Children
	10:00	Exit briefing with entire Mission
	13:30	Discussion of urban feasibility survey SOW with Mayling and Peter Gardiner
	16:00-	Donor coordination meeting at British High Commission - Juanita
10/9/92	6:00	Garuda Air to Bali - Surya Beach Hotel, Sanur
10/10/92	9:00	Departure for Ubud - Pertiwi Bungalows
10/11/92	17:15	Garuda Air to Jakarta - Greeleys' house
10/12/92	12:00	Departure for Manila

USAID PROJECT LIST

July 30, 1992

PROJECT NUMBER/TITLE	PROJECT COMPLETION DATE	LIFE OF PROJECT FUNDS
AGRO-ENTERPRISE AND ENVIRONMENT (AEE)		
302 - Applied Agricultural Research	09/30/92	31,885
311 - Uplands Agriculture and Conservation	06/30/93	18,150
333 - PUSPIPTEK Energy Research Laboratory	08/26/92	12,250
341 - Financial Institutions Development	05/31/93	23,250
347 - Small Scale Irrigation Management	03/31/94	50,000
352 - Fisheries Research and Development	09/30/92	2,810
353 - Rural Roads Maintenance Systems	08/31/95	55,000
362 - Natural Resource Management	07/31/97	18,500
368 - Agribusiness	09/30/97	20,000
TOTAL		231,845
ECONOMIC POLICY SUPPORT OFFICE (EPSO)		
340 - Development Studies	06/28/93	18,500
357 - Research and Analytical Statistical Support	12/31/95	73,000
TOTAL		91,500
OFFICE OF HUMAN AND INSTITUTIONAL RESOURCE DEVELOPMENT (HIRD)		
POPULATION AND HEALTH/HIRD		
348 - Faculties of Public Health	12/31/92	9,000
354 - Health Sector Financing	03/31/95	15,000
355 - Private Sector Family Planning	12/31/95	20,000
TOTAL		44,000
EDUCATION AND HUMAN RESOURCES/HIRD		
328 - General Participant Training II	06/30/96	50,000
344 - Education Policy and Planning	09/30/92	10,500
358 - Higher Education Development Support	07/31/96	20,000
TOTAL		80,500
VOLUNTARY AND HUMANITARIAN PROGRAM/HIRD		
336 - PVO Co-Financing II	09/30/92	29,750
364 - Strengthening Institutional Development	09/30/97	15,000
TOTAL		44,750
PRIVATE ENTERPRISE DEVELOPMENT (PED)		
345 - Private Sector Management Development	09/30/93	5,550
360 - Financial Markets	09/30/94	14,000
365 - Municipal Finance	09/30/94	5,000
372 - Econ. Law and Improved Procurement Systems	08/31/97	18,000
373 - Private Sector Participation in Urban Services	09/30/98	15,000
TOTAL		57,550

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PROJECT COMPLETION DATES

Project Titles		1992	1993	1994	1995	1996	1997	1998
ECONOMIC POLICY SUPPORT OFFICE (EPSO)								
Development Studies	06/28/93							
Agriculture and Rural Sector Support Program	12/31/95							
PRIVATE ENTERPRISE DEVELOPMENT (PED)								
Private Sector Management Development	09/30/93							
Financial Markets	09/30/94							
Municipal Finance	09/30/94							
Economic Law and Improved Procurement Systems	08/31/97							
Private Sector Participation in Urban Services	09/30/98							
AGRO-ENTERPRISE AND ENVIRONMENT (AEE)								
PUSPIPTEK Energy Research Laboratory	08/26/92							
Applied Agricultural Research	09/30/92							
Fisheries Research and Development	09/30/92							
Financial Institutions Development	05/31/93							
Uplands Agriculture and Conservation	06/30/93							
Small Scale Irrigation Management	03/31/94							
Rural Roads Maintenance Systems	08/31/95							
Natural Resource Management	07/31/97							
Agribusiness Development	09/30/97							
HUMAN AND INSTITUTIONAL RESOURCE DEVELOPMENT (HIRD)								
Education Policy and Planning	09/30/92							
PVO Co-Financing II	09/30/92							
Faculties of Public Health	12/31/92							
General Participant Training II	04/30/93							
Health Sector Financing	03/31/95							
Private Sector Family Planning	12/31/95							
Higher Education Development Support	07/31/96							
Strengthening Institutional Development	09/30/97							
PLANNED PROJECTS								
Trade Investment Project								
Privatization of Education Support Services								
Microenterprise Promotion Project								
Family Planning Sector Support								
Private Enterprise Technology								
HIV Prevention								
Development Policy Assistance Project								

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Annex 5

ACTION AID 3 INFO DCM ECON

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TO USAID MISSIONS IN ASIA

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TAGS:

SUBJECT: ASIA BUREAU WID ACTION PLAN

REF: STATE 098398

PLEASE PASS TO ALL MISSION DIRECTORS AND WID OFFICERS.

1. SUMMARY: THE PURPOSE OF THIS CABLE IS TO CONVEY TO ALL ASIA MISSIONS THE IMPORTANCE OF CONSIDERING GENDER AS A CRITICAL VARIABLE IN DEVELOPMENT AND TO PROPOSE AN ACTION PLAN FOR EFFECTIVELY INCORPORATING GENDER CONSIDERATIONS IN MISSION DEVELOPMENT STRATEGIES. ONCE WE HAVE AGREED TO THE PARAMETERS OF THE ACTION PLAN WHICH ARE DESCRIBED IN THIS CABLE, WE PLAN TO DEVELOP A MATRIX OF ALL ASIA MISSIONS TO ENABLE US TO TARGET OUR ACTIVITIES. WE WOULD APPRECIATE YOUR COMMENTS ON THE PROPOSED ACTION PLAN BY NOVEMBER 10. END SUMMARY.

2. IN MARCH 1992 THE ASIA BUREAU SENT REF CABLE TO ALL ASIA MISSIONS WITH WID OPERATIONAL GUIDANCE FOR FY 92. IT INCLUDED GENERIC GUIDANCE FOR INCORPORATING GENDER CONSIDERATIONS AS A CRITICAL VARIABLE IN DEVELOPMENT

ASSISTANCE AT ALL STAGES OF THE PROGRAMMING PROCESS AND REMINDED MISSIONS OF THE RESOURCES AVAILABLE TO ASSIST THEM.

3. THE NEXT STEP IS WORKING WITH MISSIONS IN THE DEVELOPMENT OF A BUREAU WID ACTION PLAN FOR 1992-93. THE FOLLOWING WID ACTION PLAN HAS BEEN DEVELOPED FOR YOUR REVIEW AND COMMENTS. OTHER A.I.D. BUREAUS HAVE TAKEN SIMILAR ACTIONS TO ENHANCE THE INCLUSION OF GENDER CONSIDERATIONS IN DEVELOPMENT PROGRAMMING.

4. THE ASIA BUREAU WID ACTION PLAN CONSISTS OF THREE FOCAL AREAS: INSTITUTIONAL, ANALYTICAL AND PROGRAMMATIC

A. INSTITUTIONAL FOCUS: FOR A USAID MISSION TO ADDRESS GENDER ISSUES IN DEVELOPMENT ASSISTANCE EFFECTIVELY, IT IS IMPORTANT FOR THE MISSION TO HAVE ESTABLISHED INSTITUTIONAL MECHANISMS TO FACILITATE THE PROCESS OF CONSIDERING GENDER. MISSIONS HAVE USED A VARIETY OF SUCH MECHANISMS FOR THIS PURPOSE, INCLUDING WID OFFICERS,

USAID ROUTING		
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PPS		
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GENDER/WID COMMITTEES, WID ACTION PLANS, AND GENDER ANALYSIS WORKSHOPS.

B. ANALYTICAL FOCUS: IT IS ESSENTIAL FOR EACH USAID MISSION TO HAVE ACCESS TO COUNTRY-SPECIFIC INFORMATION WHICH IS GENDER-DISAGGREGATED, PRIOR TO STRATEGIZING ABOUT PROGRAMMATIC INTERVENTIONS.

C. PROGRAMMATIC FOCUS: EACH USAID SHOULD EXAMINE ITS PROGRAMS FROM A PERSPECTIVE WHICH CONSIDERS THEIR DIFFERENTIAL IMPACT ON MEN AND WOMEN. IN SOME CASES SPECIFIC ACTIVE INTERVENTIONS MAY BE NEEDED TO INCREASE WOMEN'S PARTICIPATION IN PROGRAMS AND ACCESS TO PROGRAM BENEFITS.

5. WITH REGARD TO INSTITUTIONALIZATION, THE FOLLOWING CRITERIA WHICH FACILITATE ATTENTION TO GENDER ISSUES HAVE BEEN SELECTED BY THE ASIA BUREAU. THESE CRITERIA DO NOT GUARANTEE SUCCESSFUL INTEGRATION OF WOMEN, BUT THEY ARE A BEGINNING AND HAVE PROVEN TO BE USEFUL WHERE IMPLEMENTED. EACH MISSION IS ENCOURAGED TO CONSIDER UTILIZING THESE TOOLS AS APPROPRIATE TO MAKE CONSIDERATION OF GENDER ISSUES ROUTINE AND EFFECTIVE IN DEVELOPMENT PROGRAMMING. AS MISSIONS GET SMALLER, IT IS IMPORTANT THAT THIS FOCUS ON GENDER BE BUILT INTO REGULAR MISSION ACTIVITIES.

A. THOSE MISSIONS WHERE TOP LEVEL LEADERSHIP REGARDS GENDER/WID CONSIDERATIONS AS IMPORTANT PAY MORE ATTENTION TO GENDER ISSUES. THE MISSION DIRECTOR AND DEPUTY NEED TO SHARE THIS CONCERN FORCEFULLY WITH THEIR STAFF AND NEED TO EMPOWER THE WID OFFICER WITH SUFFICIENT AUTHORITY TO UNDERTAKE HER/HIS ROLE EFFECTIVELY. IF THE WID OFFICER IS AN FSN, THE SUPERVISING USDH SHOULD ALSO UNDERSTAND THE IMPORTANCE OF GENDER/WID ISSUES FOR SUCCESSFUL DEVELOPMENT ASSISTANCE AND PROVIDE SUPPORTIVE SUPERVISION. THIS IS PARTICULARLY TRUE IF THE WID OFFICER IS NEW IN THE ROLE.

B. MISSIONS WITH DESIGNATED WID OFFICERS APPEAR TO FOCUS MORE ON GENDER ISSUES. HOWEVER, THE GENDER/WID OFFICER SHOULD NOT BE EXPECTED TO CONSIDER GENDER ISSUES SINGLEHANDEDLY. THE WID OFFICER COULD BE OF EITHER GENDER AND EITHER AN FSN OR A USDH, BUT HE/SHE SHOULD DESIRE THE POSITION AND NOT SIMPLY BE ASSIGNED THE RESPONSIBILITY. THE WID OFFICER NEEDS TO BE TRAINED IN GENDER ANALYSIS AND SUPPORTED BY WASHINGTON WITH RESOURCES TO BE TRULY EFFECTIVE.

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C. WHERE THE WID OFFICER IS SUPPORTED BY A GENDER/WID COMMITTEE, THE MISSION USUALLY INTEGRATES GENDER ISSUES INTO ITS REGULAR PROGRAMMING PHASES MORE EFFECTIVELY. IF EACH OFFICE SELECTS ONE WID FACILITATOR WHO CAN LIAISE REGULARLY WITH THE WID OFFICER AND SIT ON ALL COMMITTEES, THE CHANCES OF APPROPRIATE ATTENTION TO GENDER WILL BE INCREASED. THE COMMITTEE MAY ALSO WISH TO MEET PERIODICALLY TO DISCUSS THE MISSION'S INTEGRATION OF GENDER AND EVEN TO TAKE A MORE PROACTIVE ROLE BY INVOLVING THE LARGER COMMUNITY THROUGH SEMINARS, WORKSHOPS, AND/OR DISSEMINATION OF INFORMATION.

D. THE WID OFFICER, IN CONJUNCTION WITH THE WID COMMITTEE AND APPROPRIATE OTHER MISSION STAFF, IS ENCOURAGED TO PREPARE A WID ACTION PLAN WITH CONSIDERATION OF SPECIFIC ACTIONS TO BE UNDERTAKEN IN EACH PROJECT OR PROGRAMMATIC AREA, WHERE RELEVANT. THIS ACTION PLAN SHOULD PROVIDE USEFUL BENCHMARKS AGAINST WHICH TO EVALUATE PROGRESS IN INTEGRATING WID. PROGRESS AND PROBLEMS IN IMPLEMENTATION ARE EASIER TO IDENTIFY WHERE A CONCRETE REFERENCE POINT HAS BEEN ESTABLISHED. THIS IS ESPECIALLY TRUE IN THE ASIA BUREAU WHERE ELABORATE MISSION ACTION PLANS ARE NOT REQUIRED.

E. FINALLY, THE MISSION IS STRONGLY ENCOURAGED TO CO-FUND WITH THE WID OFFICE A GENDER ANALYSIS WORKSHOP FOR MISSION PERSONNEL, GOVERNMENT OFFICIALS, PRIVATE SECTOR REPRESENTATIVES, CONTRACTORS, OTHER DONORS, AND PVOS. THIS TRAINING CAN GROUND THE PARTICIPANTS WITH A COMMON UNDERSTANDING OF GENDER ISSUES AND PROVIDE PRACTICAL NEEDS

ASSESSMENT, DESIGN, IMPLEMENTATION, MONITORING AND EVALUATION TOOLS TO INTEGRATE WID. THE TRAINING ALSO PROVIDES AN OPPORTUNITY TO DRAFT A MISSION WID ACTION PLAN WITH A BROAD PERSPECTIVE.

F. IN THE ANALYTICAL ARENA, MISSIONS NEED ACCESS TO ACCURATE INFORMATION ON THE STATUS OF WOMEN IN THEIR COUNTRIES IN ORDER TO UNDERSTAND AND EFFECTIVELY ADDRESS THE DEVELOPMENT CONSTRAINTS SURROUNDING GENDER ROLES. IF SUCH INFORMATION IS NOT AVAILABLE, MISSIONS ARE ENCOURAGED TO GENERATE APPROPRIATE STUDIES. THIS GENDER-SENSITIVE ANALYTICAL BASE SHOULD GUIDE THE MOST EFFECTIVE DEVELOPMENT ASSISTANCE PROGRAM POSSIBLE BY TAPPING ALL HUMAN RESOURCES.

A. AID/W CAN BE OF HELP BY SHARING SUCCESS STORIES ABOUT WID INTEGRATION WITHIN ALL TECHNICAL AND SECTORAL ACTIVITIES. THESE SUCCESS STORIES CAN BE USED FOR PUBLIC RELATIONS TO PERSUADE THE UNCONVINCED AND UNAWARE OF THE IMPORTANCE OF INCLUDING WOMEN IN PROJECTS.

B. AS STANDARD MEASURES ARE DEVELOPED TO DETERMINE PROJECT AND PROGRAMMATIC IMPACT, IT WILL BE IMPORTANT TO DEVELOP PEOPLE-LEVEL INDICATORS THAT REVEAL THE DIFFERENTIAL IMPACTS OF THOSE PROJECTS THAT INTEGRATE WID.

C. IN ADDITION, THERE MAY BE SPECIFIC AREAS WHERE

ADDITIONAL KNOWLEDGE AND ANALYSIS IS NEEDED FOR A MISSION TO FULLY UNDERSTAND HOW TO PROGRAM EFFECTIVELY. FOR EXAMPLE, THERE IS A DEARTH OF INFORMATION ON HOW TO MAINSTREAM WOMEN EFFECTIVELY AS FORMAL SECTOR ENTREPRENEURS, EMPLOYERS AND MANAGERS SINCE, TO DATE, MOST DONOR EFFORTS IN PRIVATE SECTOR DEVELOPMENT HAVE TARGETED WOMEN IN THE INFORMAL SECTOR. BECAUSE PRIVATE SECTOR DEVELOPMENT PROJECTS ARE FOCUSING INCREASINGLY ON FORMAL SECTOR DEVELOPMENT, THIS LACUNA NEEDS TO BE ADDRESSED.

7. IN THE PROGRAMMATIC ARENA, THE ASIA BUREAU WILL FOCUS ITS WID SUPPORT ON THREE TECHNICAL AREAS: PRIVATE SECTOR DEVELOPMENT; DEMOCRACY AND LOCAL GOVERNANCE; AND THE ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT. THESE PRIORITY AREAS HAVE BEEN SELECTED BASED ON THE APPARENT PRIORITIES OF MOST ASIA BUREAU MISSIONS AND THE STRATEGIC FOCI OF THE ASIA BUREAU. TECHNICAL ASSISTANCE CONTINUES TO BE AVAILABLE IN NUMERUS OTHER PROGRAMMATIC AREAS, HOWEVER, THROUGH THE WID OFFICE AND ITS CONTRACTORS, E.G., HEALTH, POPULATION, EDUCATION, AGRICULTURE, AND SO ON.

A. PRIVATE SECTOR DEVELOPMENT: AS THE ASIA BUREAU CONTINUES TO EMPHASIZE ECONOMIC LIBERALIZATION AND THE PRIVATIZATION OF GOVERNMENT INVESTMENTS, THE ROLES WOMEN CAN AND DO PLAY IN CHANGING ECONOMIES WILL REQUIRE INCREASING FOCUS. WOMEN HAVE LONG BEEN RECOGNIZED FOR THEIR ROLES IN THE INFORMAL SECTOR AT THE SELF-EMPLOYMENT AND MICRO-ENTERPRISE LEVEL. NOW WOMEN WILL INCREASINGLY BE ENTERING THE FORMAL LABOR FORCE AS EMPLOYEES IN FREE TRADE ZONES AND AS WOMEN BUSINESS OWNERS, FOR EXAMFLE.

B. THE DEMOCRACY INITIATIVE: THE ASIA BUREAU HAS BEEN CONCENTRATING ON ENCOURAGING THE EXPANSION OF VOICE AND CHOICE IN LOCAL GOVERNANCE TO ENHANCE CITIZENS'

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OPPORTUNITIES TO CONTRIBUTE TO SOCIAL AND ECONOMIC DEVELOPMENT. THIS IS AN EXCELLENT ENTREE FOR WOMEN WHO HAVE LONG BEEN INVOLVED IN LOCAL DEVELOPMENT ISSUES. ALSO, ENSURING THAT WOMEN ARE INCLUDED IN THE DEMOCRACY INITIATIVE IS ESSENTIAL FOR DEMOCRACY TO SUCCEED. WOMEN ARE NATURAL COMMUNITY LEADERS WHOSE SKILLS AND INPUT ARE CRITICAL TO GRASSROOTS EMPOWERMENT. YET, LITTLE WORK HAS BEEN DONE TO DOCUMENT THE ROLES, OPPORTUNITIES AND CONSTRAINTS THAT MEN AND WOMEN HAVE IN EMERGING POLITICAL PROCESSES AND PLURALISTIC SOCIETIES. A DEMOCRACY EXPERT IS CURRENTLY ON STAFF AT THE RSD/WID OFFICE FOR FOUR MONTHS. EFFORTS ARE BEING MADE TO TAKE ADVANTAGE OF HIS PRESENCE TO ENLIGHTEN THE BUREAU'S DEMOCRACY PROGRAMS BY CONSIDERATION OF GENDER AND OTHER IMPORTANT SOCIAL AND POLITICAL VARIABLES.

C. ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT: AS NATURAL RESOURCE MANAGEMENT BECOMES EVER MORE CRITICAL IN TODAY'S WORLD, THE ASIA BUREAU IS INCREASINGLY EMPHASIZING A NEED TO DEMONSTRATE A CONCERN FOR SUSTAINABLE DEVELOPMENT. WOMEN HAVE HISTORICALLY BEEN INTEGRALLY INVOLVED WITH NATURAL RESOURCE MANAGEMENT AND ARE CRITICAL TO THE SUCCESS OF THIS INITIATIVE. MORE ATTENTION IS NEEDED REGARDING GENDER-SPECIFIC ROLES IN NATURAL RESOURCE MANAGEMENT AND ACCESS TO AND CONTROL OF RESOURCES. THIS CABLE WILL BE FOLLOWED WITH GUIDANCE IN EACH OF THE THREE FOCAL TECHNICAL AREAS TO HELP MISSIONS FACILITATE ATTENTION TO DIFFERENTIAL GENDER ROLES IN EACH AREA.

D. IN AN EFFORT TO DETERMINE WHERE BUREAU ENERGIES WOULD BEST BE SPENT IN WID ASSISTANCE TO THE ASIA MISSIONS, THE BUREAU IS DEVELOPING A MATRIX OF ITS MISSIONS BASED ON THE ABOVE CRITERIA. WE PLAN TO USE THIS MATRIX TO TARGET LIMITED RESOURCES ON THE MOST PRESSING PROBLEMS ON A DEMAND-DRIVEN BASIS. YOUR COMMENTS ARE REQUESTED ON THE PARAMETERS OF THIS PROPOSAL.

E. FOLLOWING AN INFORMAL REVIEW OF MISSION PROGRAMS THUS FAR, THE FOLLOWING TECHNICAL ASSISTANCE SCHEDULE REFLECTS MISSIONS' REQUESTS AS WELL AS ANTICIPATED ACTIVITIES.

COMPLETED ASSISTANCE

JUNE - SRI LANKA - BRIEF PROJECT REVIEW, INSTITUTIONALIZATION ANALYSIS, DEMOCRACY PROJECT/PVO WID INTEGRATION

JUNE - NEPAL - REVIEW OF 1990 WID ACTION PLAN, INSTITUTIONALIZATION ANALYSIS, DEMOCRACY PROJECT/PVO WID INTEGRATION

REQUESTED ASSISTANCE

SEPT - PHILIPPINES - PORTFOLIO REVIEW, AGRIBUSINESS, DEMOCRACY/PVOS

SEPT/OCT - INDONESIA - PORTFOLIO REVIEW, PRISM EXERCISE

NOVEMBER- AID/W - ASIA BUREAU STAFF WORKSHOP

NOVEMBER - SRI LANKA ASSISTANCE WITH WID STUDY

JAN - NEPAL - GENDER/LEADERSHIP WORKSHOP

ANTICIPATED ACTIVITIES

JANUARY - PAKISTAN - FOLLOW-UP GENDER STUDIES

FEBRUARY -REGIONAL - WID OFFICERS' SUPPORT TRAINING

10. THE ASIA BUREAU IS ALSO CREATING A WID OFFICERS' SUPPORT NETWORK TO ASSIST WID OFFICERS. THE EXACT STRUCTURE OF SUCH A NETWORK HAS NOT YET BEEN DETERMINED AND WILL DEPEND ON FEEDBACK FROM THE WID OFFICERS IN THE MISSIONS, BUT IT MAY INCLUDE INFORMATION PACKETS, SELF-STUDY PACKETS, A BUREAU WID COMMUNICATION NETWORK, REGIONAL TRAINING FOR WID OFFICERS, AND/OR A WASHINGTON WORKSHOP. THE FIRST INFORMATION PACKET HAS JUST BEEN SENT TO WID OFFICERS.

11. AT AID/W A HALF-DAY WORKSHOP WILL BE HELD FOR SENIOR STAFF TO IDENTIFY GENDER-RELEVANT FINDINGS IN SUCCESSFUL PROJECTS AND PROGRAMS AND TO FURTHER REFINE THE DRAFT BUREAU WID STRATEGY. THE BUREAU ALSO ANTICIPATES BEING ABLE TO PRESENT SOME BUREAU AND MISSION WID SUCCESSES BY THE TIME OF THE MISSION DIRECTORS' CONFERENCE NEXT SPRING.

12. WE LOOK FORWARD TO WORKING WITH YOU AS YOU ENHANCE YOUR MISSION'S ABILITY TO CONSIDER GENDER ISSUES EFFECTIVELY. PLEASE FORWARD ANY ADDITIONAL REQUESTS FOR TA AND OTHER RESOURCES TO GRETCHEN BLOOM, ASIA BUREAU GENDER/WID ADVISOR, ASIA/DR/TR/DAPVC, ROOM 3214 NS, TEL. 202-647-3805, FAX 202-647-1805. KANTER

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**SCOPE OF WORK
WID OFFICER
USAID/INDONESIA**Background

In 1990, the WID team drafted a Scope of the Work for the WID Officer. This SOW has been revised in 1992 following a discussion with the current USAID/Indonesia WID Officer, to reflect her situation. It was negotiated with Mission senior staff, including the Mission Director, the Deputy Director, and the Chief of PPS.

The following responsibilities represent areas of participation where she has been or may be asked to contribute time, energy and expertise. She should not be expected to accomplish all tasks on a regular basis.

Furthermore, it will only be realistic to expect the WID Officer to accomplish her agenda if she has assistance. To assist her, it is proposed that a supplementary FSN be hired locally to provide administrative support in disseminating materials, coordinating meetings, and so on. The WID Officer has also taken advantage of the Asia Bureau Gender Advisor's visit to convene the first meeting of the WID Support Group and to solicit interest of members in volunteering to participate in various Activity Sets to bolster the WID Officer's agenda.

Finally, the WID Officer will really only have clout once she has access to a pool of resources, provided by the Mission and/or matched by the R&D/WID Office.

Responsibilities

The WID Officer will assist the USAID/Indonesia Mission in its efforts to adopt a more gender-sensitive perspective in its development assistance program and internal to the Mission by:

1. Working with Mission staff to develop a Mission WID Action Strategy;
2. Serving as a resource person on gender issues to technical offices and PPS in project design, implementation, monitoring and evaluation;
3. Participating personally, or identifying an alternative representative to serve, on Mission Committees (Project Committees, Strategic Objective Committees) to address gender concerns;
4. Assisting project/program officers to develop Scopes of Work for contractors that require a gender-sensitive approach to

- design, implementation, monitoring and evaluation;
5. Working with PPS to ensure that gender issues are addressed in Mission program planning documents, such as the PRISM Strategic Objectives and the Vision Statement;
 6. Gathering available material related to women in development and gender issues in a resource center for Mission use and disseminating relevant information periodically throughout the Mission;
 7. Responding to communications and requests for information from AID/W, Mission management, and outside groups (e.g., GOI, NGOs, other donors) on gender/WID issues;
 8. Establishing and maintaining contacts on an outreach basis with local women's organizations such as NGOs, appropriate contacts in the GOI, and other donors active in promoting WID in Indonesia;
 9. Briefing new USAID staff, short-term consultants and long-term contractor teams on the importance of considering gender issues in development and periodically updating USAID staff on new findings and/or initiatives;
 10. Facilitating gender/WID training for USAID staff and the broader community (e.g., GOI, NGOS, contractors, other donors), as appropriate;
 11. Monitoring training programs for establishment of and adherence to standards, criteria, and targets which enhance opportunities for women and ensuring follow-up evaluations of the placement and utilization of women trainees;
 12. Participating in formulation of Mission agendas, including the analytic and policy agendas, to include that issues relevant to gender are included;
 13. Designing a particular research study and/or project which specifically addresses gender issues;
 14. Liaising with AID/Washington Asia Bureau Gender/WID Advisor and WID Office; and
 15. Coalescing USAID staff members, especially women, in a WID Support Group to assist with WID integration into Mission assistance and to offer support for Mission personnel issues affecting women.

Summary of WID Meeting with USAID/Jakarta Women
10/2/92

Status of Women in Indonesia

On Friday, October 2, Nancy Langworthy (USAID/Jakarta WID Officer) and Gretchen Bloom (USAID/Asia Bureau Gender Advisor) convened an informal meeting of all FSN women professionals and American women on the USAID/Jakarta staff, both USDH and contract staff. The purpose of the meeting was to solicit perceptions, information and opinions on the status of women in Indonesia as a reality check for recommendations on potential gender/WID interventions proposed to the Mission.

The meeting was popular and well attended. The FSN staff seemed to feel comfortable talking freely and expressed appreciation at having their voices heard. The following summary encapsulates the general impressions gleaned from the meeting, without compromising anybody's privacy.

Participants at the meeting shared a general perception that life in Indonesia for women is reasonably equitable. Women are respected in their communities, loved by their families and able to pursue outside careers. Laws support their equality with men. A recent presidential decree has outlawed the practice of multiple wives. Women control the family purse and make many decisions within the household. Literacy rates are high for both men and women and girls have equal access to education, at least through primary school.

Nonetheless, discriminatory practices do prevail in some areas and implementation does not always match the legal reality. Girls in the rural areas are often married at a young age in an arranged marriage by their parents to husbands who subsequently abandon them. Women who take advantage of their legal right to menstrual leave at their place of employment may be penalized in subtle ways, through inhibited advancement, and so on. Women are sometimes perceived as less desirable employees because of the extra costs attached to their rights for maternity leave and other paid benefits. When employed, women often have the lowest paid and most marginal jobs. Husbands expect women to fulfill family obligations, even if they are employed outside of the home, giving women a burdened "double day."

Within the USAID context, the female FSN employees generally felt that USAID treated them fairly. They were exposed to the appropriate channel of communication at the meeting, though, should situations arise (e.g., discriminatory advancement, sexual harassment) which need addressing.

At the close of the meeting, participants were encouraged to commit themselves to involvement with WID issues both external to and within the Mission through "Activity Sets." For example, technical professionals could provide guidance within their own offices on program/project design, implementation, monitoring and evaluation from a gender perspective. Volunteers were sought to help arrange informal discussion groups within the Mission, or with external guests, on topics of relevant to the situation of women in Indonesia. Women with contacts in the broader community were asked to assist USAID to extend its outreach to women's organizations, appropriate individuals in the GOI, NGOS and other donors. Finally, those who did not wish to commit themselves were asked to express their willingness to be available on an ad hoc basis for miscellaneous needs for assistance.

This meeting was the first in a series. The group may continue in one form as a WID Support Group for USAID women or may be altered to form a Gender Issues Committee with a broader range of employees including men interested in promoting the integration of a gender perspective into USAID's strategy.

Optional Attachments

1. Status of Women in Indonesia: Opportunities and Constraints
2. Activity Set Volunteers
3. Meeting Agenda

SPECIAL WID/GENDER AWARENESS IN INDONESIA MEETING
In-House Professionals Workshop

Friday, October 2, 1992
 2-4 pm, USAID Conference Room

AGENDA

Topic	who?	time spent	time left
WELCOME, OVERVIEW, INTRODUCTION OF GRETCHEN BLOOM, Gender/WID Advisor for Asia/PRE Bureaus	NL	3-5	115
PERSONAL INTRODUCTIONS WITH COMMENT: observation on status (constraints and/or opportunities) of women in Indonesia in jobs and employment, access to services, equal treatment under the law: property rights, taxation, inheritance, marital laws, decision-making for self/family, etc	all	20-30	85
DISCUSSION, NEW ISSUES: 1) follow-up on those raised in intros and raising of additional ones; 2) brainstorming about options: solutions and ways to ameliorate constraints, methods for facilitating taking advantage of opportunities	all	30	55
USAID WORK ENVIRONMENT: EEOC as different but available; discussion of issues of opportunities and/or constraints here in USAID	BW; NL & GB; all	25	50
HOW CAN YOU GET INVOLVED? explanation of activity sets: 1) strategic objective groups, 2) brainstormers for research and discussion ideas, 3) outreach group, re other donors, the GOI, and the NGO community, 4) ad hoc "utility players" available for a range of quick, short tasks	NL & GB; all	30-50	

THANK YOU

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Status of Women in Indonesia

USAID/WID Meeting
10/2/92

Positive Aspects
Opportunities

Negative Aspects
Constraints

Maternity Benefits (e.g. GOI)

Inadequate Health Insurance -
only be under husband

Pay Equity (e.g. GOI)

Not always Pay Equity!
60 cents/\$1

Menstrual Leave (2 days/month)

Exploitation of Laws - may lose
opportunities for advancement
by exercising rights

Access to Primary Education
48% students - F

Access to Secondary Education
40% students - F

High Literacy Rate - 85.7% M/F

Strong Family

Restricted by Family
Obligations

Child Care available in Family

Household Help available

Male Adoration for Children

Subservience to Husbands -
loans, decisions

Equal Benefits (e.g. GOI)

Discriminatory Benefits

Some Good Job Opportunities

Fewer opportunities for jobs
due to perceived added costs
(e.g. maternity, leave)

Presidential Decree #10: Only
one wife! (GOI)

In practice, up to four wives

Forced Marriage in Rural Areas
- followed by abandonment by
husband

Favorable Property Laws - in
some places

Legal Regulations favor Males

Control of Family Purse

Discriminatory Hiring Practices
- male preferred, single preferred, young (and pretty!) preferred

Discriminatory Tax Regulations
- woman must file as single even in married with children

Types of Work - low-level, marginal jobs

Differential Opportunities due to Dual Obligations of "Double Day"

Alternative Lifestyles not accepted (e.g., single, divorced)

Societal pressure against female advancement

Growth of New Fields (e.g. tourism, public relations, services, banks, negotiations) - good for women

Bias against Non-Traditional Jobs for Women

Women really in Control!

October 8, 1992

MEMORANDUM

To: Graham Kerr, AEE

From: Gretchen Bloom, Gender/WID Advisor, Asia Bureau

Subject: Suggestions for "Genderizing" Agribusiness Development Project Paper

The Agribusiness Development Project Paper is a well-written document which mentions women in several places, as follows:

Impact (p. xv) - at least 100,000 new jobs are expected to be created, 60% of them for women. (Documentation?)

Short-term Training (p. 21) - 30% of training will be targeted for women in both public and private sectors, including women in influential management positions.

Social Analysis (pp. 42-44) - initial "bridging" TA will be provided to develop gender disaggregated baseline data on beneficiaries.

Beneficiaries (p. 43) - gender disaggregated analysis will be carried out "to ensure that women have equal access to benefits" and "that women are not adversely affected". (Analysis in itself does not "ensure" equal access.)

Female Participation Rates (Annex L, p.11) - female work force in horticulture and fisheries is highlighted.

Beneficiaries (Annex L, p.17) - gender disaggregated analysis will be carried out "to ensure that women have equal access to benefits forthcoming from the project, especially including the employment opportunities opened up by deregulation and membership in agribusiness organizations". (Analysis in itself does not "ensure" equal access.)

Nonetheless, for a project which has a great potential for involving women and which will not be as successful without including them, this mention appears to be insufficient. The ADP sells itself short in terms of its gender sensitivity.

The following suggestions, while they can not be incorporated into the PP at this late date, may enlighten the implementation process. Furthermore, since the RFP did not mention gender issues at all, nor request long-term consultants with gender analysis and implementation skills, the contractor does not have any expectation that part of the performance contract will require gender-sensitive implementation.

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It is suggested that these issues be raised during the Team Planning Meeting for the kick-off of the project and that the implementation team be held accountable for gender concerns throughout the life of project. These requirements can be built into the contractor's workplans.

Executive Summary

- p. xii Add the highlighted words and percentage: "Labor force projections indicate that agribusiness can provide employment and income opportunities for Indonesia's rapidly growing labor force, particularly for **men and women** small-scale farmers and small-and-medium-sized off-farm rural enterprises. Of the latter, ___% are owned by **women.**"
- p. xiii Under Constraints, no mention is made of people-level constraints. These could be discussed, highlighting those constraints which limit the participation of women in the sector, such as lack of access to credit.

Project Description

- p. xiii Add the highlighted words: "The goal of the ADP is to generate sustainable increases in employment and incomes **for both men and women by increasing the competitiveness, efficiency and growth of the agribusiness sub-sector.**"
- p. xiv Are there any trade associations which specifically service women (under Private Sector Component)? (See also Policy Objective 3 on p. 29).
- p. xv Under Impact, specific mention could be made of both men and women, as in "small- and medium scale firms **owned and managed by both men and women...**rapidly expanding their production, processing and marketing of agribusiness products."

Project Logframe and Description

- p. 26 20 policy studies are promised under the project. Will any of them have any particular relevance to women? Particularly in a Mission where leadership wants to focus on gender interventions at the policy level, there will be opportunities here.

The project conceptualizers are no longer available to be held accountable as "gender laggards" ! The new project management can approach the project with fresh "lenses" and begin to ask the right questions.

Good luck! And good development!

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Project Implementation Reviews
USAID/Jakarta

Gretchen Bloom
Asia Bureau Gender/WID Advisor

Following the 1990 visit by a team from the WID Office, the Indonesian Mission began to include a paragraph on Gender Concerns in the bi-annual Project Implementation Reports (PIRs). This was done in response to the WID Action Agenda, with the stated rationale as follows:

"With PPC assistance, USAID completed a WID Action Plan in FY 90. We believe that the most effective way to keep AID/WID abreast of events is to selectively report information and accomplishments in the WID arena rather than try to conform slavishly to an elaborate Action Plan."

The justification went on to explain that, while "project responsiveness on the gender data and impact question is not uniform across the portfolio, USAID/Indonesia has good, and in a number of cases excellent, capacity to disaggregate this data."

The requirement to report on gender impacts in the PIRs is indeed to be commended, as it requires project officers to focus specifically on the gender issue and gives some measures against which they can be held accountable.

On the other hand, the paragraphs included in the 1990 PIRs are often "boiler plate," as follows:

"While the project does not directly target women, an estimated 50% of the direct beneficiaries are women."

"Project deals with setting macro economic policy. Impact of these policies cuts across gender concerns."

"The program cuts across gender lines as it targets general areas of macroeconomic growth and development. To the extent that economic policy changes supported by the program are successful, both men and women will benefit. It is not possible to cite instances where one sex is disproportionately affected by program activity."

It is unfortunately relatively easy to attribute trickle down benefits to one-half of the population but it does not indicate any effort to do serious gender analysis and usually is not true.

On the training side, most projects claim specific accomplishments, e.g.:

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"Of the 713 research staff who have received short-term training, 27% were women, and the figure was 24% of the 66 long-term trainees. This is in the context of a bureaucracy that has 19% women in its professional ranks."

This is indeed commendable. However, it does not indicate whether USAID took an active role in making this happen or whether it was just coincidental.

A more positive approach to gender concerns is reflected in the following statements:

"One-third of graduate scholarships are earmarked for women."

"Under the private sector competition, the Mission has set aside funds that can only be used for the long term training of women."

"Field Studies and Management Information System will desegregate information by gender."

"...the consultant teams have employed several women engineers and other professionals."

"The project has prepared the terms of reference for an assessment of the role of women in national fisheries development."

"Gender specific baseline data has been collected and women are involved as water user organization organizers."

"Recent applied research on livestock and fodder has made women an active partner in research and a target for training because of their predominant role in large ruminant production."

"Project has targeted 30% of participant training slots for women."

It is suggested that future PIRs attempt to reflect more specific indicators of gender sensitive activities. This can be achieved if more attention is paid to the goals of the project at the people level.

As the Mission begins to prepare the 1992 PIRs, project/program officers might keep the following impressive paragraphs from the Natural Resources Management Project in mind:

"Women in Development Issues: Project assistance directly targets environmental and employment concerns of women. One area of focus is the improved management of Indonesia's valuable forests. Women comprise a majority of workers in plywood factories; thus, the continued viability of these factories and employment opportunities depends heavily on the management of the forest resources for sustained yields.

"Project assistance also encourages the involvement of women in managing protected forest and marine resources ... in and around national parks... Women are actively involved in designing and implementing management plans, including: environmental education, agroforestry development, design and construction of potable water supply systems and income-generating activities.

"The project-funded policy studies, such as the need to provide security of land tenure or the right to extract forest/marine products from protected areas, will support the role of women in managing natural resources.

"The project also provides assistance to three key industries: pulp and paper, textiles and metal finishing... As laborers, women are exposed to poorly handled chemicals and wastes in the work place. They are also affected by the increasing levels of industrial pollution in water used for domestic needs. The project is supporting the development of improved policies, better public awareness, and more efficient industrial manufacturing procedures to minimize the discharge of industrial wastes.

"In addition, one-third of the 22 graduate scholarships in the U.S. under the NRM project are earmarked for women."

These paragraphs are drawn from an early stage of the project, reflecting an analysis of the potential impact of the project from a gender perspective. The project can comment on progress in implementation in each of these areas in subsequent PIRs.

A Gender-Sensitive PRISM Strategy

As the Mission rethinks its strategy, with new Mission leadership, staff are being encouraged to review their portfolios according to the following criteria:

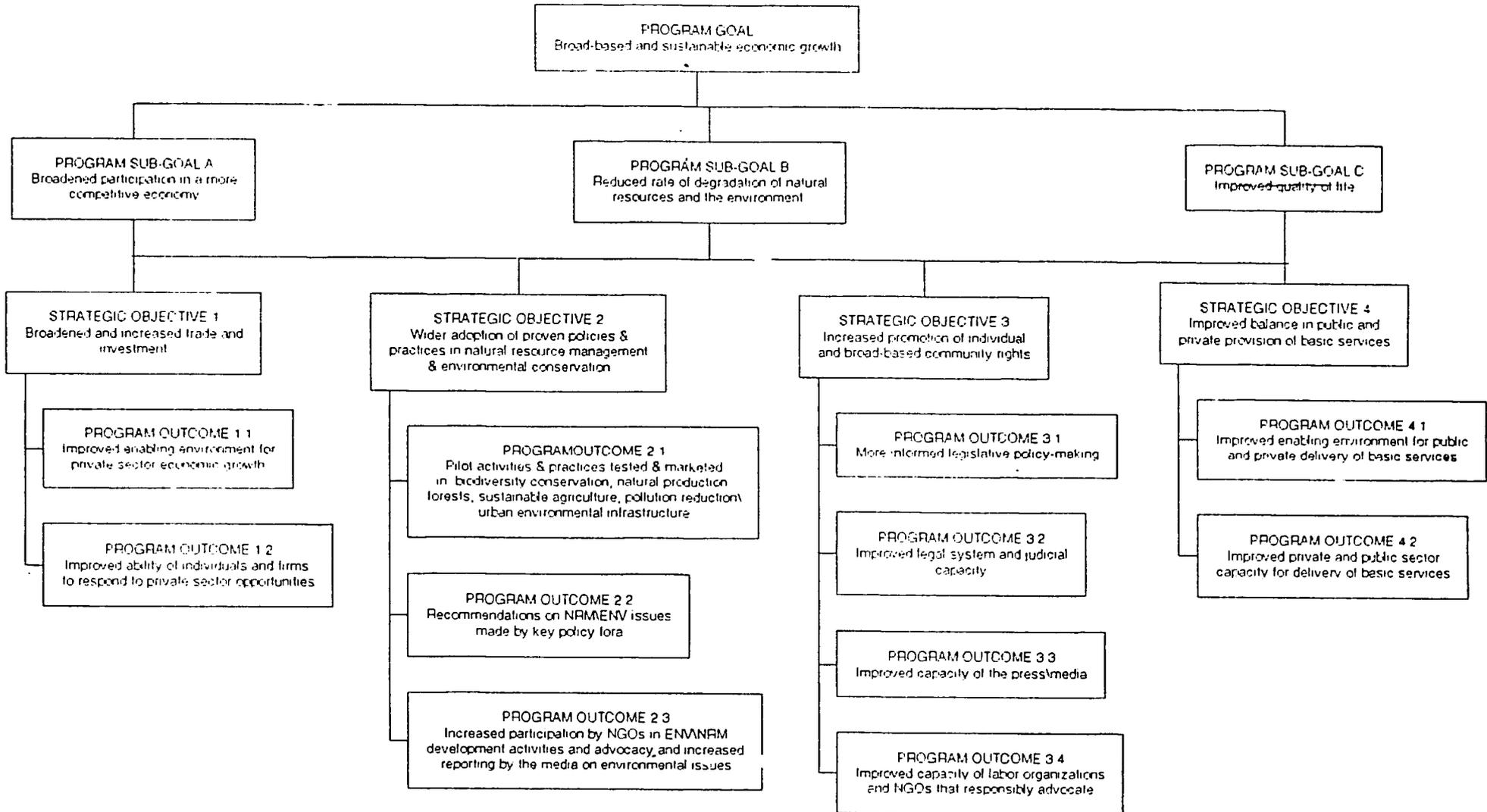
1. Payoff within 3-5 years
2. Policy impact with minimal input
3. Strong support from GOI visionaries
4. Significant emerging problem
5. U.S. has comparative advantage
6. Capacity of Mission to manage activity

The PRISM report indicated that discussions with Mission staff had underscored the need for the Mission's performance measurement system to look for people-level impacts whenever possible. In particular, to quote from the report, "the Mission's commitment to gender awareness includes, as a base, analyses disaggregated by gender to determine the possible differential impact of USAID projects on men and women." These analyses are considered by the PRISM team to be "informative and useful" to "support USAID's hypothesis that Indonesia will not succeed at becoming a NIC without serious gender-sensitive interventions at the policy level."

Recommendations:

1. As the Mission continues to refine its strategy, it may wish to reflect a gender-sensitive approach in its Vision Statement and other strategic documents. This will accurately reflect the Mission's new true concern about gender issues and perception that gender interventions make a real difference.
2. As the Mission refines its indicators of impact, it will become even clearer in which areas the strategic objectives and project outcomes are far removed from people. The Mission may wish to reconsider its conceptualization of certain objectives and outcomes to reflect more of a people-level impact. If this is done, it will be easier to note gender differences.

USAID\Indonesia Program Strategy



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USAID/JAKARTA - INDONESIA
COMPARISON STATISTICS
OVERSEAS PARTICIPANTS TRAINING (NEW STARTS)

FISCAL YEAR	NUMBER of PARTICIPANTS (NP)	US TCT			MS		PhD		GRAD TECHN			MALE FEM		
		TCT	% (TCT:NP)		Female	%	Female	%	(GRAD:NP)	%	MALE	FEM	% (FEM:NP)	
1983	382	301	81	21%	71	14%	10	0%	81	301	21%	316	66	17%
1984	382	295	87	23%	52	15%	14	14%	66	316	17%	320	62	16%
1985	455	368	87	19%	129	12%	33	9%	162	293	36%	382	73	16%
1986	353	297	56	16%	97	20%	32	6%	129	224	37%	289	64	18%
1987	355	266	89	25%	146	12%	44	25%	190	165	54%	281	74	21%
1988	339	314	25	7%	246	16%	20	50%	266	73	78%	267	72	21%
1989	336	301	35	10%	194	35%	14	35%	208	128	62%	231	105	31%
1990	313	249	64	20%	78	28%	7	14%	85	228	27%	241	72	23%
1991	169	156	13	8%	40	35%	10	40%	50	119	30%	131	38	22%
1992	106	90	16	15%	28	43%	11	18%	39	67	37%	81	25	24%
GRAND TOTAL	3190	2637	553	17%	1081	23%	195	21%	1276	1914	40%	2539	651	21%

USAID/EHR - Training Division: ISN-08/01/92

**USAID/JAKARTA -- INDONESIA
COMPARISON STATISTICS
OVERSEAS PARTICIPANTS TRAINING (NEW STARTS)**

FISCAL YEAR	NUMBER of PARTICIPANTS (NP)	US	TCT	% (TCT:NP)	MS	PhD	GRAD	TECHN	% (GRAD:NP)	MALE	FEM	% (FEM:NP)
1970	242	132	110	45%	30	6	36	206	15%	201	41	17%
1971	218	175	43	20%	31	15	46	172	21%	204	14	6%
1972	175	155	20	11%	28	15	43	132	25%	160	15	9%
1973	229	183	46	20%	41	22	63	166	28%	219	10	4%
1974	270	233	37	14%	52	31	83	187	31%	246	24	9%
1975	252	179	73	29%	39	34	73	179	29%	230	22	9%
1976	162	113	49	30%	38	21	59	103	36%	145	17	10%
1977	201	175	26	13%	51	32	83	118	41%	163	38	19%
1978	260	177	83	32%	63	40	103	157	40%	234	26	10%
1979	184	107	77	42%	23	26	49	135	27%	160	24	13%
1980	250	180	70	28%	47	16	63	187	25%	228	22	9%
1981	445	334	111	25%	82	19	101	344	23%	385	60	13%
1982	339	244	95	28%	69	14	83	256	24%	303	36	11%
1983	382	301	81	21%	71	10	81	301	21%	316	66	17%
1984	382	295	87	23%	52	14	66	316	17%	320	62	16%
1985	455	368	87	19%	129	33	162	293	36%	382	73	16%
1986	353	297	56	16%	97	32	129	224	37%	289	64	18%
1987	355	266	89	25%	146	44	190	165	54%	281	74	21%
1988	339	314	25	7%	246	20	266	73	78%	267	72	21%
1989	336	301	35	10%	194	14	208	128	62%	231	105	31%
1990	313	249	64	20%	78	7	85	228	27%	241	72	23%
1991	169	156	13	8%	40	10	50	119	30%	131	38	22%
1992	106	90	16	15%	28	11	39	67	37%	81	25	24%
GRAND TOTAL	6417	5024	1393	20%	1675	486	2161	4256	30%	5417	1000	14%

Total Participants sent for overseas training since 1951 to date (as of AUGUST 01, 1992) : **11266**

Participants sent for overseas training during FY/51 -- FY/69 : **4849**

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