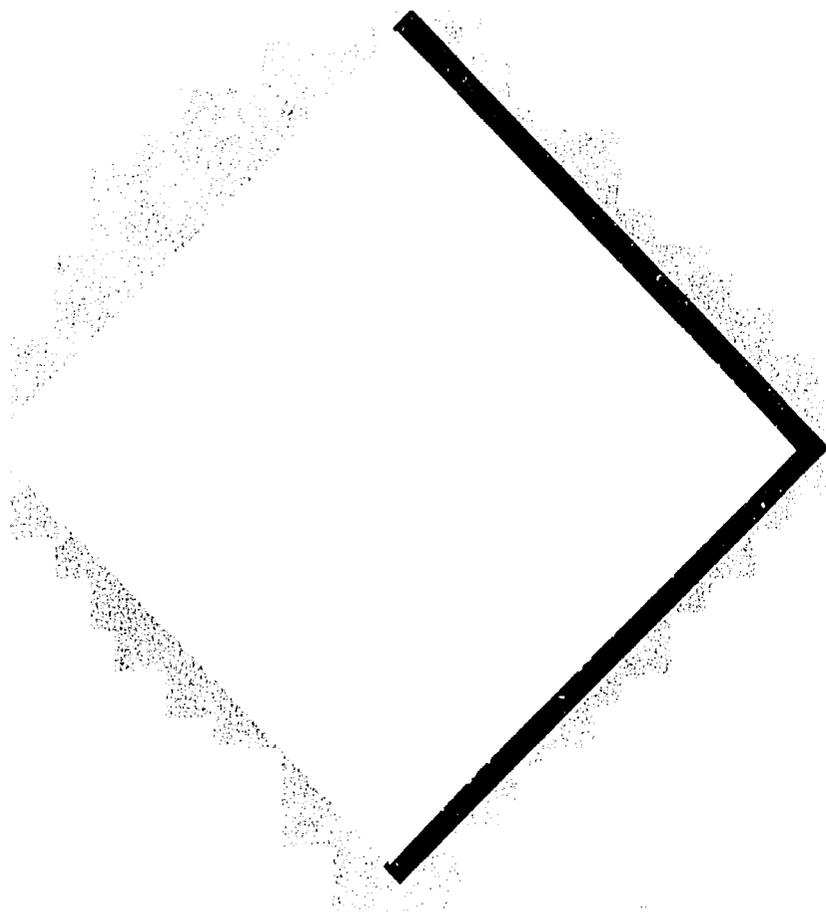


# GENESYS



THE  
FUTURES  
GROUP

**Final Trip Report**

**Visit to Abidjan and Conakry  
March 28/April 9, 1994**

**As Follow On to the  
March 1993 REDSO/WCA Workshops in West Africa**

**Joan M. Goodin  
Senior Training Specialist  
USAID/G/WID-GENESYS**

**GENESYS Project  
Contract No. PDC-0100-A-00-9044-00**

**5807.202B  
USAID G/R&D/WID  
U.S. Agency for International Development  
Office of Women in Development  
Department of State  
Washington, DC 20523-1816**

## TABLE OF CONTENTS

ACRONYMS .....	ii
I. BACKGROUND .....	1
II. PURPOSE OF THE TRIP .....	1
A. <i>Abidjan</i> .....	1
B. <i>Conakry</i> .....	1
III. ACTIVITIES UNDERTAKEN .....	2
IV. OBSERVATIONS UNDERLYING THE TEAM'S FINDINGS AND RECOMMENDATIONS .....	3
V. FINAL COMMENTS .....	4

## ACRONYMS

<b>AMIP</b>	Agricultural Marketing Investment Project
<b>API</b>	Assessment of Program Impact
<b>CPSP</b>	Country Program and Strategic Plan
<b>ESRP</b>	Education Sector Reform Program
<b>FAMPOP</b>	Family Planning Options Project
<b>FSN</b>	Foreign Service National
<b>GAD</b>	Gender and Development
<b>GENESYS</b>	Gender in Social and Economic Systems project of the Office of Women in Development
<b>GIF</b>	Gender Information Framework
<b>M&amp;E</b>	Monitoring and evaluation
<b>MSI</b>	Management Systems International
<b>PSC</b>	Personal Services Contractor
<b>R&amp;D/WID</b>	Research and Development, Office of Women in Development
<b>REDSO/WCA</b>	Regional Economic and Development Support Office for West and Central Africa
<b>USAID</b>	United States Agency for International Development
<b>WID</b>	Women in Development

## **I. BACKGROUND**

In March 1993, at the request of the Regional Economic and Development Support Office for West and Central Africa (REDSO/WCA), two regional workshops were held to develop USAID staff skills and knowledge in analyzing and planning for the gender dimensions of country programs. The workshops were conducted by Management Systems International (MSI) through the Program Performance Information for Strategic Management (PRISM) and Gender in Social and Economic Systems (GENESYS) projects, with funding from REDSO/WCA and the R&D/WID Office. The West African Regional AFWID Advisor assisted the consultants, and participated actively in the workshops.

The funding provided for this activity also included support for follow on visits for further training and technical assistance at the request of participating USAID missions. USAID/Guinea requested such a visit, which is the subject of this report.

## **II. PURPOSE OF THE TRIP**

### **A. *Abidjan***

It was agreed that the AFWID/REDSO Regional Advisor, Fatou Rigoulot, would travel to Guinea with Joan Goodin, the Senior Training Specialist at GENESYS. Therefore, in order to prepare for the visit, Goodin went first to REDSO to work with Rigoulot in Abidjan. There, from March 29 to April 1, the two-member team reviewed USAID/Guinea's current CPSP and WID Action Plan, the 1993 API, and other relevant documents, and prepared the agenda for Guinea, including selected documents to be used in support of those activities.

### **B. *Conakry***

From April 5 to 8, the team worked at USAID/Guinea, in accordance with the following Scope of Work which had been provided by the mission:

1. Assist in refining and finalizing USAID/Guinea's WID policy;
2. Assist in updating the mission's current WID Action Plan;
3. Provide advice and recommendations for integrating gender dimensions into mission's current project portfolio and into new projects scheduled for design during FY 94 and 95. In particular, team would provide guidance on developing WID indicators and how to disaggregate impact data for gender considerations;
4. Conduct sector specific WID sessions with the mission's Rural and General Development Offices.

### **III. ACTIVITIES UNDERTAKEN (See Annex 1 for full agenda)**

Day one of the visit was devoted of a general session with mission personnel to discuss and clarify WID/GAD issues, USAID's current strategic objectives and key policies, the situation of women in Guinea, and other relevant topics. This session also included training in gender analysis, using two tools: the Gender Information Framework (GIF) and the Contextual Analysis model which had been used successfully by GENESYS in recent contractor workshops held in Washington. Eight persons, most of whom were members of the mission's WID Committee, participated in the discussion/training.

During the following two days, separate meetings were held with personnel from the mission's two major divisions: the Rural Development Office and the General Development Office. A total of four different projects were reviewed, with particular attention to the collection of gender-disaggregated baseline data and the formulation and monitoring of gender-related indicators. Those projects included:

1. Agricultural Marketing Investment Project (AMIP)
2. Education Sector Reform Program (ESRP)
3. Rural Roads Project
4. Family Planning Options Project (FAMPOP)

Unfortunately, due to conflicting schedules or other more pressing commitments, it was not possible for personnel from other projects to meet with the team. Moreover, because of an emergency dental problem, Sally Sharp who heads the Program Office and also serves as WID Officer, had travelled to the U.S. before the team's arrival, and was consequently unable to participate in these activities. However, Dominique Jenkins, who assists with WID functions, served ably as the team's Control Officer, facilitating and participating in all aspects of the visit. (See Annex 2 for the names of those who took part in the various meetings.)

On the afternoon of day two, the team met with Mission Director Wilbur G. Thomas and Deputy Mission Director Tom Park to discuss the mission's overall approach to the incorporation of gender considerations into its portfolio. The team also raised the possibility of a Mission Order to document the mission's WID/GAD policy, and found the Director extremely receptive. In fact, he suggested that a draft might be prepared by the time the team left the country.

By the afternoon of day three, a meeting was held with key members of the WID Committee to discuss the mission's WID policy and current Action Plan, and to present for their consideration a draft Mission Order which the team had prepared (See Annex 3). Following a thorough examination of the draft, it was left to be finalized by the WID Committee when the WID Officer returns.

On the final day of the visit, a debriefing chaired by the Mission Director was held. This was attended by some 17 persons. The team presented a document outlining its Findings and Recommendations (see Annex 4), and a general discussion ensued.

#### **IV. OBSERVATIONS UNDERLYING THE TEAM'S FINDINGS AND RECOMMENDATIONS**

1. A review of USAID/Guinea's FY 1992-1996 CPSP (which annexes the WID Action Plan) and the 1993 API leads to a strong impression that this mission is making sincere efforts and considerable progress in the incorporation of gender concerns into its portfolio. This impression was reinforced by discussions with the Mission Director, who immediately expressed his commitment and full support for this goal. In essence, the team found that the question in Guinea was not "why," but "how."
2. During the initial general session, the team learned that USAID/Guinea had created a WID Committee following the March 1993 workshop. It includes 15 persons, representing all divisions within the mission, and is chaired by the WID Officer (see Annex 2 for list of members). However, lacking a specific strategy or work plan, the Committee had not yet become truly operational. This was of concern to a number of those who participated in the discussion. Therefore, the team felt that one of its key tasks would be to help staff determine the role that the Committee and its individual members should play in ensuring that gender considerations are, in fact, built into the mission's programs and projects.
3. During discussions with staff of the various projects reviewed, the team found an uneven record with regard to the collection of sex-disaggregated baseline data and the formulation of gender-sensitive indicators. However, those participating in the discussions seemed committed to the notion that the inclusion of gender considerations will lead to greater project success. The team was struck by the fact that, where projects had developed innovative approaches to gender-inclusive baseline data or indicators, this was not known by other staff members. In fact, they became fascinated when hearing of the steps that had already been taken by their colleagues. It is important that information on the approaches taken by the various projects be disseminated throughout the mission in order to build on progress to date and eliminate duplication of effort. Furthermore, USAID/Guinea's three Strategic Objectives are highly interwoven and mutually-reinforcing. They include: a) increased agricultural production and export; b) a decrease in the fertility rate, and; c) an increase in primary school attendance by rural children, particularly girls. While discussing gender-related data and indicators, the team found that, because of the lack of information-sharing among projects, invaluable synergy was being lost.
4. The current WID Action Plan - which was appended to the CPSP - is largely a set of project-by-project assumptions regarding the probable impact on women of the activities to be undertaken. The team felt that, while these assumptions contain the seeds of gender-related indicators, they do not represent a plan for action. Therefore, the draft Mission Order calls for

a five-year WID/GAD Strategy linked to the CPSF, with annual Work Plans to be developed by the WID Committee. In developing the Work Plan, individual Committee members would take responsibility for gathering existing gender-related indicators within their own projects, and proposing action steps to fill any gaps. The WID Committee would then consolidate this material from the various offices into a single Work Plan and monitor progress throughout the year. During the debriefing, the Mission Director stated that this information should be included in the annual API.

5. Given the other important program responsibilities of the WID Officer and the mission's high level of commitment to WID/GAD issues, the team felt it would be important to have a full-time WID Coordinator to assist with these duties. This could be an FSN or a PSC, or some combination thereof.

## V. FINAL COMMENTS

The team found the Rural Roads Project to be of particular interest as a model approach for the establishment of gender-relevant baseline data and indicators. This project, which has a permanent M&E component built in, will touch 42 villages in rural Guinea. The M&E plan was designed to capture a broad range of data from both women and men with regard to pre-project living standards, income, daily activities, and so forth. This will be used as a basis for measuring the impact of the new roads on the lives of these villagers over the next four years. Meanwhile, another group of 20 villages, which are not touched by the new roads, is being used as a control group. Project staff are photographing and videotaping village-level interviews and other key activities. The team believes this could be used by G/R&D/WID as persuasive material for educating others.

During the debriefing, the team was gratified by the support received from the Mission Director and other staff for the recommendations presented. Particularly important was the Director's commitment to signing the Mission Order, once the WID Committee finalizes it and all division chiefs have provided input. As the Director pointed out, this will serve to make each office aware of its responsibility as a participant in the overall WID/GAD effort.

## ANNEX 1



13:30-16:00      Work session:  
Mission Order and/or Action Plan  
Guide lines for developing indicators

Fri, April 8      Debriefing:  
08:30-09:30      Assessment of workshop activities  
Recommendations  
-Other-

NRM Project Manager unavailable

1

## **ANNEX 2**

**USAID/GUINEA**  
**Women In Development Committee Members**

PPD: Sally Sharp, PPDO  
Charles Morgan, PDO

RDO: Dan Jenkins, ADO  
Ibrahima Camara, Proj. Asst.

GDO: Hadja Diallo, Trng Asst.  
Dominique Jenkins, GDO Asst.  
Stephanie Mullen, GDO Asst.  
Dr. Mariama Bah, HPN Asst.

HRDO: Dr. Sarah Wright, HRDO  
Alpha Bah, Ed. Asst.

MO: Lisa O'Donnell, Admin. Aid  
Kadiatou Diallo, Procure Asst.

OFM: P. Simon Klosky, CONT.  
Alistaire Cooke, D/CONT.  
Ramatoulaye Diallo, O.E. Acct.

**Gender Dimensions Workshop Participants**  
April 5 - 8, 1994

Alpha Bah	Dominique Jenkins
Mariama Bah	Jo Lesser
Ibrahima Camara	Charles Morgan
Tony Carvalho	Stephanie Mullen
Ann Chase	Helene Rippey
Bernard Delaney	Sarah Wright
Hadjah Diallo	

## **ANNEX 3**

D R A F T    G U I N E A

=====

LOCAL ORDER No.

Date of Issuance:

SUBJECT: WOMEN IN DEVELOPMENT (WID)

1.        PURPOSE

Enhancing the participation of women in Guinea's development is a priority for USAID/Guinea. To the fullest extent possible, the Guinea Mission maximizes the benefit to women of the financial and technical resources provided by the USAID. program by paying proper attention to gender issues. This is to meet the Administrator's principals and the new USAID strategy for sustainable development which state that "development assistance must address the specific needs of women in developing nations" and "In their design and implementation, programs must take gender issues into account and pay particular attention to the needs of women in poverty.

In order to better institutionalize gender considerations in the Mission's development programs and to plan and evaluate the Mission's activities with respect to Gender/WID, the Guinea Mission has formed a WID Committee. Also, the Mission will make maximum efforts to incorporate gender-disaggregated information in its monitoring/evaluation and reporting systems at both program and project levels.

The purpose of this mission order is to delineate official Mission policy regarding: (1) the responsibilities of Mission's staff with regards to gender issues; (2) the composition and responsibilities of the WID committee; and (3) its approach to gender-disaggregated monitoring and evaluation.

II.       RESPONSIBILITIES OF USAID MISSION STAFF

Although the WID Committee and the WID Officer are specially designated to bear the major responsibilities of assisting the Mission in integrating gender considerations into its project/program portfolio, the responsibilities in this regard also rest with every Mission staff person as part of his/her day to day duties. The following outlines the responsibilities of technical staff and project management officers:

1.       Consider the issue of women from the outset of project development, i.e., in the sector assessment or early planning stage (pre-PID) of all Mission programs and projects.



presence of long-term employees within the Mission who will help provide continuity in the work of the WID Committee especially during periods of staff rotation.

The WID Committee will develop a procedure for replacing members leaving the committee. The procedure will include a review process of possible new members, an evaluation of the committee's existing needs and expertise, and an orientation component to familiarize new members with the committee's activities. As part of the orientation, the WID Committee may wish to request from the WID Office and the WID Regional Advisor that packet(s) of information on women in development and gender issues be sent to each new member for reference purposes.

#### IV. RESPONSIBILITIES OF THE WID COMMITTEE

The WID Committee will assist the WID Officer in a technical capacity and serve as an organized constituency in support of the Mission's efforts to enhance the role of women in its program. The committee will meet regularly (once every quarter) or as necessary to address WID concerns in a timely manner when they arise.

The responsibilities of the WID Committee will be to:

a. Develop and monitor the implementation of Mission's WID Strategy and Work Plan

The Committee will be responsible for ensuring that a Mission-wide strategy is designed and implemented to improve the Mission's performance in including women as contributors to and beneficiaries of its development programs and projects. The strategy will focus primarily on the integration of relevant gender concerns into the Mission's strategic objectives. A concrete work plan will be prepared to define actions within the Mission's portfolio and other activities that will be required to address gender differences in participation and impacts of the Guinea Mission's program. The work plan will be submitted to the Mission Director on an annual basis *for approval.*

The committee will be responsible for reviewing, revising and updating the Mission's WID strategy as necessary to reflect changes in its priorities and in the situation of women in Guinea. A new basic strategy will be prepared in conjunction with the schedule for updating or rewriting the Mission CPSP.

The WID Committee will ensure that WID concerns are addressed in all appropriate project documents, the CPSP, the SAPIRs, APIS, the Sector Assessments and all evaluations.

- b. Review projects designs: Project officers and project design teams have the primary responsibility for reviewing all project/program design documents to determine the impact of a project on women and the mechanisms for assuring that women systematically are included as participants and beneficiaries. However, individual WID Committee members will monitor this process in their respective offices.

In the case of sector assessments and project designs, members of the WID Committee will be involved in meetings/reviews and will have a role in the design of assessments and projects. The WID Committee may also recommend that project design teams include expertise in evaluating proposed projects' impact on women.

The specific criteria to evaluate such project design documents will vary depending on the scope of the project. All planned projects are to include the collection of baseline data on key performance indicators disaggregated by sex.

The WID Committee may question assumptions included in the project design and request that the design team further evaluate whether the achievement of the project's objectives will be affected by gender considerations. In this case the WID officer may call on G/RD/WID and the WID Regional Advisor at REDSO/WCA for financial and technical assistance under WID centrally funded projects.

- c. Monitor Mission progress in incorporating women in programs and projects through existing review mechanisms:

The Mission WID Committee will ensure that appropriate gender-disaggregated indicators and data are examined in all Mission reviews, including the Semi-annual Review of the projects/programs.

Based on the result of such reviews, the committee will advise technical offices and Mission management on areas where a greater focus on gender issues is needed in order to improve women's participation, and alert others in the Mission to "success stories" (activities that have particular impact on Mission achievements from the WID perspective). Individual members of the committee will be available to advise project officers and division chiefs on how to set up and monitor these indicators as part of ongoing project monitoring activities.

The WID Committee will ensure that all new project Monitoring and Evaluation plans (M&E) have gender disaggregated indicators and describe plans for collecting such information.

d. Provide advice on evaluations:

The WID Committee will participate in the design and interpretation of Mission program and project evaluations as well as M&E plans. It will be the responsibility of the relevant project officers to ensure that all evaluations address gender issues and that appropriate gender disaggregated data are collected, reported and reviewed as a routine part of project and program review. The WID Committee will play an advisory role in this regard by being aware of upcoming evaluations and giving suggestions on how to include gender considerations in the evaluation process.

Members of the WID Committee, also, will evaluate the discussion of gender concerns in SOWs for planned project evaluations and reviews, in their offices. At a minimum, they will apprise the WID Officer of upcoming evaluations so that she/he can contribute to the development of SOWs. Members of the WID Committee or the WID Officer may assist project officers in drafting scopes of work that clearly convey to contractors the importance of considering gender issues, and developing appropriate measures of the effect of the project and/or program on women as participants and beneficiaries.

e. Report on plans and progress:

The committee will prepare a WID Work Plan for submission to the Mission director annually.

The Plan will describe WID considerations in each of the Mission's sector program and present a project-by-project description of actions to be taken to achieve full participation of women, with target dates, and responsible individuals. Progress toward targets will be discussed in the ~~Project Implementation Reports reviews~~ <sup>included in the A/P.</sup> ~~1/12. reviewed~~

f. Coordinate with other donors and host country counterparts:

*The WID Com.* The WID Committee will encourage donor WID coordination. ~~The~~ will represent the Mission in any donor working group on WID.

The WID Committee will serve as a bridge between Mission WID concerns and events or developments outside of USAID that are relevant to Mission activities. The committee will promote exchanges with host government officials, PVOs and local researchers involved in WID activities. The WID Committee will serve as a vehicle to periodically arrange exchange of information between these groups and Mission staff through workshops, roundtable meetings and field visits, for example.

V. RESPONSIBILITIES OF THE CHAIRPERSON OF THE WID COMMITTEE

The chair of the WID Committee will assist Mission staff in their efforts to improve women's participation in Mission-funded projects and programs as follows:

1. Serve as the chair and active member of the WID committee, providing front-office support to ensure that the committee and Mission officers carry out their mandate; and
2. Provide guidance on the development of a mission wide strategy and work plan for integrating gender issues into the Mission's programs and projects.

IV. RESPONSIBILITIES OF THE WID OFFICER

The WID Officer will assist Mission staff in their efforts to incorporate gender considerations into Mission-funded activities. He/she will designate a WID coordinator who will assist in the performance of the follows duties:

1. Coordinate the activities of the WID Committee and consult with individual committee members, the Program and Project Development Office and Mission management to develop WID Strategies and to update the WID work plan;
2. Serve as a resource person to offices involved in project design, implementation and evaluation;
3. Gather all available material related to women, in one place that serves as the Mission's resource center on women for use in program planning and project preparation;
4. Maintain contacts with local women's organizations and other donors active in promoting WID;
5. With assistance from the WID Committee members, ensure that WID concerns are addressed in Mission planning and review program/project documents;
6. Periodically brief the WID Committee and other key Mission staff on initiatives and priorities vis-a-vis WID; and
7. Promote and facilitate training of key Mission staff including program officers and sector-related project officers and their counterparts in using gender analysis in project/program design, implementation and evaluation. Training materials and assistance may be requested from G/RD/WID and REDSO/WCA WID Regional Advisor, as deemed necessary.

NOTES:

VII. GENDER-DISAGGREGATED MONITORING AND EVALUATION SYSTEMS (M&E)

A major thrust of the Mission's strategy for addressing gender issues in its portfolio is the development of a monitoring and evaluation (M&E) system that reflects WID issues and yields gender disaggregated information on programs and projects. This focus has been chosen for two reasons:

First, because the Mission is just beginning to address gender issues in a systematic way, the M&E systems will generate invaluable baseline and monitoring information.

Second, the early development of M&E systems will be utilized to facilitate the inclusion of gender-disaggregated perspectives and indicators into the Mission's project and program monitoring and evaluation plans and reporting systems whenever necessary.

The following items describe activities that will be included as part of the Mission's monitoring and evaluation systems:

1. All project M&E plans will develop an information base which is disaggregated by gender and tracks progress relative to WID to inform project management and future design.
2. The appropriate technical officer will ensure that gender-disaggregated information be included in all evaluations. Language to this effect will be included in contractors' scopes of work .
3. Gender-disaggregated information will be reported in the CPSP, Action plan and APIs, as now mandated by AID/W.
4. Annual WID Work Plan will describe progress and plans relevant to WID issues, based on gender-disaggregated program and project indicators.

## **ANNEX 4**

# GENDER WORKSHOPS FOLLOW-ON VISIT

## DEBRIEFING

### INTRODUCTION

This visit took place from April 4-9. The two-member team was comprised of REDSO Regional WID Advisor Fatou Rigoulot and G&D/WID-GENEYS Senior Training Specialist Joan Goodin. Prior to their arrival in Conakry, the team carried out preparatory work for three days at REDSO. This included a review of USAID/Guinea's CPSP, the 1993 API and other relevant documents.

Activities at USAID/Guinea included a one-day training on the use of gender analysis in program/project development, along with a general discussion of current USAID strategies and implications for WID/gender issues. This was followed by technical assistance rendered during discussions with individual project personnel. During the course of all discussions, the team was able to assess the inclusion of gender in the Mission's project/program portfolio and formulated recommendations for the Mission's consideration.

### FINDINGS

1. Mission documents reflect keen interest in the incorporation of gender concerns in its programs and projects. This interest was echoed by the Mission Director, who expressed to the team his commitment to the participation of all Guineans in the development process.
2. Following the March 1993 Gender Workshop, USAID/Guinea formed a WID Committee. However, the Committee has not been fully operational, and requested assistance to maximize its role within the Mission. Particular concern was expressed with regard to the development of gender-based project indicators as a means to monitor future progress and impact on women.
3. A review of selected projects/programs, including AMIP, Education, Rural Roads, Health & Family Planning, revealed a concern for the incorporation of gender considerations into the Mission's development activities. This was demonstrated by an interest in formulating gender-sensitive indicators and the collection of gender-disaggregated data.
4. Some Mission projects have employed highly innovative measures to compile gender-disaggregated baseline data and to carefully monitor progress over time. Unfortunately, because this information has not yet been disseminated throughout the Mission, the potential synergy that exists among projects has not been maximized.
5. Unfortunately, due to conflicting schedules or more pressing

commitments, only one direct hire participated in the training and subsequent discussions. This may retard the Mission's overall progress in institutionalizing gender considerations in its portfolio.

### RECOMMENDATIONS

1. The WID Officer with the assistance of the WID Committee should finalize the draft Mission Order discussed during the visit, and submit it to the Mission Director for his approval and signature. The WID Officer should then disseminate the signed MO throughout the Mission, and arrange for appropriate consideration of its contents by all personnel.
2. Following issuance of the Mission Order, the annual Work Plan which is called for should be formulated with input from members of the WID Committee based on the projects for which their respective offices are responsible. This should be done under the guidance of the WID Officer.
3. A full-time WID Coordinator should be designated to assist the WID Officer with her tasks.
4. Given the desirability of sharing progress on the incorporation of gender considerations in Mission programs/projects in order to better ensure their institutionalization, a full staff retreat should be held under the leadership of the Mission Director.
5. A Special Study to document the profile of women in the agricultural marketing sector by crop and identify constraints and opportunities for female entrepreneurs should be conducted. This will provide baseline data and recommendations for actions to be taken to increase businesswomen's performance. The Project Officer should develop the terms of reference for this study, and discuss them with the WID Committee.
6. The establishment of an M&E mechanism at the Ministerial level should be included in the re-design of the ESR project. This should include training and technical assistance for the GOG staff. This is particularly important as the decentralization of the education system may have an uneven impact on the attention given to encouraging girls to attend school in different geographic areas of the country.
7. Information on the well-planned approach to the collection of baseline data and the development of gender-sensitive indicators as demonstrated in the Rural Roads project should be shared and serve as a model for the entire Mission. In order to build capacity at the GOG/Genie Rural, the 15 staff working in this project should be trained in gender analysis techniques.

8. As recommended in the mid-term evaluation, FAMPOP should develop indicators related to the impact on women. Attention should also be given to collecting data on male behavior patterns.
9. The Mission should sponsor a gender analysis workshop for indigenous NGOs, government counterparts and USAID contractors in order to better ensure program success.