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**USAID/RDO/C WOMEN
IN DEVELOPMENT PORTFOLIO
REVIEW AND PROJECT
MONITORING SYSTEM**

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USAID/RDO/C

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EXECUTIVE SUMMARY

This document contains the main findings of a portfolio review and a project level management information system developed by a team from The Futures Group/GENESYS Project at the request of the USAID/RDO/C. The portfolio review focuses on new project starts and designs, recently amended projects and projects that still have significant time to run. It outlines ways the Mission can improve the participation of men and women in these projects. The project level MIS is a gender-disaggregated system for tracking participation and impacts of RDO/C projects, focusing on new project starts and designs, recently amended projects, and projects which still have significant time to run.

At the present time, the Mission is relatively successful in incorporating women in the development process. In addition, AID staff appears to have a high level of awareness and knowledge about the roles of Eastern Caribbean women and men in different sectors. **However, the Mission lacks an institutionalized system for ensuring that gender issues are addressed in all new project designs and a system for monitoring project participation and impacts by gender.** It is understood that RDO/C joins Missions around the world in bearing the burden of severe budgetary constraints. With this in mind, the monitoring system recommendations should be a particular priority for the Mission over the next two years.

The report is organized in three parts. First, recommended global actions to ensure that gender issues are addressed in project design and in the implementation phase. Second, the report presents a project-by-project review of new, recently amended and ongoing projects from a WID perspective. Finally, part three contains the schematic outline of a gender-disaggregated MIS that will allow the Mission to track project accomplishments and outputs relevant to gender issues as part of its routine project monitoring activities.

Two projects are highlighted in part one: the Small Enterprise Assistance Project II (SEAP II) and the Environmental and Coastal Resources Project (ENCORE). These projects should be given priority to incorporate gender issues at the design phase, and are identified as key technical areas for women in development by AID. In the ENCORE Project, particular attention should be given to taking advantage of women's historic role as responsible users and preservers of natural resources in project design and implementation. Education and training components targeted mainly to women will need to be included in the project. The SEAP II project should incorporate active outreach to potential women clients and upgrading of women's management skills in all of its activities since the existing program has only one women's component.

Project tables in the second part of this document individually describe each project in the RDO/C Mission portfolio. The tables outline suggestions to improve the project's ability to address gender differences in the sector where it operates, (in many cases making explicit steps already contained in project documents or planned by project officers). The result will be to enhance the participation of women as well as men and to improve the impact of the project on both genders, thereby contributing to greater project success.

The projects reviewed are divided among the following four sectors: (1) human resource development, (2) agriculture and rural development, (3) private sector, and (4) Others. The projects reviewed under the Human Resource Development category were management and skill training projects with a one health communication project. It was found that the projects needed to monitor closely the collection of gender disaggregated project indicators, to increase the number of female training participants in some instances and to strengthen the mechanisms that are needed to move women out of low-level, no skill building positions into non-traditional fields.

Under the Agriculture and Rural Development sector, three projects were reviewed, including the ENCORE project. For both the West Indies Tropical Produce Support (TROPRO) and the Agricultural Research and Extension (AREP) projects, technical assistance is recommended. Evidence from many countries, including countries in the West Indies, indicates that it is necessary to provide targeted technical assistance and other resources directly to female farmers if they are to maximize their agricultural outputs and that extension services often overlook this client group. Although, the AREP project discussed gender 24 times in the project paper and an analysis of gender was included as a separate category in the document, it appears that some of the specific WID related activities outlined in the project are not being carried out in the implementation phase. RDO/C may require technical assistance to redefine and implement these activities.

The three private sector projects reviewed represent diverse areas of private sector activities. The findings and recommendations on the SEAP II Project are discussed above. The High Impact Agricultural Marketing and Production (HIAMP) Project supports a number of equity investments in agriculture related activities. Since women are not prominent in management of large-scale agriculture, few women-owned firms will be affected. Although women may not be recipients of investments as upper level managers and business owners, the employment generation ramifications of investments in agricultural activities may affect women. The other project reviewed in the private sector is the Investment Promotion and Export Development (IPED) project. This project has a number of components which are significant and appropriate to address gender issues, particularly women's participation. The majority of employees at export processing facilities to be developed under the project will probably be women. Day care and health care facilities will be provided at project sites under another project. The facilities should not only benefit women and their children, but also employers by reducing absenteeism and turnover.

The other projects reviewed were Infrastructure Expansion, Special Development Activities and the Caribbean Law Institute. These projects were all found to have the capability to enhance women's participation in the development process and to contribute to a positive impact on their livelihoods. Specific recommendations to improve them are provided in the tables.

The gender-disaggregated monitoring and information system which is outlined in Section Three will be integrated into regular mission tracing systems. The collection of data and its analysis should be integrated into the regular activities of each project officer and technical office in order to ensure their awareness of outcomes and the usefulness of the data from a program and project management standpoint, as well as a means of informing AID/Washington. The monitoring system is designed to be agile and easy to implement, utilizing data that can be readily obtained from existing record keeping or routine sources.

The monitoring system presents a list of quantitative and qualitative indicators to be tracked through three existing mechanisms: the semiannual review, project evaluations, and other project reports. The indicators are presented project-by-project to facilitate consolidation. The system outlines the gender-disaggregated quantitative indicators that should be reported under "Major Outputs" in the Project Status section of the SAR. Where quantitative indicators are not appropriate, the team has proposed qualitative indicators for reporting on actions taken to address gender issues in RDO/C projects. These indicators should be reported in the section "Other Accomplishments and Overall Status" and/or the narrative on "Actions During Reporting Period." Additionally, the system presents key questions that must also be addressed in project evaluations and project reports.

PART ONE: INTRODUCTION, BACKGROUND AND RECOMMENDATIONS FOR INSTITUTIONALIZING WID

Purpose of the Project Review and Monitoring System

The USAID/RDO/C Mission is expanding its efforts to address gender differences in participation in its projects, and in particular, to enhance women's contribution to development efforts and improve project impacts for women as well as men. As part of this process, the Mission is seeking to identify ways to monitor project participation and benefits by gender. This review contributes to the process by making recommendations to improve the participation of women in project activities in ways that are consistent with the Mission's development goals and objectives. It also outlines a project-focused management information system that will allow the Mission to track project accomplishments and outputs relevant to gender issues and produce quantitative indicators on service delivery and impact that are disaggregated by gender.

The USAID/RDO/C Mission has three broad goals: basic structural reforms leading to rapid and sustainable economic growth; wider sharing of the benefits of growth; and strengthening democratic institutions. The Mission has recognized that in order to achieve these goals, the full participation of both women and men is essential.

Although women in the Eastern Caribbean are actively involved in the sectors supported by RDO/C programs, they face specific constraints to participation in development projects which require targeted efforts to overcome. In addition, the Mission's goal of wider sharing of the benefits of growth implies that projects should target groups that might otherwise be neglected, including women.

The Program Objectives defined by RDO/C in its FY1991-1992 Action Plan are oriented towards areas where women's contributions are vital, even though their contributions are somewhat different from those of men. The Mission's objectives are:

- o To strengthen the private sector (promoting new investment, small enterprise

development and job creation).

- o To promote exports (focusing on diversified agricultural exports, improved foreign exchange earnings from tourism, infrastructure development, and policy changes for structural adjustment).
- o To improve educational opportunities (including training, especially in management).
- o To strengthen democratic institutions (focusing on the judicial branch of government and improving its efficiency and accessibility).
- o To increase access to social services (especially family planning, AIDS prevention and community infrastructure).
- o To sustain environmental quality (improve use of pesticides, protect bio-diversity, promote balanced tourism).

All of these objectives address areas in which women are key participants, and projects designed to further these objectives have tended to involve women as well as men in the past. However, women are still under-represented in some areas, and gender differences in the quality of participation and project impacts have generally not been considered until recently, except in the case of social service delivery (e.g., family planning, health and education).

Women's labor force participation is high in the Caribbean, although it is lower than men's, and until the 1970s had been steadily declining. Labor force participation rates for women, as measured by official statistics, range from only 20 percent in Guyana to nearly 50 percent in Barbados and 55 percent in the BVI. The average for the Eastern Caribbean is approximately 38 percent. There are notable gender differences in the labor force, with women mostly employed in clerical, sales and service occupations, and men in manufacturing. Women professionals are overwhelmingly concentrated in nursing and teaching. Their participation in management is limited. In the agriculture sector, women work as wage laborers on large plantations and they are also very active

in small holder agriculture, although they tend to be "invisible" farmers who are counted only as farmers' wives in official censuses. Women represent an increasingly large share of the informal sector and the labor force for export processing, both in agriculture and light manufacturing.

Although women's educational levels are high and equal to those of men throughout most of the Eastern Caribbean, their training is not focused towards fields with the highest remuneration. Considerable sex-stereotyping exists in vocational training, with women's training focusing on traditional roles that do not necessarily provide marketable skills. According to Massiah (1988):

Compared to women in many other parts of the developing world, Caribbean women enjoy many advantages. Their life expectancy approaches, and in some cases exceeds, 70 years; education, at both primary and secondary levels, is generally available and accessible; their labor force participation rates are generally more favorable than those of women elsewhere in the developing world. However, these visible advantages mask a fundamental reality which cannot be gainsaid. And that is that even in those territories with the most favorable statistical indicators, socioeconomic conditions continue to restrict the economic participation of women, limit their mobility, and more recently, to deny the deleterious effect on women of the macroeconomic development strategies of the 1980s.

Even with the apparent high degree of women's participation in many USAID/RDO/C projects, the quality of their contribution to development efforts and the impact or benefits of such efforts for them can still be improved through greater project responsiveness to gender differences in the relevant sectors. Conscious inclusion of a gender dimension in project design will facilitate the development of interventions that reach both men and women, and contribute to greater project success.

In addition, RDO/C has identified a need to develop a routine for measuring participation in the Mission's program by gender. With this information, the Mission will be able to report to

USAID/Washington on its WID efforts, and to adjust its projects when notable gender gaps arise in project implementation. However, the usefulness of a gender-disaggregated monitoring system is itself related to the inclusion of gender issues in project design. The Massiah review of the RDO/C portfolio (1988) noted that although several project evaluations commented on women's participation in the projects, they did not assess project impacts by gender, nor would it have been appropriate to do so because they included no outreach specifically targeted to women. The review faults the lack of in-depth exploration of male and female roles in project papers as the cause of this outcome. In other words, "no WID impact was sought, thus none could be identified" (Massiah, 1988, p. 56).

In recent years, USAID/RDO/C has taken steps to improve the responsiveness of its projects and other development assistance to gender differences in the region, and to enhance the participation of women in particular. In 1987, a Mission Order on WID was issued that outlined the responsibilities of Mission technical and managerial staff for implementing the Agency's WID policy. In 1988, RDO/C commissioned a project portfolio reviewed by Dr. Joycelin Massiah of the University of the West Indies to "examine the WID emphasis throughout the RDO/C portfolio with a view to determining the impact and isolating lessons learned." The Mission has also included an analysis of gender issues in the design of two new projects: Agriculture Research and Extension and Tropical Produce. Due to a lack of human resources and funding, the Mission has not been able to implement all of the recommendations made in the 1988 portfolio review. Given its limited funds, RDO/C has chosen to focus its efforts on tracking women's and men's participation in, and some impacts of its projects. This will not provide a full assessment of gender-disaggregated impacts, but will give the Mission a weather vane that will point out imbalances in men's and women's contributions to and benefits from USAID-supported efforts. This information is essential to allow for corrections in project design to enhance the participation of both genders and to achieve the Mission's stated development goals and objectives.

This report--a portfolio review and monitoring system design--was commissioned by the RDO/C Mission to provide the basis for further improvement in the Mission's WID performance. It primarily addresses two of the seven lessons learned from the 1988 review of the RDO/C portfolio (Massiah, 1988):

1. Women are involved in RDO/C projects, but this does not necessarily flow from specific RDO/C efforts. To strengthen those efforts, RDO/C needs to take steps to develop internal mechanisms that not only address WID issues in a systematic manner, but also demonstrate the extent to which projects are doing so.
2. A considerable degree of variability exists in the quantity and quality of project documentation in respect of WID. Unless the record keeping is systematized, the Mission will be unable to maintain an informed view of the WID impact of its projects.

The 1987 Mission Order on WID states that mission personnel are responsible for ensuring that:

1. WID issues are specifically and fully addressed in all Country Development Strategy Statements (CDSSs), Action Plans (APs) and supplements, Project Identification Documents (PIDs), and Project Papers (PPs).
2. Evaluation scopes of work specifically articulate the need for a gender analysis as well as highlight any lessons learned concerning women's roles in the project or program.

This mandate clearly gives a great deal of importance to tracking gender issues and women's participation within the Mission's evaluation and monitoring system. That emphasis has been carried over to the design of a project-related monitoring system that will feed into the Mission's existing monitoring mechanisms (most notably the Semiannual Review, project evaluations and other project reports).

GENESYS Assistance

USAID/RDO/C requested assistance from the GENESYS project to accomplish the following activities:

- o A Portfolio Review: A review focusing on new project starts and designs, recently amended projects, and projects which still have significant time to run, to provide

recommendations on ways the Mission can improve the participation of women and men in these projects. The review provides concrete suggestions that the Mission can use as the basis for its WID Work Plan and additional recommendations on ways to promote institutionalization of an ability to address gender issues in all RDO/C activities.

A Project-Level MIS. A gender-disaggregated system for tracking participation and impacts of RDO/C projects, focusing on new project starts and designs, recently amended projects, and projects which still have significant time to run.

A team consisting of Keys MacManus, GENESYS Project Director and team leader and Marguerite Berger, GENESYS Research Director, was fielded for a two week period during February-March 1990. Jacqueline J. Mahal, GENESYS Research Assistant, provided background research and contributed to the preparation of this report.

During the field portion of its work, the team held discussions with AID staff, representatives of other donor agencies and private sector organizations active in the region, and experts knowledgeable about women in development in the Eastern Caribbean. The team was able to meet with the Mission Director, Deputy Director, and all Project Officers, Program and Project Development Office staff who were in the country during the exercise. An extensive review of project and program documents and materials on gender issues in the Eastern Caribbean context was also conducted.

The GENESYS team found the Mission to be performing relatively well with respect to women in development, and staff demonstrated a high level of awareness and knowledge about the roles of Eastern Caribbean men and women in different sectors. **However, the Mission lacks an institutionalized system for ensuring that gender issues are addressed in all new project designs and a system for monitoring project participation and impacts by gender.** The latter problem prompted the Mission's request for assistance from GENESYS. The activities undertaken by the team also allowed for broadening the scope of the recommendations to the Mission to include suggestions for actions to enhance women's participation in the RDO/C-sponsored program. While recognizing

the Mission's efforts to date, the team has proposed further steps the Mission should take to further enhance its ability to address gender issues in its portfolio, particularly in upcoming project designs, and ways to develop gender-disaggregated monitoring systems.

This report undertakes two interrelated tasks: a review of recent and upcoming project designs with recommendations for improving their gender sensitivity; and design of a gender-disaggregated monitoring system that fits within the existing management information system of RDO/C. The report is organized as follows: Below we outline major recommendations for action for integrating gender concerns into the Mission's program over the next two years. Part Two of the report presents a project-by-project review of new, recently amended and ongoing projects from a WID perspective. For each project a table is included that identifies gender issues arising in the project, recommended actions to address these issues, and means of tracking progress on those actions. Part Three contains the schematic outline of a gender-disaggregated management information system that will allow the Mission to track project accomplishments and outputs relevant to gender issues as part of its routine project monitoring activities. An appendix presents the indicators outlined in Part Three on a project by project basis.

Recommended Actions for Addressing WID Issues and Institutionalizing WID Concerns

A. Project Priority Actions for NPDs

The RDO/C Mission's experience shows that gender issues need to be addressed in project design, otherwise they are likely to be neglected in the implementation phase. Where a specific effort has been made to study ways to enhance participation and impact of the project for both women and men, gender issues have been more adequately addressed in the project documents and in implementation. In addition, studies by CDIE show that where such analysis has been done and steps taken to ensure women's participation, the projects have been more successful in achieving their objectives. The Massiah report (1988) on women in development in RDO/C's program also noted that most RDO/C projects that were deemed to be successful by project evaluations included a high proportion of women among those implementing and/or benefiting from the project. This finding suggests that addressing gender differences through appropriate project design will not only

help the Mission achieve its goal of wider sharing of the benefits of growth, it will also contribute to enhanced economic growth and other program goals.

Priority should be given to the study of gender concerns in the upcoming design phase of SEAP II (a small enterprise development project) and ENCORE (in the natural resources area). These projects are also in technical areas identified as priorities for women in development by the Agency.

Mission staff has already expressed interest in further GENESYS assistance for the following activities:

- o Preparation of Project Paper in the natural resource area (ENCORE).
- o WID training for agricultural extension services under the Agricultural Research and Extension Project (AREP).
- o Preparation of Project Paper for follow-on small enterprise development project (SEAP II)

The Mission should explore with PPC/WID the possibility of obtaining GENESYS services for these activities.

B. Putting Management Information System in Place

The team recommends that the gender-disaggregated project monitoring system outlined in this document be put in place for reporting on a trial basis by the September 1990 Semiannual Review. Details of the system are provided in Part Three of this report.

C. Strengthening and Institutionalizing Monitoring System

The team recommended the establishment of a WID Committee to provide liaison with technical offices and assist the WID officer in ensuring that the WID MIS is fully operational. However, the Mission was not in agreement with this recommendation and proposed to study the matter further.

D. Increasing Awareness Outside the Mission

Opportunities exist for the following actions to be taken by RDO/C within the next year:

- o Contribute to seminars on women in development for high level government and private sector participants to be sponsored by UNDP.
- o Include Mission's perspectives on women in development as part of the communications strategy.
- o Provide assistance to implementing institutions in raising awareness and responding to gender issues in their project areas; provide assistance to these institutions in setting up gender-disaggregated monitoring.

The Mission has already requested GENESYS assistance for two workshops on WID-sponsored by UNDP. The workshops will attract high level government and private sector participants from the countries where they will be held--Antigua and St. Lucia. RDO/C may also want to include a WID component in its communications strategy.

PART TWO: PROJECT BY PROJECT REVIEW OF THE RDO/C PORTFOLIO

The project review carried out by the GENESYS team focused on new or recently amended projects. Several of these had already included explicit recognition of differences in the activities of men and women in the sector targeted, and some included concrete actions designed to strengthen the participation of women.

This document provides a table for each project that outlines suggestions (in many cases making explicit steps already contained in project documents or planned by project officers) to improve the project's ability to address gender differences in the sector where it operates. The result will be to enhance the participation of women as well as men, and improve the impact of the project on both genders, contributing to greater project success.

The projects reviewed (by sector) are:

Human Resource Development

- o Non-formal Skills Training
- o Management Training
- o Caribbean Leadership Development Training (includes CLASP and Development Training)
- o AIDS Com/Tech
- o Population and Development

Agriculture and Rural Development

- o TROPRO
- o AREP
- o ENCORE

Private Sector

- o SEAP
- o IPED
- o HIAMP

Others

- o Infrastructure Expansion (Grenada)
- o Special Development Activities
- o Caribbean Law Institute

Below we summarize the recommendations made for each of these projects. A table with recommendations for each projects is provided at the end of this section.

CARIBBEAN LEADERSHIP AND DEVELOPMENT TRAINING PROJECT (CLDT)

This is a follow-on project with a new innovative component entitled, "General Development Training," that allows the Mission greater flexibility than past programs. In the key areas of natural resources, for example, training--particularly of teachers in environmental preservation--can help set the stage for RDO/C's Natural Resource Project, ENCORE. Similarly, extension agents, site managers and journalists should be trained as soon as possible. At least 40, probably more among leading teachers, should be trained for this essential work in saving the islands for tourism and agriculture. Training should build on women's traditional role in preserving natural resources and passing on the folk wisdom to future generations.

This is a new area for the training office, but one in their tradition of preparing the human resource base for successful development programs throughout the region. Their past record of 52 percent female trainees will probably be exceeded in this component. This exceeds the LAC official bureau target of 40 percent female participants.

The detailed recommendations in the Project Tables below is supportive of the excellent agricultural/environmental section (pp. 14-15) of the project description component of CLDT.

EASTERN CARIBBEAN HIGH IMPACT AGRICULTURAL MARKETING AND PRODUCTION PROJECT-SUBPROJECT COCOA REHABILITATION

This project is mainly demonstration/training oriented and therefore for the most part has dealt with large production units. The ultimate goal, however, is to increase production of high quality

cocoa for export from a variety of cocoa growers. Since many of the small producers and processors are female, the team recommends certain specific actions to assure that the small producers benefit from the new project technologies. These recommendations can be found on the Project Table for Cocoa Rehabilitation below.

CARIBBEAN AND LATIN AMERICAN SCHOLARSHIP PROGRAM (CLASP II)

For RDO/C, CLASP II is a follow-on effort to President Training (PTIIC) which to date has sent 178 long-term and 352 short-term participants to the States for training. The past record of females trained exceeds the LAC Bureau goal of 40 percent women by 12 percent.

The high proportion of women among participants is due in part to high levels of education of women in the region which gives the Mission a large pool of qualified applicants from which to choose, and to the types of professions targeted for training which are professions that traditionally include a high proportion of women (e.g., teachers). There is some concern, however, that women's talents are not being channelled as effectively to training in nontraditional areas.

The team hopes that the present standards can continue to be met and that new areas for women such as forestry and environmental preservation can be added under the CLASP Project. Details of these recommendations can be found in the Project Tables for CLASP presented below.

ENVIRONMENTAL AND COASTAL RESOURCES PROJECT (ENCORE)

This PID represents a major undertaking in the EC region. In the long term, neither agriculture nor tourism can be sustained in a degraded environment. An essential part of reversing the current trend is to take advantage of women's historic role as responsible users and preservers of natural resources and as trainers of the next generation to conserve for the future. Thus, the project will need a major educational aspect through the training of lead teachers at all levels. This can be initiated through ongoing Mission training programs before the final approval process for ENCORE.

In addition to teachers, who will be mainly women, the project should train and utilize extension agents, journalists, site managers and scientists in project implementation. Training must also reach small farmers and farm laborers who are approximately 50 percent female.

However, at this early stage of project design, it is difficult to fully assess the potential effects of existing gender roles on community participation in project activities, nor the impact on different members of the target communities by gender. However, if experience from other countries is borne out in this case, we can already conclude that without the active participation of women at all levels, the project will not reach maximum potential. Therefore, we recommend that a social scientist with natural resources and WID expertise be included as part of the PP team.

Further details about the recommendations can be found in the Project Tables below.

POPULATION AND DEVELOPMENT II--A CONCEPT PAPER

Before reviewing the follow-on project concept paper, the team reviewed the most recent evaluation of the IPPF Component of Population and Development I. This component, which dealt mainly with family planning services, was clearly a success, contributing to the achievement of a 55 percent prevalence rate of contraception. The evaluation hinted, however, at the possibility of the program reaching a plateau at that level.

A key way to increase contraceptive prevalence under the follow-on project is to increase the involvement of men. A survey in Grenada last year indicated that males are much more receptive and conscious of their responsibilities than previously thought.

The new project also provides an ideal mechanism for female management training for leadership. Finally, the new project could upgrade skills of non-nurses in family planning clinics for greater cost efficiency and career development for the individuals involved.

Details of these recommendations can be found in the Project Table for Population and Development II.

WEST INDIES TROPICAL PRODUCE SUPPORT (TROPRO)

A thorough review of project documentation, including the social soundness analysis and the detailed technical analysis leads one to categorize this project as one of the most difficult efforts ever undertaken by the Agency. Furthermore, the chief AID-funded organization scheduled to provide overall Project leadership has a shaky fiscal base plus some very unusual and costly ideas for reaching or not reaching those elements most heavily involved in inter-island marketing. (See interview with Mr. New of CATCO in Social Soundness Analysis, pp. 80-84.)

The impending foreign exchange crisis following Common Market implementation of new trade regulations in 1992 makes it necessary to attempt to strengthen nontraditional exports. What is also obvious is that the role of Caribbean women in growing, harvesting, processing, packaging and marketing must be modernized in a systematic way from the beginning of the TROPRO Project if it is to realize its full potential. Evidence from many countries, including countries in the West Indies, indicates that it is necessary to provide targeted technical assistance and other resources directly to female farmers if they are to maximize their agricultural outputs and that extension services often overlook this client group.

In this particular project, because of its potential for heavy use of pesticides, it is recommended that women be taught sustainable agricultural practices which minimize damage to themselves and the environment. For additional specific recommendations, see Project Tables.

AGRICULTURAL RESEARCH AND EXTENSION (AREP)

This new project, that has until 1994 to run, is designed with a strong recognition of the importance of gender considerations to ultimate project success. Indeed, the gender issue was discussed 24 separate times in the project paper and an excellent analysis of gender was included as a separate category in the document. However, it appears that some of the specific WID-related activities outlined in the project not being carried out in the implementation phase. RDO/C may require technical assistance to redefine and implement these activities.

In addition, the team felt that further specific activities would provide the project with additional essential strengths to meet its overall goals. Details of these recommendations plus those already included in the project paper can be found in the project tables for AREP below.

SMALL ENTERPRISE ASSISTANCE PROJECT (SEAP)

The existing SEAP I project provides credit, training and technical assistance to small- and medium-sized businesses in the region, largely through national development foundations. Small business is of vital importance to the economies of the region, and as a source of livelihoods for women and men. Although only one component of the current project specifically targets women in this sector, the participation of women has been relatively high throughout all components. It is noteworthy that the women-focused component has the best repayment record of any of the credit operations.

The SEAP I project is coming to an end, and a follow-on project will be designed by early FY1991. The new project should incorporate active outreach to women participants in all of its activities, rather than maintaining only one women's component. Specific recommendations for gender issues to be addressed in the SEAP II project design phase are outlined in the project table. RDO/C may want to consider including a WID specialist in the design team, either through GENESYS or other mechanisms.

SPECIAL DEVELOPMENT ACTIVITIES FUND (SDA)

The 1988 RDO/C Portfolio Review (Massiah 1988) pointed out that SDAs provided an important, if small-scale, opportunity to enhance women's participation in the development process and contribute to a positive impact on their livelihoods. The project officer believes that until now about half of projects funded have primarily benefitted women.

This project is unique in that it constitutes an ongoing, permanent fund, that has no defined completion date as other projects do. Therefore, perception of the project's priorities by host

governments and community groups is very important. The project should continue to be promoted through information channels that reach women as well as men. In some countries, it may be necessary to make the host governments aware of the high priority USAID places on women's participation in SDAs, so that they in turn will encourage such participation.

Because of the small scale of the project, sophisticated impact evaluations would not be cost effective. However, the project should include a monitoring component that tracks beneficiaries by gender. The definition of beneficiaries for purposes of this project is included in the project table below. The monitoring system outlined in Part Three of this report further outlines the means for tracking men's and women's participation.

HIGH IMPACT AGRICULTURAL MARKETING AND PRODUCTION

This project supports a small number of equity investments in agricultural activities that will contribute to the Mission's objective of diversification. Few of these investments are expected to be made in women-owned firms, because women are not prominent in management of larger-scale agriculture. The project should, however, track these investments by gender of business owner and monitor employment creation by gender, as outlined in the project table.

REGIONAL NON-FORMAL SKILLS TRAINING PROJECT

The project provides vocational training to help young people in particular obtain jobs and improve their incomes. Data is not systematically collected from the field as yet on the breakdown of trainees by gender, but observations by the project officer and estimates from countries suggest that women are well-represented. However, since training is limited to fields in which placement is assured, it has tended to train women in traditional fields that often tend to lead to lower paying jobs or may not provide skills that can be translated into jobs. As the project table recommends, participants should be tracked by field of training and gender, and placement assistance should be strengthened in order to help women and men move into nontraditional fields.

AIDS COMMUNICATIONS AND TECHNICAL SERVICES

This project is designed to help countries establish cost-effective strategies to project trends and reduce transmission of AIDS and HIV. As with family planning and with other STDs, there are a number of gender issues that arise in efforts to prevent the spread of AIDS and to track and project its incidence. Differences in high risk groups, pressures that impede the use of safe sex practices, and responses to counseling and treatment services may all be different for men and women, and may require different approaches to overcome. The project table presented below recommends operations research and concrete project activities and monitoring systems to address these gender differences.

REGIONAL MANAGEMENT TRAINING

In the Eastern Caribbean women are under-represented among senior and mid-level managers for a variety of reasons. Therefore, the project will have to make additional efforts to tap these human resources in order to improve the supply and quality of management skills in the region. One area where women are likely to be more active is the university-level management programs that are training new generations of managers.

A number of management fields, most notably personnel, involve gender issues that both male and female managers will have to address as part of their work responsibilities. Management courses should include discussion of these issues in the Eastern Caribbean context. Recommendations for doing so are included in the project table presented below.

INVESTMENT PROMOTION AND EXPORT DEVELOPMENT PROJECT (IPED) AND GRENADA INFRASTRUCTURE REVITALIZATION III

Both of these projects contribute to the development of export processing facilities in which employees will primarily be women. Project review noted day care and health care facilities will be provided at the project sites through another project--Population and Development (discussed above) and will help success of IPED. These facilities constitute a very important pilot effort that should be replicated in other processing zones. They will not only benefit women and their

children, they will also help employers reduce absenteeism and turnover.

The appropriate projects should monitor employment creation and health service delivery by gender of beneficiary as recommended in the project tables.

Project Tables

This section provides a brief summary of WID concerns in each USAID/RDO/C Project which has sufficient life remaining in its implementation and relevance to the Mission's WID Strategy to warrant its inclusion. For each project, WID-related activities and targets are identified; these need not be women-only targets, but must address or incorporate gender concerns that arise from the project's design or the experience of implementation to date. Means for incorporating these activities within the project, and for monitoring and evaluating the results are also outlined. (Part Three of this report consolidates the monitoring indicators for each project into a coherent system which is outlined by reporting mechanism.) The discussion of gender concerns and recommended actions related to each project is presented in the form of a table. The model for the table, with an explanation of each variable appears as the first table below.

GUIDE TO TABLES
USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding & Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person	Problems Identified
<i>As stated in Project Paper</i>	The issues related to gender differences in the region that should be addressed in order to enhance the success of the project and/or further the Mission's WID objectives.	WID-specific or WID-related activities. Need not be women only, but must address or incorporate gender concerns. Lists activities already identified in project documents and recommends new activities to enhance project outputs vis-a-vis WID concerns	Suggested dates for action on or completion of WID activities.	Quantitative and qualitative indicators. Methods or sources for monitoring and evaluating WID activities and determining whether targets have been met.	Project Officer and/or other USAID staff member who will monitor and follow-up on WID concerns and activities.	Problems that might interfere with implementation of WID activities; assumptions that must hold for success in WID activities

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>738-0164: <u>Ag. Research and Extension (AREP)</u> 1989-1994 \$5,000,000</p> <p>To strengthen the institutional capacity of national extension services and regional research and extension organizations to generate, adapt and disseminate continuing streams of improved ag technologies for the benefit of farmers of the region in order to</p>	<p><u>Mission Stated WID Concerns:</u></p> <p>1 Research must be developed which focuses more on income opportunities for women in agriculture and related micro-enterprise opportunities involving agricultural processing and marketing</p> <p>2 Gender is a variable on which farming systems and farm management researchers need additional help from trained social scientists (including economists) to understand especially how the gender & farmers influence what they are willing and able to do.</p>	<p>1 In the data gathering and analysis process, emphasis will be given to gender-related constraints and opportunities. The data and findings will be disaggregated accordingly and acted on through a series of highly focused on farm activities. Whenever possible, pilot efforts experimenting with a different delivery mechanisms will be tried to provide gender-specific resources and support materials</p> <p>2 The project contemplates hiring a WID coordinator (most likely a dual role for the Project Agricultural Economist) to work with UWI, CARDI and the three WID groups</p>	<p>Continuing</p>	<p>1. Pilot research efforts undertaken [Report in SAR] Data gathering, disaggregated by gender and analyzed [Research reports]</p>	<p>Project manager</p>
<p>To maintain and if possible raise incomes and food consumption of the rural poor</p>	<p>3 Recent studies showed extension agents may neglect as many as 20% of female farmers in the contacts</p>	<p>3. Women participants will receive priority in terms of assistance and training in gender-appropriate small farm production and enterprise development. Project assistance in the area will be designed to complement existing and new means of new off farm production by women</p>	<p>August 1990</p>	<p>2. WID Coordinator hired [Report in SAR]</p>	<p>Project Manager</p>
<p>Stabilize foreign exchange income/savings from ag</p>					
<p>Maintain and enhance natural resource base</p>			<p>Continuing</p>	<p>3. Disaggregated data should indicate that women participants were given priority attention.</p>	<p>Project Manager</p>

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
AREP (Continued) See page 1	4. Improved research techniques are needed to identify and test systems which make more effective use of and provide high income levels for female farms.	4. Project will focus on the feasibility of farm-related activities based on gender-specific criteria whereby the role of women in traditional and non-traditional farm production, marketing and other viable activities is accessed, and appropriate technical assistance applied. The project service delivery mechanism at the on-farm level will incorporate the multiple aspects of the relationship between gender and agriculture and will focus specifically on making linkages between WID activities and the accomplishment of project activities	Continuing	4. After base-line data gathered, gender-disaggregated data over the life of Project will indicate numbers of women-trained in traditional and non-traditional activities. The same methodology will be followed for measuring linkages between WID activities and Project accomplishments.	Project Manager

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
AREP (Continued from page 1)	5. New types of training are necessary to maximize project inputs for female farmers	5. Project will undertake study of the role of women in agriculture. Based on this study, the Project will help finance training & workshops to raise awareness of research and extension staffs regarding women's roles in agriculture. Data will be disaggregated by gender and used directly in planning and implementing on going and new project activities. Regional short term courses and workshops (3-5 days for up to 10 extensionists) will be organized on such topics as: opportunities for women in marketing agricultural products	Continuing	Number of extensionists trained (by gender) on why and how to provide extension services to women as well as men farmers [Report in SAR]	Project Manager

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
AREP (Continued See Page 1)	6. Gender analysis must play a major role in developing and communicating technology.	6. The WID Advisory Committee for the Project will see to this key requirement. Moreover, the WID component will be assessed as a priority item in the scope of work for the Project's mid-term evaluation	6. Continuing	Establishment and functioning of Project WID Advisory Committee. [SAR] Gender Component built into mid-term evaluation [Evaluation]	Project Manager
	<u>Additional WID Concerns</u>	7. Project manager should meet with appropriate persons to review current curriculum for extension and research pre-service training to suggest inclusion of gender concerns therein	Sept. 1990	7. Gender considerations built into training curriculum; number of extensionists receiving training (by gender) in this area [Report in SAR]	Project Manager
	7. In addition to short-term training and regional workshops for research and extension staff, there is an urgent need to institutionalize gender concerns in local research and national extension service.	8. Special efforts, using video etc., should be made to educate female farmers on sustainable ag. practices.	Continuing	8. Special training and information given on gender and sustainable agriculture practices.	Project Manager
8. The role of female farmers in protecting the environment needs to be dealt with systematically.					

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
AREP (Continued See page 1)	9. Early in the Project, there is a need to know whether Project resources are reaching women farmers.	9. The mid-term evaluation should be moved forward one year, or failing that a special survey should be conducted	June 1990	9. Mid-term evaluation moved forward or special survey undertaken.	Project Manager
	10. Female farmers may not be aware of opportunities under the project for off-farm micro-enterprises.	10. Special efforts via radio and church announcements should be made to reach these rural women.	Continuing	10. Number of programs undertaken to reach rural women re microenterprise opportunities.	Project Manager
	11. In order to reach Project Goal Two "... raise food consumption of the rural poor", gender roles will have to be given early attention.	11. Base line data on rural food production and consumption patterns will be needed as a yardstick for the final evaluation	Continuing	Base line and final data on food practices gathered and analyzed	Project Manager
	12. Because of breadth of gender-related activities in the Project, technical assistance will be needed early in Project implementation.	12. Project manager should consider full time WID coordinator. In any case, technical assistance from social scientists should be expedited.	Continuing	Number of social scientists, including full-time WID coordinator hired.	Project Manager
				<u>Confirmation of the aforementioned indicators will be found in SARS, Evaluations and Site Visit Reports.</u>	

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p><u>West Indies Tropical Produce Support (TRO PRO)</u> 538-0163 1989-94 \$6,200,000</p>	<p>Although women are a large part of small farmers, marketers, processors and even exporters, they are not provided with the training, information and skills which would allow them to contribute to the maximum success of the project</p>	<p>Train trainers who in turn will provide information to small farmers (mainly semi-literate women) via video and other nontraditional training methods, e.g. role play instead of lectures Provide farmers with simple line drawings of instructions of proper picking, grading and packing produce</p>	<p>Prior to next planting season and through the whole year</p>	<p>Numbers of male and female small farmers trained in skills required for export agriculture</p>	<p>Project Manager</p>
<p>To increase the regional and local capacity to produce and to market nontraditional agricultural products, including post-harvest handling, transport and quality control of exportable production from OECS member states:</p>	<p>Small farmers are uninformed of optimal planting time for new crops</p>	<p>Work with National Extension Services to give timely guidance via radio, etc., to farmers</p>	<p>Prior to next planting season and through the whole year</p>	<p>Number of radio and other messages given on optimal planting time and pesticide use</p>	<p>Project Manager</p>
<p>To increase hard currency foreign exchange via nontraditional ag. exports To improve farmers' and exporters' knowledge of technologies and markets To inform farmers' of the proper use of pesticides</p>	<p>Because of the importance of women in preserving natural resources and their key role in pest control, early attention should be to informing them of the proper application of pesticides. This will also prevent rejection of exports for pesticide contamination</p>	<p>Mount intensive campaign regarding proper use of pesticides via extension agents, radio etc</p>	<p>Prior to next planting season and through the whole year</p>	<p>Number of extension agents trained (by gender) to provide extension services to women and men farmers in nontraditional crops, pesticide use, and sustainable agricultural practices</p>	<p>Project Manager</p>

USAID/IRD/O/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<u>West Indies Tropical Produce Support</u> (Cont.)	Again because women are often both the key preservers and main destroyers of the environment, every effort should be made to inform them on sustainable agricultural practices in cultivation, water management and pest control	Develop system for imparting information on sustainable agricultural practices to the potential producers of nontraditional crops (both men and women)	August 1981	Number of messages developed for semi-literate farmers, numbers of male and female farmers receiving extension services related to sustainable agricultural practices	Project Manager
	Currently, the majority of food products are transported between E.C. countries by some 600 hucksters, 85% of whom are landless women. The official transportation system is undependable. Thus, at a minimum, these hucksters form a back up system when the regular system is inoperative or refuses to deal with the small farmer. To be useful to the project, the hucksters need information on better packaging and care of produce plus knowledge about the new nontraditional crops to be exported under Tro Pro	Establish system for training/informing hucksters, perhaps through their association and in coordination with Mission's training offices. Plan for training huckster leaders	September 1981	Establishment of training system and number of hucksters trained <u>For tracking purposes see SARs, site reports evaluations</u>	Project Manager

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0039: <u>Population and Development</u> \$7,660,000 1982-1990	In order to avoid the program plateauing, albeit at a high prevalence rate, there is a need to involve males more vigorously in family planning responsibilities	Attempt more male directed family planning messages and dedicate one night per week for male clients at clinics	1991	Targeted messages and clinic sessions developed for men and their cost effectiveness analyzed	Project Manager
To increase the impact and sustainability of family planning programs in the Eastern Caribbean	Nursing leaders need more training in intensive management (broad sense of the word) skills to prepare them for broader responsibilities	Work with host country and private sector to select top nurse leaders for intensive management training in the States for six weeks	1991	Number of nurse leaders given management training	Project Manager
538-0179: <u>Population and Development (NEW)</u> 1990-1992 \$2,000,000	Nurse brain drain: experienced nurses go to the U.S. to work, leaving shortage of nurses with family planning knowledge	Work with Nursing Council and other appropriate bodies to incorporate family planning skills in the pre-service curriculum for new nurses with family planning knowledge	1991	Number of countries that have incorporated family planning into pre-service training	Project Manager
To improve the sustainability and effectiveness of population planning and family planning service delivery	Lower level nonregistered nurses not permitted or trained to provide nonsurgical family planning services	To provide career growth to lower levels, allow nonregistered nurses to provide all nonsurgical services after the initial visit of acceptor and provide them training for these responsibilities	1992	Number of nonregistered nurses trained in family planning skills	Project Manager
				<u>See SAR's, evaluations and trip reports for confirmation</u>	

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p><u>Environmental and Coastal Resources (ENCORE)</u> 538-0171 PID 1990-1997 \$11,000,000</p> <p>Goal: To conserve and manage the region's coastal and natural resources and reverse the trend of environmental deterioration in order to promote sustainable economic development</p>	<p>Historically women have been the chief preservers of natural resources. Recently because of population and land pressures, women have often reversed their historic role, partly in ignorance of the long-term effects of their actions. Unless women are included in this project as teachers, specially trained extension workers, site managers, environmental scientists, community leaders, and small farmers, and incentives are built in to stimulate both women's and men's interests in preserving the environment, the project will not achieve its maximum potential</p>	<p>Coordinate with Mission's training office to initiate environmental training as soon as possible. At least 40 percent of trainees should be females</p> <p>Follow-up on Mission request to add a gender sensitive natural resource expert to the Project Paper team from the start of the design work but not necessarily throughout the design phase</p>	<p>1990</p> <p>May 1990</p>	<p>Data on training disaggregated by sex</p> <p>Project paper design team includes WID expert; project paper addresses gender issues in the log frame, social soundness analysis, economic analysis and sections dealing with pre-project situation and implementation</p>	<p>Program Manager</p>
				<p><u>Information on the above indicators will be found in SARS, training reports and the Project Paper</u></p>	

USAID/RD/O/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538 0140: <u>Cocoa Rehabilitation Project</u> 1986-1991 Increase productivity and sustained growth in the private sector Improve cocoa farm management and post-harvest handling, processing and marketing Increase export revenues through sales of high quality cocoa	The project requires the identification of large scale (at 250 acres) cocoa producers or landowners to form joint ventures to use latest technology. These are not likely to be women, but there is no special effort later in the project to reach female cocoa growers who are said to be the majority of growers	Project manager should hold informal discussions with host country and implementing officials to assure that technology developed under the project reaches female cocoa producers and processors	July 1990	Number of small growers, receiving information about new technologies, by gender	Project Manager
	Absence of female leadership on the Cocoa Development Advisory Committee may hamper efforts to reach women farmers	Informal discussions should be held regarding adding a woman to each national committee	July 1990	Number of members of Cocoa Development Advisory Committees in each country by gender	Project Manager
	<u>See SAR's and final evaluations for information on above indicators</u>				

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p><u>Caribbean and Latin American Scholarship Program (CIASP II)</u> 1990-94 597-0661 <u>IN DESIGN PHASE</u></p>	<p>Both women and men should be trained for leadership roles. In the past at least 50% of trainees have been female</p>	<p>Mission document calls for at least 40% female awards</p>	<p>1991+</p>	<p>Numbers of trainees by gender</p>	<p>Project Manager</p>
<p>For RDO/C, CIASP II is the follow-on effort to Presidential Training (PTTC) which to date has sent 352 short-term and 178 long-term persons from EC and Barbados to U.S. training. The other component CLDT is dealt with in a separate project table.</p>	<p>Women are less likely to be involved in better paying nontraditional (for women) fields, e.g., foresters</p>	<p>Seek out women for training in nontraditional fields</p>		<p>Numbers of trainees by gender and field of training</p>	
	<p>Women, particularly nurses, can with intensive management training, advance upward in health field</p>	<p>Seek out nurse leaders for short-term intensive management training</p>		<p>Number of trainees by gender and field of training; follow-up studies on subsequent career development</p>	
	<p>Historically women have a key role to play in environmental preservation</p>	<p>Develop a mission strategy for training requirements for natural resources. Reserve at least 40% of places for female teachers, journalists, extension workers, site management specialists and environmental researchers</p>		<p>Establishment of program for recruiting trainees in environment-related fields; numbers of trainees by gender and field of training</p>	
				<p><u>(See SARs, evaluations site visit reports for confirmation)</u></p>	

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USAID/RDD/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p><u>Caribbean Leadership and Development Training Project (CLDT)</u> 1991-95 \$1,000,000</p> <p>Goal is to promote broad-based economic and social development in the Eastern Caribbean through short and long-term training in the U.S. and nearby 3rd World countries. Training will focus on agriculture, tourism, manufacturing and service industries with priority for the private sector</p>	<p>The EC survives economically on agriculture and tourism earnings. Neither can survive without a much greater degree of attention to the islands' natural resource base that is being depleted. A reversal of this trend can best be brought about by education, sustainable agricultural practices and site preservation. For all of these, but particularly the first two, women can play an essential role if they are provided with training, primarily short-term technical</p>	<p>Select leaders of the teaching profession* for short-term training in environmental preservation who in turn will educate the youth</p> <p>Train key extension workers to work with small farmers (primarily female) after their training in sustainable agricultural practices</p> <p>Training (long term) in site management should be at least 40% female</p> <p>Training (short term) of journalists in ecology promotion should be 40% female</p> <p>*These will be primarily women</p>	<p>1991</p>	<p>Number of teachers, by gender, trained in environmental education</p> <p>Number of extension workers, male and female, trained in sustainable agricultural practices</p> <p>Numbers of farmers receiving extension services related to sustainable agriculture by gender</p> <p>Number of male and female participants sent for long-term training in site management</p> <p>Number of male and female journalists trained in ecology promotion</p> <p><u>Data on the above will be found in the SARs and evaluation documents</u></p>	<p>Project Manager</p>

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>518-0178: <u>Small Enterprise Assistance II</u></p> <p>To increase the ability of local entrepreneurs to establish, expand or increase the efficiency of their micro, small and medium scale enterprises that produce and sell their goods and services in the local, regional, and extra-regional market</p> <p>LOP 291-295 \$7,500,000</p>	<p>The small and micro business sector is an important source of job creation in the Eastern Caribbean, and it also contributes to economic growth</p> <p>Women constitute a major proportion (close to 40%) of the micro and small business owners in the Eastern Caribbean, but they often have less access to credit, management skills and other resources needed to expand their businesses</p>	<p>Develop technical assistance, training, financial services and promotion (informational) techniques targeted to women in business, and responsive to their needs, as an integral part of small and micro business development activities</p>	<p>Address in PP by end FY91; implement beginning FY92</p>	<p>Numbers of women and men receiving technical assistance/training and credit from institutions financed by USAID (from all sources of funding) [Should be reported on a quarterly basis to USAID and included in SAR]</p>	<p>Project Manager</p>
	<p>Existing project has no explicit gender focus, only one component has active outreach to women. (Should be integrated throughout)</p>	<p>Integrate gender focus into entire project by addressing gender issues in project design</p>	<p>By end of FY91</p>	<p>Project paper should demonstrate this integration</p>	<p>Chief Office Mission P.S (C. Pagalivo)</p>

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USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0178: <u>Small Enterprise Assistance II</u> (Cont.)	Women are under-represented as compared to men in the management of small and medium firms	Provide training seminars and technical assistance targeted to women managers on pilot basis, and assess demand for this activity in the future	Planning PP: FY91 Implementation: FY92	Number of women attending training seminars about women in management; cost recovery of these activities [Report in SAP]	Project Manager
	Women are a large proportion of the staff, but are under-represented among the boards of directors and offices of chambers of commerce and other business organizations	Encourage business associations to expand womens' participation as members and officers; both spouses in family business should be members		Number of women and men members of business associations assisted by USAID; numbers of women and men officers [Evaluation]	
	Arrearage is lower for project components that lend to women, indicating women are more responsible borrowers	Promote credit mechanism to women by using information channels that will reach them, like womens' organizations	Plan/PP: FY91 Implementation: FY92 Study: by mid-term evaluation	Comparison of repayment or arrearage rates for women and men borrowers [evaluation]	Project Manager

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>538-0005: <u>Special Development Activities Fund</u></p>	<p>This project has a social and political function that makes women's involvement very important</p> <p>Approximately half of the projects funded up to mid-1989 primarily benefitted women</p>	<p>Continue to promote the project-funded opportunities through information channels that reach women as well as men; inform host country governments that USAID places a high priority on women's participation. Track beneficiaries of each project by gender (beneficiaries are defined as individuals trained, employed or receiving income, or those receiving services from the project) to monitor whether women as well as men have access to the projects</p>	<p>Introduce monitoring system by end of FY90</p>	<p>Numbers of men and women beneficiaries (Count will be made as part of project evaluation; totals to be reported semi-annually in SAR)</p>	<p>Program Office (M. Taylor)</p>
<p>The primary objective of the special development activities program is to encourage the development of small-scale self-help activities at the community level. Over the years, AID has assisted a wide range of projects, but generally gives priority to activities which emphasize employment/ income generation, skill training, formal and informal education and community (self-help) development.</p>					
<p>Ongoing</p>					
<p>Approximately \$300,000/year</p>					

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USAID RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0140: <u>High Impact Agricultural Marketing & Production</u>	Lack of equity financing is a major constraint to expansion for women farmers, but most women farmers are smaller than clients targeted by this project	Track equity financial operations and technical assistance to agribusiness companies by gender of owner	FY90	Number of men and women employed as a result of investments financed (Report in SAR)	Project Officer (B. Kedrock)
To increase the contribution of the agricultural sector and agricultural enterprises to GDP by improving the investment environment, relieving development constraints to private capital inflows, and demonstrating attractive returns on capital at acceptable levels of investor risk	Employment creation is an indirect benefit of this project, reaching both women and men, but it is not being monitored	Track employment creation and support resulting from the investments financed by gender of employee	FY91	Number of men and women employed as a result of investments financed (Report in SAR)	Project Officer (B. Kedrock)
\$22,727,000 EOP: 9/29/86-7/15/93					

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Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>538-0073: <u>Regional Non-Formal Skills Training</u></p> <p>To improve the employability and income of underemployed and unemployed youths (ages 15-25) in Antigua and Barbuda, Barbados, Dominica, Grenada, St. Kitts/Nevis, St. Lucia, and St. Vincent and the Grenadines, and to assist governments to institutionalize informal skills training</p> <p>L.O.P. 7/16/82-6/30/92 \$8,214,000</p>	<p>Estimated female unemployment is much higher than male in many countries (although age breakdowns are often unavailable)</p> <p>Skills training should be accessible to both men and women to combat unemployment/under-employment</p> <p>There is a risk that women will be pushed into "traditional female" fields that tend to be low paying; they should be encouraged to participate in training for more remunerative jobs and new fields</p> <p>Placement assistance is vital for both women and men, especially for placement in nontraditional fields</p>	<p>At least 40% of those receiving training should be women</p> <p>At least 20% of women receiving training should be in fields that are nontraditional for women in the region</p> <p>Develop a monitoring system that will enable host countries to track and compare women's and men's participation in training and placement rates by type of training</p> <p>Strengthen placement efforts for nontraditional jobs for women.</p>	<p>FY'90</p> <p>FY'90</p>	<p>Number of trainees completing course (by gender) (Already monitored and reported in SAR)</p> <p>Number of trainees completing course and percentage employed following completion (by gender) (Should be instituted by implementing agencies and monitored by project officer by end of third quarter FY'90--reported in final project evaluation)</p>	<p>Project Officer (Stafford Griffith)</p> <p>Project Officer (Stafford Griffith)</p> <p>Project Officer (Stafford Griffith)</p>

Project Officer
(Stafford Griffith)

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>538-0161: <u>AIDS Communi- cations and Technical Services</u></p> <p>To assist Caribbean countries to establish a capacity to develop and implement cost-effective surveillance, information, education and intervention strategies in support of projecting future trends in and reducing the transmission of HIV infection and AIDS</p> <p>57,000,000 9/30/88-9/30/92</p>	<p>Possible high risk groups include both men and women--they are homosexual men, those with multiple sex partners (both men and women), those with other STDs (both men and women), sex workers (primarily women), clients of sex workers (primarily men). These groups exhibit different behaviors and require different messages</p> <p>Women face great pressure not to use safe sex practices because of their dependence on male support that is cemented through children; men face social pressure to have many partners and children</p>	<p>Epidemiological surveillance and research programs should identify high risk groups by gender, and measure HIV, AIDS and other STD incidence by gender</p> <p>Design and testing of communications materials should consider its effectiveness for women and men</p> <p>Operations research should include: ways to overcome pressures faced by males and females against safe sex, implications of different fee structures for access to assistance by gender</p>	<p>TBA</p> <p>TBA</p> <p>TBA</p>	<p>Estimated numbers of men and women with HIV, AIDS, and other STDs; profiles of high risk groups by gender (report in SAR)</p> <p>KAP (knowledge, attitudes, practices) survey data presented in disaggregated forms (Report in SAR)</p> <p>Messages and communications materials designed to reach men and women [Evaluation]</p> <p>Reports on operations research</p>	<p>Project Officer (Gail Goodridge)</p> <p>Project Officer (Gail Goodridge)</p> <p>Project Officer</p> <p>Project Officer</p>

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0148: <u>Regional Management Training</u>	There is a shortage of management/entrepreneurial skills and talent in the region, but there are few women in top management in private sector, indicating the field is a difficult one for them to enter, even though their skills and talents are needed. In addition, women are entering management training at university levels in greater numbers, but have not yet entered the middle and upper management levels in large numbers	Promote training for women as well as men in management to firms and managers	FY91	Promotional materials identify women managers as key target group	Project Officer (S. Griffith)
To support the establishment of the Center for Management Development (CMD) at the University of the West Indies/Cave Hill Campus, that will provide management education, training and consulting services to the private sector in the Eastern Caribbean		Assist and strengthen university level management training programs where future private sector managers (and many women in particular) are now being trained	Beginning FY91; ongoing	Numbers of women and men managers attending symposia (Report in SAR)	Project Officer (S. Griffith)
				Number of women and men managers attending seminars (Report in SAR)	Project Officer (S. Griffith)
				Number of women and men enrolled in university management programs (Report in SAR)	Project Officer (S. Griffith)
\$7,700,000 LOP: 7/28/86-7/31/95					

03

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0148: <u>Regional Management Training</u> (Cont.)	Women managers may face different problems in improving their effectiveness in working with superiors, employees, clients, colleagues, and government officials than do men managers	Develop pilot training for women managers and assess demand for such activities in the future (alternatively, could be done under development training)	FY93	Training course offered for women managers [Report in SAR]	Project Officer (S. Griffith)
	Effective personnel management requires the ability to deal with gender-specific concerns in the work place, especially in the Caribbean region where women represent a major portion of the work force	Include gender related personnel issues in curriculum for both male and female managers	FY93	Curriculum for at least one seminar includes treatment of gender-related personnel issues [Reports to project manager]	Project Officer (S. Griffith)

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
AIDS Communications and Technical Services (Cont)	Target populations for counseling and treatment services may have preferences for same-sex counselors/health workers	Investigate whether sex of counselor/health case worker affects demand for and effectiveness of services to target groups; ensure that both male and female counselors are trained (at least 40% of those trained should be men)	Evaluate need for same-sex counselors by mid-term evaluation Train men and women on ongoing basis, begin disaggregated reporting by end of FY98	Number of female and male counselors/health workers trained (Reported in SAR) Project review/evaluation addresses issue of whether same-sex counselors/health workers are more effective	Project Officer (Gail Goodridge)

USAID/RDO/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
538-0119: <u>Investment Promotion and Export Development</u>	Both female as well as male labor is essential to the expansion of business investment in the region, particularly in export-oriented manufacturing, but potential workers (especially women) may face barriers to participation because of their child care responsibilities and health status	Link development of on-site care and health clinic facilities under HPE projects to women's health requirements in industrial estates	By end FY91	Numbers of women, men and children receiving medical attention will be reported through HPE projects (SAR reporting)	Population & Development Project Officer
To develop national and regional capability to identify and promote private investment in productive, export-oriented businesses in the Eastern Caribbean		Track employment creation in industrial estates (by sex of employees)	First reporting by end of FY90 SAR	Number of women whose children are in child care facilities, ages and sex of children in child care (Evaluation)	Population & Development Project Officer (N. Selman)
\$17,200,000 LOP: 8/30/84-4/30/90				Number of women and men employed in industrial estates (Report in SAR)	IPED Project Officer (C. Karsch)

USAID/RD/C WID WORK PLAN

Project Title, Purpose, Funding and Dates	Gender Issues	Project WID Activities	Target Dates	Indicators and Tracking Points	Responsible Person
<p>538-0138 02: <u>Grenada</u> <u>Infrastructure Revitalization</u> <u>III</u></p> <p>To assist the Government of Grenada in its effort to improve its physical infrastructure to a level required to create immediate employment opportunities, improve foreign exchange earnings and encourage a long-term flow of private sector investment</p> <p>\$6,981,447 LOP: 3/2/87-2/28/91</p>	<p>Employment creation in Industrial Estates is an indirect benefit of the project, but is not being monitored</p> <p>Potential women workers in Industrial Estates may face barriers to participate because of their child care responsibilities and health status</p>	<p>Track employment creation in Industrial Estates (by sex of employees)</p> <p>Develop on-site child care and health clinic facilities in Industrial Estates, targeted to women</p>	<p>First reporting by end of FY90 SAR</p> <p>End of 3rd quarter, FY90</p>	<p>Numbers of women and men employed in Industrial Estates (Report in SAR) under IPED project</p> <p>Numbers of women, men and children receiving medical attention</p> <p>Number of women FTZ workers whose children are in child care facility; ages and sex of children in child care</p>	<p>IPED Project Officer (C. Karsch)</p> <p>Population & Development Project Officer (Neville Selman)</p> <p>Population & Development Project Officer (Neville Selman)</p>

PART THREE: A GENDER-DISAGGREGATED PROJECT MONITORING SYSTEM

The GENESYS team has proposed a gender-disaggregated monitoring and information system that will be integrated into regular mission tracing systems, rather than a stand alone data base. The team found that the RDO/C Mission does not have the resources to support a staff person to maintain a separate data base related to WID. In addition, the collection of data and its analysis should be integrated into the regular activities of each project officer and technical office in order to ensure their awareness of outcomes and the usefulness of the data from a program/project management standpoint, as well as a means of informing AID/W.

Issues relevant to the status of women and to their full participation in activities supported by USAID/RDO/C cut across all of the Mission's programs, and influence the achievement of each of the stated objectives. In designing the monitoring system, the team has made every effort to develop quantitative project indicators and outputs that are appropriately disaggregated by gender. Such gender-disaggregation is seen as appropriate whenever the indicator or output measure is expressed in terms of individuals (or a proxy). Gender disaggregation serves several purposes: First, when the data are available, presentation of gender-disaggregated information highlights men's and women's differential participation in, or benefits from USAID/RDO/C projects, at baseline and during subsequent years. Identification of instances in which information is not currently reported by gender will result in recommendations for acquiring, tabulating and analyzing gender-specific data in the future. Second, compilation of gender-disaggregated data will allow future inferences to be made regarding the effect of USAID/RDO/C projects on the condition of women in the region. Third, discussion of these indicators and outputs among Mission personnel leads to a greater level of awareness about the Mission's WID strategy and steps that can be taken to carry it out.

Where quantitative indicators are not appropriate, the team has proposed qualitative indicators for reporting on actions taken to address gender issues in RDO/C projects. Finally, although some project and program level indicators and outputs cannot be reported by gender because they are not expressed in terms of individuals participating or benefitting from RDO/C activities, this does not imply that the USAID objectives cannot be linked to individuals' lives. For example, benefits

to, or contributions of individuals with respect to the macro-level indicators chosen are often indirect--and therefore gender differences in impacts or contributions must be assessed through linking studies. The Semiannual Reviews and Action Plans, with their succinct indicators, may not be the place to address some of these issues. However, in the example noted above, the link between macro- and micro-levels is an appropriate and necessary component of project design and evaluation exercises.

Gender disaggregated data are currently reported in relatively few projects, although the indicators outlined in the project monitoring system scheme would be fairly easy to collect and in some cases are being reported to project officers, but not included in the Mission's program-wide review mechanisms. The 1988 RDO/C portfolio review report (Massiah, 1988) argued that, "there can be no doubt that the projects in the RDO/C portfolio have succeeded in reaching women, either directly, through training, credit and employment opportunities being made available, or indirectly through benefits derived from the various infrastructural development programs." However, it further noted that, "despite the known involvement of women, it is impossible to quantify this with any degree of precision for the entire sample [of projects reviewed]."

The monitoring system outlined in the tables presented in this document focuses on tracking women's and men's access to or participation in mission supported projects, rather than project impacts (which would more completely reflect the distribution of benefits to women and men). It is a system that is designed to be agile and easy to implement, utilizing data that can be readily obtained from existing record keeping or routine sources.

The Annual WID Work Plan and the Mission Action Plan provides the Mission with opportunities to assess its portfolio from a programmatic standpoint. The monitoring tools proposed here will enable the mission to determine the level of women's and men's participation in the several program areas, and to identify areas where programmatic objectives are being furthered or hindered by the way the program as a whole addresses gender differences in the region. The main quantitative indicators to be used will summarize the outputs of the Mission's major strategies for addressing its objectives: institutional strengthening, employment creation and support, education and training (including extension services), financial services, and delivery of health services.

Institutional development is a key strategy and a direct output of the Mission's program in a number of areas, but its gender-disaggregated implications are largely captured under other areas.

To move beyond the project monitoring system outlined here, the Mission will need to take steps to incorporate gender issues into its program objectives and associated indicators as part of the process of development of the objectives and indicators.

Project Monitoring Tables

The RDO/C project monitoring system should contain two main elements: project monitoring incorporated into the quarterly and semiannual reviews and ongoing activities of the mission staff, and an annual analysis of past accomplishments and targets for the upcoming year as part of the WID Work Plan. The latter should examine performance at the programmatic as well as project output levels; it will also provide information for the Mission's Annual Action Plan.

A matrix of gender-disaggregated project indicators is provided in the tables below. The tables present a listing of qualitative and quantitative indicators to be tracked through three existing mechanisms:

- o the semiannual review
- o project evaluations
- o other regular project reports

Under each mechanism the indicators are presented project-by-project to facilitate their consolidation. As an aid to project officers, the indicators are also outlined in a project-by-project table presented in an appendix.

Gender-disaggregated performance indicators have been identified for each project reviewed, and they are listed in the table below. Gender-disaggregated quantitative indicators will be reported where appropriate under "Major Outputs" in the Project Status section of the standard project review table. In addition, qualitative indicators (that measure whether a recommended action has been taken) will be reported in the section on "Other Accomplishments and Overall Status" and/or in the narrative on "Actions During Reporting Period." An assessment of these indicators will lead

to recommendations for actions over the upcoming period, where necessary. The monitoring system outlines key questions that must also be addressed in project evaluations, and other data to be collected as part of project monitoring but not reported in the SAR. The responsibility for collection of the indicators data will rest with the project implementing agency and with the project officer. The indicators will be kept by each project officer and reported in the Mission's Semiannual Review Document.

Project Monitoring System:

Description of Indicators to be Reported by Reporting Mechanism

SAR

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
Ag. Research & Extension (AREP) 538-0164	Base line and final data on food practices gathered and analyzed.	Continuing	Number of participants in gender-appropriate small farm production, training and extension
	WID Coordinator hired	August 1990	Number of women trained in traditional and non-traditional crops production
	Project WID Advisory Committee established	TBA	Number of extensionists trained on why and how to provide extension services to both women and men farmers
	Mid-term evaluation moved forward or special survey undertaken to determine whether Project resources are reaching women	June 1990	
	Give number of Social Scientists hired and including full-time WID coordinator	TBA	
	Training curriculum revised to address gender considerations	Sept 1990	

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
AREP (cont)	<p>Programs to reach rural women re microenterprise opportunities undertaken.</p> <p>Pilot efforts experimenting with different delivery mechanisms undertaken</p>	<p>Continuing</p> <p>TBA</p>	
<p>West Indies Tropical Produce Support (TROPRO) 538-0163</p>	<p>Huckster Training System established</p>	<p>Sept 1990</p>	<p>Number of small farmers trained in skills required for export agriculture</p> <p>Number of radio and other messages given on optimal planting time and pesticide use</p> <p>Number of extension agents trained to provide extension services to women and men farmers in nontraditional crops, pesticide use, and sustainable agricultural practices</p> <p>Number of messages developed for semi-literate farmers</p> <p>Number of hucksters trained</p> <p>Number of farmers receiving extension services related to sustainable agricultural practices</p>

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
Population & Development 538-0039 Population & Development 538-0179			Number of nurse leaders given management training Number of nonregistered nurses trained in family planning skills
Environmental & Coastal Resources (ENCORE) 538-0171			Number of trainees
Coca Rehabilitation Project 538-0140			Number of small growers receiving information about new technologies, by gender Disaggregate training statistics by sex to assure women growers and processors are being trained in proportion to their share in growers/processors extensionist groups
Caribbean & Latin American Scholarship Program (CLASP) 597-0661			Number of trainees by gender and by field of training

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
Caribbean Leadership and Development Training Project (CLDT)			<p>Number of teachers trained in environmental education</p> <p>Number of extension workers trained in sustainable agricultural practices</p> <p>Number of farmers receiving extension services related to sustainable agriculture</p> <p>Number of participants sent for long term training in site management</p> <p>Number of journalists trained in ecology</p>
Small Enterprise Assistance II (SEA) 538-0178			<p>Number of persons receiving technical assistance/training and credit from institutions financed by USAID</p> <p>Number of women attending training seminars about women in management</p> <p>Number of women and men staff of USAID-assisted organizations</p>

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
Special Development Activities Fund 538-0005			Number of beneficiaries to monitor whether women and men have access to project
High Impact Ag. Marketing & Production 538-0140			Number of men and women employed as result of investments financed
Regional Non-Formal Skills Training 538-0073			Number of trainees completing course
AIDS Communication & Technical Services 538-0161			<p>Estimated number of persons with HIV, AIDS and other STDs</p> <p>Profiles of high risk groups</p> <p>KAP (knowledge, attitudes, practices) survey data presented in disaggregated forms</p> <p>Number of counselors/health workers trained</p>

Project	Proposed Accomplishments	Target Dates	Gender-Disaggregated Outputs
Regional Management Training 538-0148	Training course offered for women managers	1991	<p>Number of managers attending symposia</p> <p>Number of managers attending seminars</p> <p>Number of persons enrolled in university management programs</p>
Investment Promotion & Export Development 538-0119			<p>Number of adults and children receiving medical attention</p> <p>Number of women and men employed in industrial estates</p>
Grenada Infrastructure Revitalization III 538-0138.02			<p>Number of women and men employed in Industrial Estates under IPED Project</p> <p>Number of adult and children receiving medical attention</p>

EVALUATION*

* Evaluation reports should also incorporate indicators reported on semiannual basis in the SAR

Project	Questions To Be Addressed
Ag. Research & Extension (AREP) 538-0164	Include Gender Component in mid-term evaluation to assure that gender analysis plays a major role in developing and communicating technology
Population & Development 538-0039	Are targeted messages and clinic sessions for men cost effective?
Coca Rehabilitation Project 538-0140	How many members of Cocoa Development Advisory Committee appointed from each country are women? What outreach efforts were made to include women?
Caribbean and Latin American Scholarship Program (CLASP) 597-0661	Was program for recruiting trainees in environment-related fields established? Was the distribution of trainees by gender and field of training assessed?
Small Enterprise Assistance II 538-0178	What is the cost recovery of women's attendance in management training courses? What is the comparison of repayment or arrearage rates for women and men borrowers?
Special Development Activities Fund 538-0005	Has the host governments' awareness of the importance of women's participation assessed?

Project	Questions To Be Addressed
Regional Non-Formal Skills Training 538-0073	Have the number of trainees, by gender, completing course and percentage employed following completion been reported?
AIDS Communication and Technical Services 538-0161	Has the effectiveness of messages and communications materials designed to reach men and women been assessed? Are same-sex counselors/health workers more effective?
Investment Promotion & Export Development 538-0119	Numbers of women working in FT zones whose children are in child care facilities and ages and sex of children in child care
Grenada Infrastructure Revitalization III 538-0138.02	Number of women FTZ workers whose children are in child care facilities and the ages and sex of children in child care

PROJECT REPORTS AND PROJECT PAPERS*

* Indicators discussed under SAR and Evaluation should also be included in project papers and project reports where appropriate and feasible.

Project	Accomplishments/Outputs	Target Date
Ag. Research & Extension (AREP) 538-0164	Project paper addresses gender issues in the log frame, social soundness analysis, economic analysis and sections dealing with pre-project situation and implementation.	May 1990
	Data gathered, gender-disaggregated and analyzed	1991
Population & Development 538-0039	Targeted messages and clinic sessions developed for men to involve men in family planning responsibilities	1991
Environmental & Coastal Resources (ENCORE) 538-0171	Project paper design team includes WID expert; PP integrates gender focus particularly in social soundness analysis; gender differences in purpose and outputs should be addressed in logframe	May 1990

Project	Accomplishments/Outputs	Target Date
Caribbean & Latin American Scholarship Program (CLASP)	Number of trainees by gender and field of training with follow-up studies on subsequent career development	
Small Enterprise Assistance II 538-0178	Project Paper should demonstrate the integration of a gender focus in all activities; gender differences in purpose and outputs should be addressed in logframe	End of FY91
Regional Management Training 538-0148	Description of promotional materials identifying women managers as key target group	FY91
	Curriculum of at least one seminar should include treatment of gender-related personnel issues	FY93

APPENDIX

Project Monitoring System By Project

Ag. Research and Extension (AREP)
538-0164

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR	<p>Base line and final data on food practices gathered and analyzed</p> <p>WID Coordinator hired</p> <p>Project WID Advisory Committee established</p> <p>Mid-term evaluation moved forward or special survey undertaken to know whether Project resources are reaching women</p> <p>Give number of Social Scientists hired and including full-time WID coordinator</p>	<p>August 1990</p> <p>June 1990</p>	<p>Number of participants in gender-appropriate small farm production, training and extension</p> <p>Numbers of women trained in traditional and non-traditional crops production</p> <p>Number of extensionists trained on why and how to provide extension services to both women and men farmers</p>	

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
<p>EVALUATION</p> <p>RESEARCH REPORTS</p>	<p>Training curriculum revised to address gender considerations</p> <p>Pilot efforts experimenting with different delivery mechanisms undertaken</p> <p>Programs to reach rural women re microenterprise opportunities undertaken</p> <p>Include Gender Component in mid-term evaluation to assure that gender analysis plays a major role in developing and communicating technology</p> <p>Special training and information given on gender and sustainable agriculture practices</p>	<p>Sept 1990</p>		<p>Data gathered, gender disaggregated and analyzed</p>

West Indies Tropical Produce Support (TROPRO)
538-0163

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR	Huckster Training System Established	Sept 1990	<p>Numbers of male and female small farmers trained in skills required for export agriculture</p> <p>Number of radio and other messages given on optimal planting time and pesticide use</p> <p>Number of extension agents trained to provide extension services to women and men farmers in nontraditional crops, pesticide use, and sustainable agricultural practices</p> <p>Number of messages developed for semi-literate farmers</p> <p>Number of hucksters trained</p>	<p>Prior to next planting season</p> <p>Prior to next planting season</p> <p>Prior to next planting season</p> <p>August 1990</p> <p>Sept 1990</p>

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
			Numbers of male and female farmers receiving extension services related to sustainable agricultural practices	August 1990

Population and Development
538-0039

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
<p>SAR</p> <p>REPORT</p> <p>EVALUATION</p>	<p>Targeted messages and clinic sessions developed for men to involve men in family planning responsibilities</p> <p>Analyze the cost effectiveness of the targeted messages and clinic sessions for men</p>	<p>1991</p>	<p>Number of nurse leaders given management training</p>	<p>1991</p>

Population and Development
538-0179

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of nonregistered nurses trained in family planning skills	1992
AP			Number of countries that have incorporated family planning into pre-service training	1991

Environmental and Coastal Resources (ENCORE)
538-0171

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR		May 1990	Numbers of men and women receiving training	1990
RESEARCH REPORTS	<p>Project paper design team includes WID expert</p> <p>Project paper addresses gender issues in the log frame, social soundness analysis, economic analysis and sections dealing with pre-project situation and implementation</p>	May 1990		

Coca Rehabilitation Project
538-0140

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of small growers, receiving information about new technologies, by gender	July 1990
EVALUATION	Provide the number and gender of members of Cocoa Development Advisory Committee appointed from each country	July 1990	Disaggregate training statistics by sex to assure women growers and processors are being trained in proportion to their share in growers/processors extensionist groups	August 1990

Caribbean and Latin American Scholarship
 Program (CLASP)
 597-0661

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of trainees by gender	1991+
EVALUATION	Program for recruiting trainees in environment-related fields established		Number of trainees by field and type of training	
RESEARCH REPORTS	Number of trainees by gender and field of training with follow-up studies on subsequent career development			

Caribbean Leadership and Development
Training Project (CLDT)

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			<p>Number of teachers by gender trained in environmental education</p> <p>Number of extension workers, by gender, trained in sustainable agricultural practices</p> <p>Number of farmers by gender receiving extension services related to sustainable agriculture</p> <p>Number of participants by gender sent for long term training in site management</p> <p>Number of male and female journalists trained in ecology promotion</p>	

Small Enterprise Assistance II
538-0178

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			<p>Numbers of women and men receiving technical assistance/training and credit from institutions financed by USAID</p> <p>Number of women attending training seminars about women in management</p> <p>Numbers of women and men staff of USAID-assisted organizations</p>	<p>In PP by end of FY 91 ; Impmt by FY92</p> <p>Planning PP FY91</p>
EVALUATION	<p>Cost recovery of women's attendance in management training courses assessed</p> <p>Repayment or arrearage rates for women and men borrowers compared</p>	<p>Impmt FY92</p> <p>Plan FY91 Impmt FY92</p>	<p>Number of women and men members of business associations assisted by USAID; numbers of women and men officers</p>	

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
PP REPORT	Project Paper should demonstrate the integration of a gender focus.	End of FY91		

Special Development Activities Fund
538-0005

Reporting Mechanism	Qualitative Indicators Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR/EVALUATION		Number of men and women beneficiaries to monitor whether women and men have access to project	By end of FY90

High Impact Ag. Marketing and Production
538-0140

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of men and women employed as result of investments financed	FY90
			Number of men and women employed as a result of investments financed	FY91

Regional Non-Formal Skills Training
538-0073

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of male and female trainees completing course	FY90
EVALUATION			Number of male and female trainees completing course and percentage employed following completion	FY90

AIDS Communication and Technical Services
538-0161

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Estimated numbers of men and women with HIV, AIDS and other STDs	TBA
EVALUATION	Messages and communications materials designed to reach men and women	TBA	Profiles of high risk groups by gender	TBA
	Reports on operations research	TBA	KAP (knowledge, attitudes, practices) survey data presented in disaggregated forms	
			Number of female and male counselors/health workers trained	

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
	Project review/evaluation addresses issue of whether same-sex counselors/health workers are more effective	By Mid term Eval.		

Regional Management Training
538-0148

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Numbers of women and men managers attending symposia	FY91
			Number of women and men managers attending seminars	FY91
			Number of women and men enrolled in university management programs	FY91
			Training course offered for women managers	FY93
PROJECT REPORT	Promotional materials identify women managers as key target group	FY91		
	Curriculum of at least one seminar must include treatment of gender-related personnel issues	FY93		

Investment Promotion and Export Development
538-0119

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Number of women, men and children receiving medical attention	By End of FY91
EVALUATION			Number of women and men employed in industrial estates	By end of FY90
			Numbers of women working in FT zones whose children are in child care facilities and ages and sex of children in child care	By end of FY91

Grenada Infrastructure Revitalization III
538-0138.02

Reporting Mechanism	Qualitative Indicators	Target Dates	Quantitative Indicators	Initial Reporting Dates
SAR			Numbers of women and men employed in Industrial Estates under IPED Project	By End of FY91
			Numbers of women, men and children receiving medical attention	By end of 3rd Qtr, FY90
EVALUATION			Number of women FTZ workers whose children are in child care facilities and the ages and sex of children in child care	By end of 3rd Qtr, FY90