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SEMI ANNUAL REPORT OF THE GENESYS PROJECT

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GENESYS

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GENESYS

Semi Annual Report

April 1, 1991 - September 30, 1991

This report presents the accomplishments of the fourth 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. There have been shifts in the development of strategic approaches to the institutionalization of gender sensitive activities during this time period as the technical components of GENESYS strive 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.. By taking a coordinated approach to the project's activities, the impact of these activities can be maximized. Results of technical assistance efforts can feed into training sessions and both technical assistance and training can benefit from and serve the project's research and communications undertakings.

The central focus of technical assistance has shifted from the initial stage of increased gender awareness to a more complex stage of implementation of gender considerations. The technical assistance strategy was modified during the past six months to focus on encouraging and promoting specific activities that would provide Mission and counterpart staff with tools for incorporating gender and institutionalizing gender considerations into core Mission programs and projects.

The training program has also matured rapidly during this reporting period. The three principle types of training provided during this time period 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. The experience gained in designing, delivering, and evaluating training activities has contributed substantively to GENESYS' 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 research component of GENESYS has contributed to increasing the knowledge of gender and its application within A.I.D. through a number of different approaches over the last six months. The focus of research efforts has been on critical analysis of existing information, identifying information gaps, examining the implication of current knowledge, and on prioritizing new areas of research. Papers presented at the Asia and Near East Conference examined the legal, health, and economic status of women in the region. Two synthesis papers prepared under the LAC/WID activity were instrumental in defining priority gender-based concerns in the areas of democratic initiatives, sustainable agriculture, and natural resource management.

The GENESYS communications approach forges linkages with the three technical areas of the project (technical assistance, training, and research) to systematically address the information needs of the various project audiences. During this reporting period the GENESYS project team worked closely with R&D/WID to outline a communications strategy for the WID Office. The basic tenets

of the GENESYS approach to communications remains centered on improving the credibility of WID as a technical concern, developing/disseminating tools and publications which assist policy and program-level staff in applying gender analysis in their work, and documenting the Agency's progress in fulfilling its congressional mandate on WID.

The next six months promise continued change and growth. Development Alternatives Inc. (DAI) won the competitive bid to join GENESYS to coordinate technical assistance activities at the completion of the E&Y contract in September 1991. They will be joining the GENESYS project team at the beginning of November 1991. A new Project Director is being recruited, as the current Director, Keys MacManus, will be leaving the project in October 1991. The midpoint evaluation process currently underway will continue into the next semester. A refined set of strategic objectives and a proactive FY92 workplan are expected outcomes of the evaluation. In the future, the Semi Annual Reports will reflect upon and measure the progress of the workplan.

II. BACKGROUND

The Office of Women in Development is responsible for guiding A.I.D. in the integration of women in development and reporting to Congress on the Agency's progress. The Office manages funds to assist Missions and Bureaus in institutionalizing gender considerations in their programs. The Office 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 Office 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.

The WID Office provides a range of services to Missions and Bureaus 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 the WID Office has focused its efforts in four sectors - agriculture, private enterprise, education, and environment and natural resources. WID Office staff serve as technical advisors to the Office regarding gender issues at the policy, program, and project level for each of these sectors. In response to the increased recognition by Agency and Congressional leaders of the importance of Women In Development, R&D/WID initiated the GENESYS project to support the Office's work in meeting their objectives. 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.

III. GENESYS STRATEGY

The GENESYS mission is to facilitate the institutionalization of WID within A.I.D. so that all appropriate organizations within the Agency are aware of and consider the impact of gender throughout the process of designing and implementing development programs and projects. In order to accomplish this mission, it is important to be able to document the benefits of gender in development and establish a solid technical basis for incorporating gender in development efforts. Only by establishing the solid technical and economic background for WID considerations will gender concerns be brought inside the development equation rather than being dealt with as a special issue.

To achieve this mission, GENESYS has developed the following strategic objectives:

- increase A.I.D. staff awareness of the technical impact of gender sensitive planning and activities;
- assist A.I.D. to integrate gender considerations into A.I.D. programming through technical assistance efforts;
- improve the perception of WID as a technical concern;
- document progress in institutionalizing WID within the Agency.

The project strives to build A.I.D. capacity to address gender proactively, to assist Missions and Bureaus to incorporate gender into their programming, and to coordinate technical assistance, research and dissemination functions to have the greatest impact on the Agency. By working within the A.I.D. system, the project assists in the effort to build A.I.D.'s own capacity to address gender concerns in a sustainable fashion rather than maintaining this capacity only in external entities. By working proactively, GENESYS can 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. By coordinating the project's activities, the impact of these activities can be maximized. Results of technical assistance efforts can feed into training sessions, and both technical assistance

and training can benefit from and serve the project's research and information undertakings.

In this manner, the project helps to provide the active leadership, both in the field and in Washington, that the Agency needs to affect the institutionalization of gender considerations within A.I.D.'s development process. Teams make A.I.D.-specific recommendations, identify where those recommendations fit within the Agency's project cycle, and seek to ensure that any activities are followed by evaluation, distribution of success stories, and feedback on "Lessons Learned".

GENESYS is currently undergoing a midpoint evaluation. A refined set of strategic objectives and a FY92 workplan are expected outcomes of the evaluation. In the future, the Semi Annual Reports will reflect upon and measure the progress of the workplan. In addition, GENESYS' work in the future will be influenced by the recent reorganization of A.I.D. and the appointment of a new Director of the Office of Women in Development (R&D/WID).

IV. SUMMARY OF ACTIVITIES: April 1, 1991 - September 30, 1991

GENESYS works 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 the WID Office through GENESYS.

The overriding challenge for 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. The end result is the institutionalization of gender sensitive activities in all aspects of the development agenda.

A. Technical Assistance

The central focus of GENESYS technical assistance has shifted from the initial stage of increased gender awareness to a more complex stage of implementation of gender considerations. The technical assistance strategy was modified to focus on encouraging and promoting specific activities that would provide Mission and counterpart staff with skills for incorporating gender into project design and implementation. Less emphasis was given to increasing gender awareness among Mission and counterpart staff, with more emphasis placed on operationalizing the incorporation of gender issues into project design, implementation and evaluation.

Ecuador RRA

The Rapid Rural Appraisal (RRA) of Ecuador's export industries was initiated and undertaken during this reporting period, with the final report to be completed by December 1991. A gender

specialist conducted baseline research on women's employment in the export, agriculture and industry sectors and made project-specific recommendations to the Mission regarding gender issues in two export promotion projects. GENESYS is addressing how the Mission can help reduce constraints to women's (or men's) employment opportunities and what monitoring and evaluation indicators should be used to track progress in this sector. This activity follows work done in the previous reporting period when a GENESYS team developed an implementation plan for WID in Ecuador. Among the recommendations of the November 1990 plan was the proposal that the Mission collect baseline data on employees in the non-traditional agricultural export sector and include specific attention to labor force issues in its planned project to promote trade and investment in Ecuador. The outcomes of the RRA study will be available in the next reporting period. Preliminary recommendations suggest that the Mission support growth in export subsectors where women form a substantial part of the labor force. The rapid rural appraisal will complement the research to be conducted this winter through the LAC/WID Research activity, which will be initiating a field study on gender issues in trade and investment in Ecuador.

Ecuador Training and Technical Assistance

This multiyear activity was designed to assist the Mission in its efforts to institutionalize attention to gender concerns in Mission programs and projects. During the current reporting period, the final report was completed on technical assistance provided to the Mission's Family Health Office. This report outlined an evaluation methodology and indicators for the population project paper, as a follow-on to the health sector assessment conducted via GENESYS in November 1990. Plans for next steps on this strategic activity were discussed with the Mission's WID officer, including how to assist in developing a gender sensitive monitoring and evaluation system for the Mission, one of the original goals of this activity. Discussions are ongoing with the Mission about the direction of the second half of the activity with a decision expected during the next six months.

Bolivia

This GENESYS consultation to assist the Bureau of the Census (BUCEN) team with technical

assistance to the Bolivian National Statistics Institute in their Rural Household Survey to insure that its data are gender disaggregated. The final of three trips under this activity was conducted to ensure that the survey methodology collected data that would reflect the economic contributions of both men and women in the rural areas of Bolivia. The survey addresses allocation of labor, sources of income, financial responsibilities, migration trends, and access to and control over resources. As a result of the consultation, a gender sensitive survey instrument was designed and pre-tested; its first scheduled application was in the Cochabamba Province in August 1991.

Bolivia Annual Planning Workshop

In September, USAID/Bolivia requested GENESYS participation in a four day planning seminar for the Cochabamba Regional Development Project in order to assure that gender considerations identified during project design would be incorporated into subproject activities planned for 1992. GENESYS co-facilitated the workshop which trained NGO and government personnel in planning and monitoring and evaluation methodologies. Socio-economic analysis conducted under the previous Chapare Regional Development Project informed the planning process. A major outcome of that research was information on gender roles and responsibilities in agricultural production and marketing. Workshop participants were encouraged to formulate gender sensitive objectives and to disaggregate all people-level indicators.

The workshop itself was quite successful. Workshop participants successfully applied the planning and gender analysis skills in practicums during the workshop. Unfortunately the design of the activity did not contemplate follow up technical assistance to the individual implementing organizations, nor did the Mission provide the necessary support. This was a problem that both co-facilitators anticipated but did not voice adequately to the Mission. In the future, GENESYS will recommend one-on-one TA for the implementing organizations participating in similar activities.

The gender specialist also reviewed Mission progress in implementing recommendations made by activities contracted under the GENESYS Project. She observed that there was a need for helping

the Mission to prioritize and identify how to implement the recommendations. A report on how to begin to incorporate gender considerations identified in the project design was left with the Mission. The Mission expressed interest in possible GENESYS input into project implementation and monitoring and evaluation.

Chad

USAID/N'Djamena asked GENESYS to study the Mission's foundation for programming and integrating gender issues in its portfolio. The study was the first step taken by the Mission to fill in knowledge gaps relevant to gender, to learn what questions about gender need to be asked, and to build a framework for incorporating gender into the projects and activities of USAID/N'Djamena. The final report, Addressing the Constraints of Chadian Women: A.I.D. Program Strategy and Management Plan, focused on Mission activities in the areas of agricultural marketing and health care delivery. It recommended ways that the Mission might expand its existing activities to meet specific problems faced by Chadian women, suggested special women in development activities designed to fill gaps in other areas, and recommended how USAID/N'Djamena management could target their new commitment to gender issues in their programming and projects.

Haiti

In August and September, GENESYS participated in a CDIE/MSI team in Haiti which assisted with refining the USAID/Port-au-Prince strategy and with improving program indicators. The gender specialist from GENESYS focused on assuring that gender considerations were appropriately integrated into the Mission's 1993 - 1997 Country Development Strategy Statement. The final report of this activity is due in the next Semi-Annual Report period.

South Africa

GENESYS conducted a study to assess the training and technical assistance needs of USAID/Pretoria's Community Outreach and Leadership Development (COLD) Project grantees, especially as they relate to gender constraints and issues. The goal of the study, conducted on 16

diverse but representative organizations funded by USAID/Pretoria under the COLD Project, was to investigate how the activities of these organizations are addressing the needs and developing the capacity of South African women (particularly black South Africans) both in the program area and in the internal management structures of the organizations themselves. The final report, Technical Assistance & Training Needs Assessment: Assessing Gender Constraints Among COLD Grantees, made recommendations on both the program and management sides. On the program side, GENESYS found that among the many skills needed by COLD Project grantee staff are those enabling them to effectively transfer knowledge to their beneficiaries. Since knowledge transfer is generally accomplished through training, GENESYS recommended five workshops to cost-effectively address the skill areas needing attention: 1) Working With Women Workshop, 2) Training of Trainers Workshop, 3) The Role of NGOs in Informing and Influencing Policy Workshop, 4) Small Business Development Workshop and 5) Building a New Society Workshop. On the management side GENESYS found that female staff have often not had the opportunities for management and higher technical training which would enable them to progress professionally, nor have many of the organizations, especially those headed by white males, addressed the issues of staff development, particularly as these issues relate to proactive non-racial change activities within their own staff recruitment and promotion personnel systems. Training and technical assistance in the management of non-profit organizations were recommended.

Uganda

USAID/Kampala requested the continued services of GENESYS to assist the Mission in its efforts to increase the incorporation of gender considerations into projects and programs. The trip was a follow-on to an earlier consultation. Recommendations emphasize the need to focus on training, as well as on assisting Mission and PVO staff in developing techniques for impact assessment disaggregated by gender, on informing implementing agencies about the expanded Congressional mandate related to women in development, and the need for a Mission WID administrator to assist their WID Officer.

Next Steps

Development Alternatives Inc. (DAI) joined GENESYS to coordinate the technical assistance activities at the completion of the E&Y contract in September 1991. The DAI GENESYS staff will join the project at the beginning of November 1991. Drawing on discussions between TFG and DAI before DAI joined the project, the strategy for the technical assistance component for the future should be a more proactive approach than in the past, assisting USAID Missions in understanding the extent and value of services available through GENESYS, with particular emphasis on incorporating and institutionalizing gender concerns into core Mission programs and projects. In conjunction with the research, training, and communication components of the project, GENESYS will encourage a phased approach to technical assistance so that gender issues and potential inputs can be identified at the initiation of activities, implemented and tested during the course of the activity, and evaluated and documented for potential application elsewhere.

Specific activities programmed now for the next period include several inherited from E&Y. During this period the Scope of Work for the Integration of Gender Issues into African Development Bank Operations activity was developed, based on recommendations of the GENESYS preliminary assessment in January. The activity will consist of two phases: (i) development of sector-specific guidelines for the integration of gender considerations into projects and programs, as well as case studies which illustrate how they would be applied, and (ii) training for Bank management and technical staff in the use of the guidelines, so that they are equipped to identify and analyze gender considerations in project design, implementation and evaluation. The activity is scheduled to begin in January, 1992.

GENESYS will identify specialists in October to carry out the activity dealing with the Status of Women in the Niger Republic. The objective of this activity is to provide a "state of the knowledge report" on women's economic, legal, and socio-cultural status, from which recommendations for Mission action should emerge. The U.S.-based team leader will cover legal and institutional aspects, while the local consultant will be responsible for compiling information on women's economic

activities, mainly in agricultural and pastoral activities.

In November GENESYS will provide technical assistance to the Balochistan Area Development Project (BALAD) in the design of activities to be implemented in Makran, Balochistan, directly targeting females as beneficiaries and participants to promote the well-being of women and their families and increase the ability of women to participate in the local economy and society.

In December 1991, GENESYS will assist the Gambia Mission in the design of a WID component of an Agricultural/Natural Resources Sector Survey as a follow-on to two previous GENESYS technical assistance activities conducted there.

As the second of a two-phase activity, GENESYS will provide technical assistance to USAID/Rabat to revise a WID Action Plan and to elaborate on the scopes of work for two future GENESYS studies on women agricultural extension agents and women owners and managers of formal sector enterprises. Following this activity in December 1991, three additional activities are projected with the Morocco Mission: a survey of women in agri-business firms to determine factors related to productivity, technical assistance to women livestock farmers, and a survey of women entrepreneurs in the formal sector.

Interest also has been expressed for technical assistance in the preparation of WID Strategies for the Panama and Zimbabwe Missions.

B. Training

The training program has matured rapidly 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' 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 training events that included elements of all three types of training in direct response to the requested needs and requirements of the "client" audience.**

GENESYS training is highly participatory and aimed at improving gender sensitive programming capacity in the context of relevant, useful and applicable knowledge. It's primary "client" focus includes 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, training events 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)¹. This diverse mix of trainee client groups, with their heterogeneous backgrounds, experience, training needs and expectations, presents a unique challenge to the R&D/WID and GENESYS training program staff. To address this challenge, the training program plans to design and implement a training program for trainers (TOT) in gender considerations in development. The aim of the TOT will be to equip selected individuals with the presentation and content skills necessary to design, deliver and evaluate training that is fully consonant with both the broader A.I.D. policy framework and the Office of Women in Development's strategy. A longer range objective of the training component is to design and conduct a similar TOT for host country nationals.

The GENESYS training program continues to evolve in the direction of promoting awareness by developing crucial gender analysis skills. A principal accomplishment of this period has been the development of "core" training course content materials -- consolidating the best from previous years and providing improvements in weak or missing areas -- that achieve the awareness raising and skills building objectives of the training program. These materials, key elements in the training program's contribution to institutionalizing gender considerations in A.I.D.'s programs and projects, will be tested and refined during the next six months, particularly regarding gender analysis².

The training program is increasingly a combination of the more traditional training workshop and one-on-one technical coaching. There are now more technical officers in Missions who have undergone WID training. These same officers -- many of whom have rotated into other posts -- are requesting continued R&D/WID Office assistance. These requests, whether for technical assistance

¹Participants from the host country counterpart community are currently viewed as a critical (if not **the** critical) component of the sustainable development "team."

²Although the Gender Information Framework -- amended to include the additional exploratory factors of seasonality and decision making -- will remain the principal "tool" of gender analysis, complementary operational methodologies such as McCorkle's *bio-social framework* and the Moser/Levy *gender planning tool* will be increasingly employed.

or training, reflect the officers' increased technical understanding of WID and gender issues in development. To respond to the broad range of Mission and Bureau requirements, there has emerged a clear mandate to sharpen needs assessment, training facilitation and delivery, and to combine these with deeper and broader technical capacity. A major accomplishment of this reporting period has been the development, in draft, of gender sensitive training materials that provide technically adequate and needs-responsive skills in the areas of agriculture, education, environment and natural resources, policy and private enterprise. During the next six months, the training program will initiate the field testing and refining of these sector and issue specific materials.

Requests for training have become more numerous as well as more technically and conceptually sophisticated. The complicated communications required to assess, design, deliver and evaluate a training event require that special management systems be established and specific administrative skills be brought to bear. Another major accomplishment of the reporting period has been the progress made by R&D/WID and GENESYS to formalize and regularize the administration and logistics of the training program. There is confidence that the GENESYS training program can expeditiously and effectively meet the requests of Missions and Bureaus. Building on these accomplishments, the next six months will see continued efforts at testing and refining these systems. The primary objective in this category of training activity will be the editing, computerization and more rigorous application of the Training Event Management Manual.

The following are summaries of training activities accomplished during this reporting period.

Costa Rica

This GENESYS training activity consisted of four one-day workshops on gender in development presented to personnel of USAID/San Jose, officials of the Government of Costa Rica and leaders of the Costa Rican private voluntary organization (PVO) community. Three of the workshops (two in Spanish and one in English) focused on gender as a development issue; the fourth (in Spanish) was specifically designed to assist PVO's in including gender in monitoring and evaluation. The

workshops addressed Mission needs for an overall familiarization of gender analysis concepts and techniques, following up on the Mission Portfolio Review and Strategic Action Plan carried out by R&D/WID and GENESYS in November 1990.

Honduras Training Needs Review

GENESYS conducted a review of USAID/Tegucigalpa staff training needs, preliminary to a Mission-sponsored training in Gender Considerations in Development (GCID) to be held in October 1991. The suggestions for training and follow-on technical assistance activities were developed in meetings and interviews among the members of the Mission WID Committee, the trainer and project personnel. The focus of the three two-day core trainings will be on the consideration of gender in implementing program and project planning and design tools. This approach represents the increased capacity in R&D/WID to provide practical GCID skill building exercises in development planning and management. Special attention will be paid to Mission identified needs in monitoring and evaluation. The training will be followed by a review of 15 development projects in Honduras.

Kenya

From December 17-21, 1990 a planning visit to Kenya at the USAID/Nairobi Mission's request, assessed the needs of the Mission in further integrating gender considerations into their program. As a result of that needs assessment, a training activity was conducted by three trainers in September 1991. The training activity was divided into a half-day retreat training for Mission personnel as well as a series of three one-day trainings for Mission collaborators such as the PVO and NGO community. The one-day sessions had a technical focus in private sector development, agriculture and health/population. General response to the entire training activity from the participants was very favorable.

Mali

At the request of USAID/Bamako, the GENESYS project organized and conducted, in June, a three-week long consultation in Mali on gender analysis and the inclusion of women into the development

process. A team of four planned and performed three inter-related training interventions -- two two-day training programs for USAID/Bamako project personnel and their collaborators, a half-day conference for high level Malian decision makers and several days of project specific technical assistance. The evaluation found that all training participants now understand gender as a variable and are better able to consider and integrate gender in project objectives and analysis.

New Entry Training

In August GENESYS conducted a two hour briefing for A.I.D.'s New Entry Training class on the concepts, tools and applications for considering gender in Development.

Rwanda Training Needs Review

A review of USAID/Kigali staff training needs, preliminary to a Mission-sponsored training in Gender Considerations in Development (GCID) to be held in October 1991, was conducted by GENESYS in June. The suggestions for training and follow-on activities were developed in meetings and interviews among the members of the Mission WID Committee, the training specialist and project personnel. The focus of the three-day core training will be on the consideration of gender in implementing project planning and design tools. This approach represents the increased capacity in R&D/WID to provide practical GCID skill building exercises in development planning and management.

S&T Bureau Capacity Building

At the request of the Bureau of Science and Technology (S&T), now the Bureau of Research and Development (R&D), GENESYS staff conducted a "back of the envelope" assessment on women in development priorities and prospects for each of the Bureau's offices. This activity, the second (following last year's S&T/RD training) in what promises to be a series of interventions aimed at assisting the Bureau to more fully consider gender in its program and projects, provided the Bureau's Assistant Administrator with information on how the S&T offices address gender issues in their programs and projects. A principal finding of the assessment was that the Bureau knows "why"

gender consideration in development is important, but must now work on "how" to do it and do it well.

Next Steps

GENESYS is planning, in collaboration with REDSO and PRISM (a monitoring and evaluation project, formed by CDIE), a series of activities focusing on evaluation and in particular, on gender disaggregated indicators for evaluation. These activities will culminate in a training for REDSO/West and Central Africa participants.

In addition to the above, planning continued during this reporting period in anticipation of a very active ensuing six months. Training needs assessments will be conducted during this period in Uganda (December 1991) and Mozambique (February 1992); training in gender considerations in development will be held in Honduras (October 1991), Rwanda (October 1991), Bolivia (November 1991), Uganda (February 1992) and Mozambique (March 1992); a Team Planning Workshop will be implemented for the Africa Bureau Women in Development Advisers (December 1991); the R&D Bureau will continue to receive GENESYS support for its exercise in WID Office Level Strategies (October 1991) and Office Level WID Presentations (December 1991 - January 1992); and special workshops will be conducted for the U.S. Department of Labor (October 1991) and the Association for Women in Development (November 1991). Finally, the first of the two aforementioned training of trainers is tentatively scheduled for January 1992.

C. Research

The GENESYS research component has addressed the need to increase the knowledge of gender and its application within A.I.D. through a number of different approaches over the last six months. Papers presented at the Asia and Near East Conference examined the legal, health, and economic status of women in the region. Presentations and discussions during the conference can now serve as research and operational guidelines for considering cross-sectoral approaches to gender issues in Asia and the Near East. Two synthesis papers prepared under the LAC/WID Research Activity have also been instrumental in defining priority gender-based concerns in the areas of democratic initiatives and sustainable agriculture and natural resource management. A third paper will examine gender as a factor in developing new trade and industrial initiatives in the region. The focus of all these efforts has been on critical analysis of existing information, identifying information gaps, examining the implications of current knowledge, and on prioritizing new areas of research.

The research component has also undertaken more specific data collection and analysis activities. The LAC/WID Research Activity designed three pilot studies 1) to analyze the gender/age composition of the Ecuadorian workforce and its implications for a new trade and investment program; 2) to develop gender sensitive methodologies and people level measures for scoping environmental impact analyses in the Caribbean; and 3) to assess democratic participation at the municipal level in Honduras. The GENESYS component of the Global Climate Change Project in Brazil will train NGOs to collect gender specific data relating to the development of sustainable income generating activities. It will also facilitate supporting research on the marketability of new products and on employment and labor force participation.

The integration of gender concerns into the measurement of impact of mission programs and projects has also been a focus of the GENESYS research component. A recently completed assessment of baseline data on the status of women in the Cote d'Ivoire and Burkina Faso demonstrated the importance of integrating gender considerations into the design of Mission monitoring and evaluation

systems and the pitfalls of trying to address gender issues in isolation of general strategic planning within a Mission. Similarly, GENESYS participation in the Cochabamba Regional Development Project annual planning workshop demonstrated the need to incorporate gender concerns into the planning process in order to be able to measure impact at a later date.

In the next six months, the research component expects to focus on developing more effective arguments for incorporating gender considerations into A.I.D. programs and projects, refining research methodologies and the treatment of data, and developing more precise indicators to measure the impact of A.I.D. interventions on men and women.

Women, Economic Growth and Demographic Change in Asia and the Near East

This activity was initiated in an effort to broaden the discourse on population issues beyond family planning. It culminated in a series of papers examining women's status in the region and its relationship to fertility. The papers were presented at a conference held May 14-15 at A.I.D.. The conference was attended by nearly a hundred participants from both within and outside the A.I.D. community. Opening remarks were made by Carol Edelman, Assistant Administrator for Europe and the Near East, and by Ambassador Judy McLennan, U.S. representative to the U.N. Commission on the Status of Women. Presentations of each of the four studies prepared for the conference, as well as one prepared for the regional agriculture and rural development offices and another on women in Eastern Europe (done under the PEDS project), were delivered by their respective author(s), followed by a discussion session with audience members. The presentations delivered were:

1. "Women's Income, Fertility and Development Policy in Asia and the Near East", Dr. Boone Turchi, University of North Carolina/Chapel Hill, and Mary Mulhern, The Futures Group.
2. "Investing in Female Education for Development", Dr. Jere Behrman, University of Pennsylvania.
3. "Women and the Law in Asia and the Near East", Lynn Freedman, Columbia University.
4. "Women in Evolving Agricultural Economies of Asia and the Near East", Dr. Ruth Dixon-Mueller, University of California/Berkeley, and Inji Islam, The Futures Group.

5. "Lessons Learned From the Advanced Developing Countries", Susan Joekes, Institute of Development Studies, Sussex.

6. "Women in the Newly Emerging Democracies of Eastern Europe", Sydney Lewis and Marion Gibbon, Ernst & Young.

The final session was a panel discussion entitled "Translating Data into Policy and Programs: Implications for A.I.D.", and closing remarks were made by Chloe O'Gara, acting director of R&D/WID.

Discussions were generally provocative and participants repeatedly expressed the need for further research in many of the topics which arose. Discussions following the presentation "Women and the Law" were particularly engaging. Participants suggested that A.I.D. treat women's status as a human rights issue, thus ensuring that improving the condition of women becomes an absolute imperative rather than an economic objective. A number of significant conclusions also arose from the papers and presentations. For example:

- In considering women's employment, the issue is not simply female labor force participation, it is also women's access to employment opportunities which offer returns above subsistence levels. In Asia and the Near East, policies aimed at improving women's employment opportunities can be expected to further growth and other economic objectives.
- Evidence from the region shows that only at higher income levels does women's employment in the formal sector lead to lower fertility levels. Therefore, if expanding female employment opportunities is part of a strategy for reducing birthrates, it must also include improvements in women's wages and job status.
- In many countries of Asia and the Near East, religion-based personal status law governs private relations while secular, civil law governs public life. In this context, programs designed to expand women's choices in the public sphere collide with the reality of women's lives, unless they simultaneously address the legal obstacles to women's participation in development that operate in the private sphere.
- In Asia and the Near East, policy interventions to address the imbalance in male and female education are warranted not just on grounds of equity, but of efficiency as well. Since average educational attainment is lower for women, marginal returns to female education are higher than

for male education. Thus, continuing to provide additional educational resources to males is a less effective allocation than to provide resources to female education, signaling a misallocation of resources to the latter.

These and other findings from the studies help define a research agenda for the Asia and Near East regions. The studies also suggest activities to address gender issues in private enterprise, education, and democratic initiatives programs, which can be made more effective by the inclusion of such activities. The papers and conference proceedings will be distributed to all the Asia and Near East Missions, as well as relevant A.I.D./W offices, and should serve as a basis for developing specific operational initiatives. Follow-up studies to examine specific relationships between women's income, education or legal status and their fertility could provide valuable guidance to Bureau and Mission population programs.

REDSO/WCA Baseline Studies

A GENESYS team went to Cote d'Ivoire and Burkina Faro in May and June to assist the Missions to develop a monitoring and evaluation system for their health, agriculture, municipal development and natural resources sectors. The team identified gender disaggregated indicators, existing data sources and strategies for collecting data that are not currently available. Separate reports are being prepared for each country. An Executive Summary will draw comparisons across the two country situations.

Phase II of this activity will be a training event on gender disaggregated monitoring and evaluation systems.

The Role of Women in the Evolving Agricultural Economies of Asia and the Near East

This study focused on shifts in female labor within the agricultural sector and from agriculture to other sectors. Recommendations focused on agribusiness and natural resources management and included the need for training women for medium and high-skill jobs in agroprocessing so that they are not confined to the lowest echelons, which is the historical pattern; researching links between

working conditions, job security and services and female labor productivity in agribusiness enterprises; actively recruiting women farmers to participate in the design of integrated pest management programs and ensuring that training reaches them; designing agroforestry schemes that supply inputs for women's income-earning activities and/or help them meet domestic fuel or fodder needs.

These and other recommendations serve as a starting point for the integration of gender considerations into Missions' agricultural programs. They should assist Mission staff in identifying key gender issues in their activities and appropriate interventions, which should then be defined in more detail taking into account specific program objectives and local conditions.

The report was presented at the conference "Economic Growth and Demographic Change in Asia and the Near East" and at the Asia regional agriculture and environment conference.

LAC/WID Research

The LAC/WID Research Activity continues with the LAC Bureau and the WID Office to develop a research agenda on gender for the LAC region. The activity is focusing on three priority sectors: Agriculture and Natural Resources (Ag/NR), Democratic Initiatives (DI), and Trade and Investment (T&I). The Activity ended Phase I and began Phase II during the last six month period. The synthesis papers for Agriculture/Natural Resources and Democratic Initiatives were completed in first draft form. They underwent a GENESYS review and were revised and sent out for an external review by experts.

The Democratic Initiatives (DI) synthesis paper concluded that women in Latin America and the Caribbean continue to receive few of the benefits of economic and political development. In light of the many cultural, socio-economic and institutional impediments described in this paper, the movement towards democratic policies throughout the region does not guarantee that the voice of women will be heard and that their interests will be incorporated into public policy. Recent research shows that women can and have mobilized in pursuit of both economic and political objectives.

Typically, however, women have chosen or have been forced to mobilize outside of formal channels because of cultural stereotypes, economic inequities, or legal impediments. As a result, women have tended to avoid political parties, and their representation in legislative, executive, and judicial institutions continues to be extremely limited. Suggested DI research topics include: gender, decentralization, and the provision of social services; the "rule of law" in the informal sector and its impact on women; and women and the articulation of gender interests in the media. Research in these areas will contribute toward a greater understanding of the constraints on and opportunities for women's participation in the democratization process in Latin America and the Caribbean. This broader knowledge base will contribute to the more effective design and implementation of DI programs in the region.

The Agriculture/Natural Resources paper is being revised and will undergo an A.I.D. review before being put into final form. This synthesis paper concludes that considerable gaps in knowledge about the role of gender exist in agriculture and natural resources management in the Latin America and Caribbean region. Greater attention needs to be placed on confronting and creatively addressing the reality that both men and women play important roles as agricultural producers and natural resource managers. Project designs require information about what men and women do, where they do it, and how they do it. Questions about levels of participation, social organization, and incentive structures to enhance practices need to be answered to increase the effectiveness and sustainability of A.I.D. programs in the region. Recommendations to enhance the integration of gender variables in agriculture and natural resources management activities include: collection of comparable baseline (and time-series) data across the region, training of researchers and practitioners to increase awareness of gender issues, and the establishment and/or support of regional collaborative research or information networks in the region.

The Trade and Investment synthesis paper will review the literature on gender and industry and identify any untapped theoretical discussions that might contribute to our understanding of the differential effects of industrial change on men and women.

Phase II of the LAC/WID Activity included preliminary field trips for each of the sectors to lay the groundwork for the pilot studies which will be conducted in the sectors. Countries were chosen after a selection process that included a review of Action Plans, discussions with the WID Office, and cables sent to Missions to assess interest. One country was chosen from each subregion for Phase II of the research activity: Central America, South America, and the Caribbean. The three research sites are RDO/C for the Agriculture/Natural Resources study, Honduras for Democratic Initiatives, and Ecuador for Trade and Investment. Field trips were designed to coordinate activities with the A.I.D. staff, assess local institutional capabilities, interest, and availability, and design preliminary research objectives for the pilot studies.

A GENESYS team conducted the first field trip in Honduras in July and identified objectives for a research study on gender in the democratization process. The selection of a local implementing institution will be finalized and a contract signed when the SOW for the study is approved. The purpose of the study is to assess access to, and responsiveness of, municipal leaders to gender specific issues. In a pilot phase, it intends to provide an initial sense of whether access to municipal representatives is gender-neutral, and, whether the concerns of women raised at the municipal level are as likely to be reflected in the issues presented at national levels. USAID/Tegucigalpa is actively supporting the new municipal legislation in Honduras. Information resulting from this initial phase of the study could provide a better understanding of the way municipal leaders are currently informed of clientele concerns and at the same time suggest points of intervention to improve access to and communication with municipal leaders.

The second GENESYS team went to Ecuador in September to investigate gender issues in the promotion of trade and investment by A.I.D. in the Andean region. The proposed study will analyze the occupational and sectoral distribution of labor in the industrial sector. A profile of the current industrial labor force will be produced for the period 1988-90, including composition by sex, age, education, wage levels, and other variables. The final report produced by the study will draw on results of the investigation to provide recommendations for A.I.D.'s trade and investment programs

regarding the potential (and preferred) changes in the structure of industrial sector labor demand and supply which can be expected to accompany growth in the export industry in Ecuador. The SOW for this activity is also in draft.

A field trip is planned for the middle of November to RDO/C to design a study on natural resource-based tourism on one of the islands.

Other ongoing activities include: 1) the development of a comprehensive bibliography covering the three priority areas as well as other areas where gender issues are a concern (e.g., health, poverty, and education); 2) the compilation of an annotated list of research institutions (in the U.S. and in Latin America) working in the areas of gender, natural resources, agriculture, democratic initiatives, economic and social development, and statistics. The objective of this exercise is to identify research groups and the types of activities that they undertake to give an overall view of the work currently being done in the priority areas. It is also meant to be a tool for institutional development in Latin America and the Caribbean; and 3) the development of a statistical overview of women in the region. The statistical overview will provide tables and charts of quantitative information on gender issues in Latin America and the Caribbean and will be included in the final report.

The LAC/WID Research Activity will produce a Final Report synthesizing all the stages of the activity, findings, and results. The report will propose a research agenda and discuss needs, opportunities, priorities and programmatic implications for the LAC Bureau. In the next six months, the three synthesis papers will be finalized, the research studies in the three subregions will be conducted, and a workshop with the LAC/WID Committee will be held. The workshop will provide input to the final report as GENESYS and the LAC/WID Committee work through the implications of the year-long research effort for the LAC Bureau and the WID Office. Presentations will be made by the authors of the synthesis papers.

The LAC/WID Research Activity has generated a great deal of interest from the Missions, A.I.D/W,

and U.S.-based experts. Both the Honduran and Ecuadorian Missions have expressed interest in follow-on activities to contribute to or supplement the proposed activities. The Honduran Mission was interested in broadening the scope of the proposed study and using it as a pilot study to design the next stages. The USAID/Quito Export, Trade and Investment Office expressed an interest in collecting more gender disaggregated data on export industries. Many experts in both A.I.D. and in U.S. institutions have called requesting information on the LAC/WID Activity, copies of the synthesis papers, and copies of the bibliography. The Ag/NR study has been especially timely as a number of international conferences and panels on women and natural resource management are currently taking place.

Brazil Global Climate Change (GCC) Activity

Activities under the GENESYS Component of the GCC Program in Brazil were initiated in early September. The GENESYS component will work with Amazon-based NGOs receiving GCC funding on socio-economic research design and implementation and institution building. Specific objectives of the component include: 1) design and delivery of workshops on research methods; 2) incorporation of gender considerations into field studies; 3) design and technical assistance for the collection of gender disaggregated minimum data sets; 4) design and implementation of special studies of potential markets and employment generated by forestry products.

GENESYS hired the U.S. and Brazil-based team leaders in September and conducted a needs assessment trip in early October. GENESYS and the University of Florida co-sponsored and taught in the first PESACRE (NGO based in Acre) Gender Analysis workshop in Rio Branco, Acre. NGOs contacted during the needs assessment trip concurred that socio-economic considerations had been subsumed to technical considerations and that their current capacity to conduct socio-economic research and analysis is limited. They identified a need for gender analysis, better socio-economic data collection, and monitoring of project activities. All NGOs surveyed stated that the highest research priority was for a study of the marketability of forest products.

The needs assessment trip allowed the GENESYS team to focus the original scope of work for the activity into a three-phase approach to training and research which will emphasize training local people to serve as on-site NGO gender and social science specialists. Phase one will include a minimum of two large workshops for representatives of all participating NGOs. Recognized gender training specialists will help the NGOs to define research needs and to train participants in research design. GENESYS will begin the marketing study and define the scope for the employment study. Preliminary results of the marketing potential of forestry products will inform the second phase of workshops. Phase two workshops will be more site-specific and make greater use of in-country and local expertise to focus on research implementation and dissemination of results of the marketing study. During phase three, NGO staff trained through previous workshops will conduct training of their own organizations and community leaders.

Along with the need to train local NGO staff, the recent needs assessment trip to Brazil identified a need for better integration, coordination, and exchange between participating NGOs. The training and research programs are designed to foster this type of interaction and collaboration.

In the next six months, the GENESYS GCC activity will conduct two training workshops, hire local gender specialists, and design and initiate the marketing and income/employment studies.

V. INFORMATION AND COMMUNICATIONS

A. Management Information System

The Management Information System (MIS) has been put to vigorous use over the past reporting period. GENESYS staff have kept project information up to date on technical delivery provided to USAIDs and Bureaus and on the finances used to do so. GENESYS has also used the system as an information base for reports to the WID Office on the project's portfolio, and on the financial status of activities. Project obligation and expenditure information are also tracked on the MIS by funding category.

GENESYS staff continue to work with the WID Office to promote increased awareness of the reporting and information capabilities provided by the system and encourage increased use of the system by WID Office staff. GENESYS has recently worked with the WID Office to set up a working group to define and overcome barriers to use and make changes to facilitate use. For example, the activity sheet format is currently being revised and a new report format has been created to facilitate tracking follow up steps to be implemented for each activity.

Within the context of the reorganization of A.I.D. and the appointment of a new WID Office Director, the MIS is expected to prove a useful tool in orienting the Director to the Office's portfolio. The MIS may also prove useful to WID staff in their plan to target Missions by defining USAID accomplishments to date and identifying documents previously produced by WID which can help focus WID Office communications with the Mission.

B. Communications

During this reporting period the GENESYS project team worked closely with R&D/WID to outline a communications strategy for the WID Office. This strategy is still being defined and will likely be influenced by the ongoing evaluation process. In light of these new directions and the current GENESYS project evaluation, the GENESYS communications strategy will continue to evolve to meet the needs of R&D/WID, A.I.D. Missions and Bureaus.

Nevertheless, the basic tenets of the GENESYS approach to communications remain centered on improving the credibility of WID as a technical concern, developing/disseminating tools and publications which assist policy and program-level staff in applying gender analysis in their work, and documenting the Agency's progress in fulfilling its congressional mandate on WID.

Information from the field has indicated that awareness of gender considerations among A.I.D. staff is high, but specific knowledge about gender analysis and its applications is low. The GENESYS communications approach forges linkages with the three technical areas of the project (training, research and technical assistance) to systematically address the information needs of the various project audiences. The ultimate goal is to institutionalize within A.I.D. the routine documentation and sharing of experiences which: "make the case" for the gender variable, integrate various technical approaches and methodologies, and augment the impact of training sessions by building on knowledge about "what works and what doesn't work".

The major publication produced during the past six months was a "User's Guide to the Office of Women in Development", developed jointly by the GENESYS project and R&D/WID. The Guide offers information about the resources available to assist A.I.D. in administering its bilateral assistance activities to fulfill its Women in Development mission. All of the WID-oriented projects, including GENESYS, are described, and a comprehensive section describing information resources and publications is included. The Guide is being disseminated to all Missions and Bureaus, and is

available to cooperating agencies and NGOs as well.

Next Steps

A comprehensive strategic plan for communication will be developed as part of GENESYS strategic work plan for 1992.

VI MANAGEMENT/ADMINISTRATIVE REPORT

The fourth semester of the project proved to be a period of continued growth and change. Over the past six months GENESYS took on a large number of new activities including a large research effort on global climate change in Brazil requiring approximately a 1900 person day level of effort. This increase in activity level necessitated the purchase of additional equipment including a lap top computer and an additional printer.

In May GENESYS offices moved from 1029 Vermont Avenue to One Thomas Circle in order to be in closer proximity with the other Future Group offices. This move was made at no expense to the A.I.D. Office of Women in Development. In addition the move has resulted in new administrative and cost efficiencies due to the project's increased access to other TFG resources.

During this period staff configuration was initiated. Staff changes are designed to provide greater technical depth. A New Director is being recruited to provide both technical and administrative leadership to the project. The Deputy position will remain vacant until a New Director becomes available. In the interim period The Futures Group's Gael O'Sullivan will manage administration and IEC functions.

Dr. Debbie Caro joined the project in July as Director of Analysis and Evaluation. Dr. Caro brings superlative technical skills, in depth knowledge of gender issues and familiarity with A.I.D. systems. She will oversee the research analysis function of GENESYS, as well as The Futures Group's research staff.

Stacia Cook joined the administrative team and will be responsible for maintaining the MIS.

During this period new administrative systems were also initiated. Sheila Maher, The Futures Group's Director of International Marketing, will work more closely with the GENESYS project to

tighten administrative and managerial procedures and to facilitate strategic planning. Several administrative procedures have been changed (eg., travel) to ensure more efficient handling of the clearance process and to improve coordination of travel plans with the WID Office. All administrative systems and procedures are currently being reviewed to ensure that GENESYS' internal operations function as smoothly and efficiently as possible.

GENESYS staff have also been working with the WID office to identify and initiate contract changes necessary for the continued success of the project. Restructuring of the contract will allow charges to be appropriately covered by Core, Buy-in and Match budgets.

The next six months promise continued change and growth. The evaluation process, currently underway, will continue into the next semester and is expected to result in the development of a new, more proactive workplan. This workplan, along with the pending staff changes at the Project Director and Deputy levels, will surely present new administrative challenges and changes.

VII. FINANCIAL MANAGEMENT REPORT

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 period budget and show (as a percentage) how year to date (YTD) costs are tracking against the YTD budget. The budget used in these reports is the project's new budget as amended by the A.I.D. contracts office in December 1991.

For Core, the figures presented indicate that project expenditures are in line with the amended budget. On average, Core expenditures have run at approximately 88% of the budgeted costs. For Buy-in/Match actual costs are tracking at approximately 54% of budgeted costs.

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 restructured budget. The projections are also broken into the two categories of Core and Buy-in/Match. These projections indicate we will reach 97% of our Core budget at the end of the 3 year base period and 62% 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 September 30, 1991) are reported for each obligation. The overall obligations for Core were \$2,304,808.54, expenditures were \$1,863,576.25, and the balance is \$441,232.29. The overall Buy-in obligations were 1,457,032.53, expenditures were \$864,832.36, and balance \$592,200.17. The Match obligations were \$3,219,075.88, expenditures were \$1,219,066.20, the balance is \$2,000,009.68.

Core expenditures have been lower during the period due to increased controls placed on

development of core activities.

The Match category continues to experience a lag time between obligations and expenditures due to the practice of expending Mission and Bureau buy-ins prior to expending the corresponding Match component. This lag, or pipeline, is expected to continue throughout the life of the project.

During the period, the project received 17 new buy-ins from A.I.D. Missions and Bureaus for a total funding increase of \$648,097 in this category.

VIII. FINANCIAL TABLES

Table 1
Semi Annual Report for Core Expenditures*
September 1991

Line Item	For 6 months Ending 3/31/90		For 6 months Ending 9/30/90		For 6 months Ending 3/31/91		For 6 months Ending 9/30/91		Cumulative 10/1/89 - 9/30/91		Budgeted for P/E: 9/30/91		Percent of Period Bud:		Budgeted for Base Period		Percent of Base Period		
	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	
TFG Labor																			
Home Office Labor	44	8,303.21	136	15,034.80	346	41,839.92	171	22,341.53	697	87,519.46									
Field Office Labor	360	44,468.58	659	78,155.08	642	72,774.08	382	39,476.11	2043	234,873.85									
Total TFG Labor	404	52,771.79	795	93,189.88	988	114,614.00	553	61,817.64	2740	322,393.31	2907	392,339	94%	82%	4343	668,582	63%	48%	
TFG Overhead																			
Home Office Overhead		14,530.64		26,310.86		73,219.83		39,097.67		153,159.00									
Field Office Overhead		42,689.86		75,028.76		69,863.06		37,897.06		225,478.74									
Total Overhead		57,220.50		101,339.62		143,082.89		76,994.73		378,637.74		449,521		84%		742,105		51%	
Consultants	24	5,313.18	171	34,705.41	260	44,932.05	21	4,908.70	474	89,859.34	500	107,000	95%	84%	720	154,080	66%	58%	
Travel & Per Diem		13,641.48		6,450.14		21,114.08		3,100.29		44,305.99		41,091		108%		52,456		84%	
Subcontracts																			
Mgmt Systems Int.	54	24,652.26	241	95,556.65	157	85,642.28	155	59,625.35	607	265,476.54	610	280,153	100%	95%	1005	465,913	60%	57%	
Ernst & Young	0	0.00	272	149,086.81	169	82,402.51	180	81,932.76	621	313,422.08	582	327,496	107%	96%	887	512,669	70%	61%	
Keys MacManus Inc	34	12,890.91	72	25,509.78	49	15,406.90	29	12,341.72	184	66,149.31	215	91,147	86%	73%	215	77,604	86%	85%	
Others	0	0.00		6,654.40	0	0.00	0	0.00	0	6,654.40	0	13,436	0%		0	48,436	0%	14%	
Total Subcontracts	88	37,543.17	585	276,807.64	375	183,451.69	364	153,899.83	1412	651,702.33	1407	712,232	100%	92%	2107	1,104,622	67%	59%	
Other Direct Costs		52,697.27		52,218.09		80,088.10		69,202.51		254,205.97		283,034		90%		424,586		60%	
Subtotal Costs		219,187.39		564,710.78		587,282.81		369,923.70		1,741,104.68		1,985,717		88%		3,146,431		55%	
Fee		13,466.01		25,639.33		31,937.20		18,199.67		89,292.21		103,118		87%		165,019		54%	
Total Costs	516	232,653.40	1551	590,400.11	1622	619,220.01	937	388,123.37	4626	1,830,396.89	4814	2,088,835	96%	88%	7170	3,311,450	65%	55%	

Budget and percentages are based on the restructured contract budget as per contract modification 16.

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Table 2
Semi-Annual Report for Matching and Buyin Expenditures *
September 1991

Line Item	For 6 months Ending 3/31/90		For 6 months Ending 9/30/90		For 6 months Ending 3/31/91		For 6 months Ending 9/30/91		Cumulative 10/1/89 - 9/30/91		B&M Budget Thru 9/30/91		Buy-in Budget Thru 9/30/91		Match Budget Thru 9/30/91		% of B&M Budget		
	Day	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	
TFG Labor																			
Home Office Labor	1	86.40	5	501.77	9	1,007.99	2	147.83	17	1,743.99									
Field Office Labor	47	7,865.04	203	25,934.22	444	45,750.49	402	43,786.98	1095	123,336.73									
Total TFG Labor	48	7,951.44	208	26,435.99	453	46,758.48	404	43,934.81	1113	125,080.72	2623	324,323	943	116,576	1680	207,747	42%	39%	
TFG Overhead																			
Home Office Overhead		151.20		878.08		1,668.23		258.69		2,956.20									
Field Office Overhead		7,550.48		24,896.65		43,920.26		42,117.38		118,484.77									
Total Overhead		7,701.68		25,774.73		45,588.49		42,376.07		121,440.97		325,771		117,096		208,675			37%
Consultants	48	13,200.00	197	37,153.89	327	62,453.00	529	112,027.40	1100	224,834.29	2373	507,918	852	182,567	1521	325,351	46%	44%	
Travel & Per Diem		35,593.88		53,644.84		48,766.03		84,338.45		222,343.20		262,848		94,479		168,369			85%
Subcontracts																			
Mgmt Systems Int.		0.00	111	87,049.13	578	376,923.05	379	289,304.77	1068	753,276.95	2138	1,034,010	768	371,668	1370	662,342	50%	73%	
Ernst & Young		0.00	87	82,960.72	159	115,120.16	91	49,201.37	337	247,282.25	2148	1,028,539	772	369,701	1376	658,838	16%	24%	
Keys MacManus, Inc.		0.00	68	23,668.22	85	28,873.93	72	24,045.15	225	76,587.30	238	79,510	102	33,928	136	45,582	95%	96%	
Others		0.00		0.00	44	67,396.37	73	133,153.51	117	201,049.88	517	125,706	186	70,435	331	125,520	23%	160%	
Total Subcontracts		0.00	266	193,678.07	866	588,813.51	616	495,704.80	1748	1,278,196.38	5041	2,267,765	1828	847,560	3213	1,492,282			56%
Other Direct Costs		2,423.42		4,869.43		15,865.83		20,650.33		43,809.06		68,139		24,492		43,647			64%
Subtotal Costs		66,870.42		341,556.95		808,245.39		799,031.86		2,015,704.62		3,756,764		1,382,770		2,446,071			54%
Fee		4,631.00		14,225.04		27,136.46		31,368.70		77,411.20		143,881		51,717		92,164			54%
Total Costs	96	71,551.42	671	355,781.99	1646	835,381.85	1549	830,400.56	3961	2,093,115.82	10037	3,900,645	3623	1,434,487	6414	2,538,235	39%	54%	

* Budget calculations are based on the restructured contract budget as per contract modification 16.

Table 3
Actual and Projected Core Expenditures and Level of Effort for Base Contract Period
September 1991

Line Item	Actual Costs for 6 month period Ending 3/31/90		Actual Costs for 6 month period Ending 9/30/90		Actual Costs for 6 month period Ending 3/31/91		Actual Costs for 6 month period Ending 9/30/91		Projected Costs for 6 month period Ending 3/31/92		Projected Costs for 6 month period Ending 9/30/92		Cumulative Total Cost For Base Period	
	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost
TFG Labor														
Home Office Labor	44	8,303	136	15,035	346	41,840	171	22,342	220	37,693	150	20,193	1067	145,404
Field Office Labor	360	44,469	659	78,155	642	72,774	382	39,476	625	107,208	625	107,208	3293	449,290
Total TFG Labor	404	52,772	795	93,190	988	114,614	553	61,818	845	144,901	775	127,401	4360	594,694
TFG Overhead														
Home Office Overhead		14,531		26,311		73,220		39,098		65,962		35,337		254,458
Field Office Overhead		42,690		75,029		69,863		37,897		102,920		102,920		431,318
Total Overhead		57,221		101,340		143,083		76,995		168,882		138,257		685,776
Consultants	24	5,313	171	34,705	260	44,932	21	4,909	127	27,891	127	27,891	729	145,640
Travel & Per Diem		13,641		6,450		21,114		3,100		3,100		3,100		50,506
Subcontracts														
Mgmt Systems Int.	54	24,652	241	95,557	157	85,642	155	59,625	199	100,218	199	100,218	1005	465,913
E&Y/DAI	0	0	272	149,087	169	82,403	180	81,933	123	70,465	123	70,465	866	454,351
Keys MacManus Inc.	34	12,891	72	25,510	49	15,407	29	12,342	25	8,000	0	0	209	74,149
Others	0	0		6,654		0		0		20,592		20,592	0	47,838
Total Subcontracts	88	37,543	585	276,808	375	183,452	364	153,900	347	199,275	321	191,275	2080	1,042,252
Other Direct Costs		52,697		52,218		80,088		69,203		83,860		83,860		421,925
Subtotal Costs		219,187		564,711		587,283		369,924		627,907		571,782		2,940,793
Fee		13,466		25,689		31,937		18,200		33,990		30,461		153,743
Total LOE/Costs	516	232,653	1551	590,400	1622	619,220	938	388,123	1319	661,897	1224	602,243	7170	3,094,536

* Projections are based on the restructured contract budget as per contract modification 16.

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Table 4
Actual and Projected Buyin and Match expenditures and Level of Effort for Base Contract Period*
September 1991

Line Item	Actual Costs for 6 month period Ending 3/31/90		Actual Costs for 6 month period Ending 9/30/90		Actual Costs for 6 month period Ending 3/31/91		Actual Costs for 6 month period Ending 9/30/91		Projected Costs for 6 month period Ending 3/31/92		Projected Costs for 6 month period Ending 9/30/92		Cumulative Total Cost For Base Period	
	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost
TFG Labor														
Home Office Labor	1	86	5	502	9	1,008	2	148	18	1,913	18	1,913	54	5,569
Field Office Labor	47	7,865	203	25,934	444	45,750	402	43,787	737	98,750	737	98,750	2569	320,838
Total TFG Labor	48	7,951	208	26,436	453	46,758	404	43,935	755	100,663	755	100,663	2623	326,407
TFG Overhead														
Home Office Overhead		151		878		1,668		259		3,347		3,347		9,650
Field Office Overhead		7,550		24,897		43,920		42,117		94,800		94,800		308,086
Total Overhead		7,702		25,775		45,589		42,376		98,147		98,147		334,601
Consultants	72	13,200	197	37,154	327	62,453	529	112,027	737	157,647	737	157,647	2598	540,127
Travel & Per Diem		35,594		53,645		48,766		84,338		93,083		93,083		408,508
Subcontracts														
Mgmt Systems Int.	0	0	111	87,049	577.8	376,923	379	289,305	455	320,935	455	320,935	1978	1,395,147
Ernst & Young	0	0	87	82,961	158.5	115,120	91	49,201	436	319,237	436	319,237	1208	885,755
Keys MacManus Inc.	0	0	68	23,668	85.4	23,874	72	24,045	0	0	0	0	225	76,587
Others	0	0	0	0	44	67,896	73	133,154	113	79,326	113	79,326	343	359,702
Total Subcontracts	0	0	266	193,678	866	588,814	615	495,705	1,004	719,498	1,004	719,498	3754	2,717,191
Other Direct Costs		2,423		4869.43		15,866		20,650		21,149		21,149		86,107
Subtotal Costs		66,870		341,557		808,246		799,032		1,190,186		1,190,186		4,396,077
Fee		4,681		14,225		27,136		31,369		47,176		47,176		171,762
Total Costs	120	71,551	671	355,782	1646	835,382	1548	830,401	2495	1,237,361	2495	1,237,361	8975	4,567,839

* Projections based on the restructured contract budget as per contract modification 16.

TABLE 5

PIO/T SOURCE	PIO/T NUMBER	DATE RECEIVED	AMOUNT	CHARGES AGAINST	BALANCE REMAINING
CORE					
PPC/WID	9307001	15-May-89	150,000.00	150,000.00	0.00
PPC/WID	9307407	28-Sep-89	12,745.00	12,745.00	0.00
PPC/WID	9307012	28-Sep-89	8,946.75	8,946.75	0.00
PPC/WID	302418	28-Feb-90	145,000.00	145,000.00	0.00
PPC/WID	302400	28-Feb-90	318,000.00	318,000.00	0.00
PPC/WID	302412	28-Feb-90	90,000.00	90,000.00	0.00
PPC/WID	302406	28-Feb-90	87,000.00	87,000.00	0.00
PPC/WID	302422	28-Feb-90	82,000.00	82,000.00	0.00
PPC/WID	302421	27-Aug-90	105,000.00	105,000.00	0.00
PPC/WID	302409	27-Aug-90	113,000.00	113,000.00	0.00
PPC/WID	302416	27-Aug-90	26,099.79	26,099.79	0.00
PPC/WID	302403	27-Aug-90	367,635.00	367,635.00	0.00
PPC/WID	1303301	18-Mar-91	319,216.00	0.00	319,216.00
PPC/WID	1304301	18-Mar-91	200,000.00	108,149.71	91,850.29
PPC/WID	1306301	18-Mar-91	50,000.00	50,000.00	0.00
PPC/WID	1308301	18-Mar-91	200,000.00	200,000.00	0.00
S&T/WID	1361831	30-Sep-91	26,019.00	0.00	26,019.00
S&T/WID	1361831	30-Sep-91	4,147.00	0.00	4,147.00
TOTAL CORE			2,304,808.54	1,863,576.25	441,232.29

TABLE 5

PIO/T SOURCE	PIO/T NUMBER	DATE RECEIVED	AMOUNT	CHARGES AGAINST	BALANCE REMAINING
MATCH					
PPC/WID	9307327	15-May-89	25,000.00	25,000.00	0.00
PPC/WID	9307027	15-May-89	50,000.00	49,999.92	0.08
PPC/WID	9307426	15-May-89	46,000.00	45,999.99	0.01
PPC/WID	9307226	15-May-89	69,000.00	68,313.62	686.38
PPC/WID	9307126	15-May-89	75,000.00	75,000.00	0.00
PPC/WID	9307428	15-May-89	100,000.00	100,000.00	0.00
PPC/WID	9307427	15-May-89	10,000.00	10,000.00	0.00
PPC/WID	9307026	15-May-89	300,000.00	290,739.62	9,260.38
PPC/WID	9307328	15-May-89	75,000.00	75,000.00	0.00
PPC/WID	9307326	15-May-89	50,000.00	50,000.00	0.00
PPC/WID	9307127	15-May-89	48,619.00	48,619.00	0.00
PPC/WID	9307254	28-Sep-89	5,600.00	5,600.00	0.00
PPC/WID	9307355	28-Sep-89	56,507.00	56,507.00	0.00
PPC/WID	9307064	28-Sep-89	269,454.00	269,454.00	0.00
PPC/WID	9307035	28-Sep-89	12,205.00	12,205.00	0.00
PPC/WID	302431	27-Aug-90	617,249.78	0.00	617,249.78
PPC/WID	302432	27-Aug-90	36,250.00	36,250.00	0.00
PPC/WID	302440	27-Aug-90	120,000.00	0.00	120,000.00
PPC/WID	302430	27-Aug-90	313,568.00	0.00	313,568.00
PPC/WID	302437	27-Aug-90	159,000.00	0.00	159,000.00
PPC/WID	302475	28-Sep-90	30,000.00	0.00	30,000.00
PPC/WID	302485	28-Sep-90	30,000.00	0.00	30,000.00
PPC/WID	302467	28-Sep-90	136,707.00	0.00	136,707.00
PPC/WID	302460	28-Sep-90	67,196.10	0.00	67,196.10
PPC/WID	1303348	22-Jul-91	26,000.00	0.00	26,000.00
PPC/WID	1305337	22-Jul-91	31,000.00	0.00	31,000.00
PPC/WID	1308330	05-Aug-91	58,000.00	378.05	57,621.95
PPC/WID	1305340	05-Aug-91	60,147.00	0.00	60,147.00
PPC/WID	1303330	05-Aug-91	86,853.00	0.00	86,853.00
S&T/WID	1361826	30-Sep-91	65,879.00	0.00	65,879.00
S&T/WID	1361827	30-Sep-91	22,247.00	0.00	22,247.00
S&T/WID	1361828	30-Sep-91	136,368.00	0.00	136,368.00
S&T/WID	1361829	30-Sep-91	20,627.00	0.00	20,627.00
S&T/WID	1361828	30-Sep-91	9,599.00	0.00	9,599.00
TOTAL MATCH			3,219,075.88	1,219,066.20	2,000,009.68

TABLE 5

PIO/T SOURCE	PIO/T NUMBER	DATE RECEIVED	AMOUNT	CHARGES AGAINST	BALANCE REMAINING
BUYIN					
ANE	9634008	28-Sep-89	11,198.00	5,000.00	6,198.00
BOLIVIA	300191	20-Feb-90	12,000.00	12,000.00	0.00
ECUADOR	300025	13-Apr-90	50,520.00	50,520.00	0.00
BOLIVIA	390162	13-Apr-90	5,300.00	5,300.00	0.00
ZIMBABWE	300010	13-Apr-90	3,074.00	3,074.00	0.00
RDO/C	300018	13-Apr-90	6,000.00	6,000.00	0.00
ZIMBABWE	300009	13-Apr-90	8,670.00	8,670.00	0.00
BOTSWANA	390079	13-Apr-90	9,674.00	9,674.00	0.00
RDO/C	300039	16-May-90	10,000.00	10,000.00	0.00
SENEGAL	390083	18-Jul-90	24,768.00	24,768.00	0.00
MALI	300033	31-Jul-90	20,000.00	20,000.00	0.00
ANE	30632007	31-Jul-90	120,000.00	120,000.00	0.00
ANE	30631011	31-Jul-90	10,000.00	10,000.00	0.00
PERU	300064	31-Jul-90	13,000.00	13,000.00	0.00
LAC	30655008	31-Jul-90	50,000.00	50,000.00	0.00
KENYA	300048	31-Jul-90	16,000.00	16,000.00	0.00
BURUNDI	300004	31-Jul-90	25,000.00	25,000.00	0.00
COSTA RICA	300073	31-Jul-90	16,011.00	16,011.00	0.00
GUATEMALA	300172	31-Jul-90	11,000.00	11,000.00	0.00
RDO/C	300050	31-Jul-90	5,900.00	5,900.00	0.00
REDSO	309028	31-Jul-90	30,000.00	30,000.00	0.00
D.R.	300042	31-Jul-90	8,478.98	8,478.98	0.00
BOLIVIA	300054	31-Jul-90	2,535.00	2,535.00	0.00
BOLIVIA	300070	31-Jul-90	11,975.00	11,975.00	0.00
GUATEMALA	300173	31-Jul-90	6,412.54	6,412.54	0.00
CHILE	342007	31-Jul-90	8,245.00	8,245.00	0.00
MOZAMBIQUE	300022	31-Jul-90	37,731.00	37,731.00	0.00
BELIZE	300018	31-Jul-90	6,675.00	6,675.00	0.00
CAPE VERDE	380030	16-Aug-90	11,700.00	11,700.00	0.00
CHILE	300010	27-Aug-90	100,000.00	100,000.00	0.00
BOTSWANA	300046	27-Aug-90	7,500.00	7,500.00	0.00
GAMBIA	300018	30-Sep-90	31,752.00	31,752.00	0.00
ANE	30634012	30-Sep-90	3,260.00	0.00	3,260.00
RDO/C	300043	30-Sep-90	15,110.00	15,110.00	0.00
ZIMBABWE	604350641	15-Oct-90	7,934.34	7,934.34	0.00
REDSO ADB	390051	15-Oct-90	9,109.67	9,109.67	0.00
MOROCCO	300045	29-Oct-90	17,525.00	17,525.00	0.00

TABLE 5

PIO/T SOURCE	PIO/T NUMBER	DATE RECEIVED	AMOUNT	CHARGES AGAINST	BALANCE REMAINING
BOLIVIA	300191	20-Feb-91	12,000.00	12,000.00	0.00
S. AFRICA	310028	18-Mar-91	22,870.00	22,870.00	0.00
UGANDA	310001	18-Mar-91	14,980.00	14,980.00	0.00
CHAD	310002	22-Mar-91	15,027.00	15,027.00	0.00
UGANDA	310002	04-Apr-91	5,750.00	5,750.00	0.00
C. D'Ivoire	310014	05-May 91	20,000.00	913.43	19,086.57
C. D'Ivoire	310014	22-Jul-91	34,060.00	0.00	34,060.00
Costa Rica	310053	22-Jul-91	23,500.00	6,830.02	16,669.98
Haiti	310201	22-Jul-91	4,800.00	1,451.55	3,348.45
Honduras	310117	22-Jul-91	27,200.00	2,390.12	24,809.88
Ecuador	309159	22-Jul-91	11,703.00	11,703.00	0.00
Niger	310040	22-Jul-91	14,714.00	8,832.36	5,881.64
Uganda	310024	22-Jul-91	18,662.00	10,177.71	8,484.29
LAC/BRAZIL	1651016	22-Jul-91	296,000.00	11,655.64	284,344.36
APRE	1672223	22-Jul-91	38,000.00	302.50	37,697.50
C. D'IVOIRE	310014	05-Aug-91	46,000.00	0.00	46,000.00
BOLIVIA	310078	19-Aug-91	8,300.00	0.00	8,300.00
RWANDA	300063	01-Sep-91	34,000.00	348.50	33,651.50
MOROCCO	310033	30-Sep-91	49,700.00	0.00	49,700.00
BOLIVIA	310133	30-Sep-91	5,000.00	5,000.00	0.00
AFRICA	1311039	30-Sep-91	10,708.00	0.00	10,708.00
TOTAL BUYINS			1,457,032.53	864,832.36	592,200.17