

**OFFICE OF WOMEN  
IN  
DEVELOPMENT**

**1995 RESULTS REPORT**

**BUREAU FOR GLOBAL PROGRAMS  
FIELD SUPPORT  
AND  
RESEARCH**

## TABLE OF CONTENTS

Table of Contents.....	i
ACRONYMS.....	ii
Strategic Framework.....	iii
Introduction.....	1
Section I: Factors Affecting Program Performance.....	2
Section II: Progress Toward Achievement of Strategic Support Objectives.....	3
Section III: Status of the Management Contract.....	7
Annex A: Performance Monitoring Plan (PMP)	
Annex B: Performance Data Tables (PDT)	
PDT for SSO 1.0	
PDT for SSO 2.0	
PDT for SSO 3.0	
PDT for SSO 4.0	

## ACRONYMS

ACVFA	Advisory Committee On Voluntary Foreign Aid
CEDPA	The Centre for Development and Population Activities
G Bureau	Bureau for Global Programs, Field Support & Research
IDI	International Development Intern
ICRW	International Center for Research on Women
IFPRI	International Food Policy Research Institute
NGO	Nongovernmental organization
OP	Office of Procurement
PMI	Presidential Management Intern
PROWID Research	Promoting Women in Development through Advocacy and Research
WID	Women in Development



## INTRODUCTION

The Office of Women in Development in the Bureau for Global Programs, Field Support and Research (G/WID) was created by USAID to implement the mandate of the "Percy Amendment" of the Foreign Assistance Act of 1961. Enacted in 1973, this amendment requires U.S. bilateral assistance to contribute to the integration of women into the national economies of developing countries. The Percy Amendment was restated in 1977 to recognize women's roles in economic production, family support, and the overall development process.

In 1982, USAID became one of the first donors to articulate a WID policy. The policy paper framed the WID issue as primarily economic and asserted that inadequate understanding of women's roles within and beyond the household leads to inappropriate project design and implementation. USAID's WID policy recognizes that misunderstanding of differences between men's and women's roles in societies--and their unequal access to and control over resources--will lead to inadequate planning and design of development projects, resulting in diminished returns on investment. The policy mandates that all relevant data be disaggregated by gender, that country strategies involve women, and that USAID consultants address gender issues in their work for the Agency.

Despite policy and program mandates to focus on women in development, USAID and other donors have had mixed success in addressing gender considerations. Whereas assistance to women micro-entrepreneurs has been effective in improving their access to credit and financial services, reaching women agriculturalists has been more difficult to achieve. Although efforts to ensure that girls are educated have been innovative and effective, limited funding has resulted in limited impact. Overall, the status of women in developing and transitional countries worldwide remains inferior to that of men.

The long-term goal of the Office of Women in Development is to focus attention on gender issues in all USAID programs worldwide. To pursue that goal over the next eight years, G/WID has identified a select number of top priorities for its current strategic plan. G/WID cannot accomplish its objectives alone. Rather, G/WID's objectives are strategic support objectives that can be accomplished only in conjunction with USAID country programs, regional projects, and/or other centrally funded activities.

The G/WID program is focused on: (1) support to develop NGO capacity to focus on the role of women in their programs; (2) support for high-quality applied research on women's roles and status; (3) communications and information dissemination focused on women's roles; (4) the development of professional expertise on women's roles; and (5) a variety of technical assistance activities designed to improve the extent to which USAID programs address gender considerations.

## **SECTION I: FACTORS AFFECTING PROGRAM PERFORMANCE**

### Summary of Strategic Support Objectives and Intermediate Results Attained

The Office of Women in Development (G/WID) is pursuing four strategic support objectives during the period 1995-2003:

Strategic Support Objective 1: Improve the economic status of women in Latin America and the Caribbean, Asia and the Near East, and Africa.

Strategic Support Objective 2: Improve educational opportunities for girls in South Asia and Africa.

Strategic Support Objective 3: Improve women's legal and property rights and increase participation in governance and civil society.

Strategic Support Objective 4: Support integration of gender issues through USAID regional and country programs.

To contribute to the attainment of strategic support objectives 1 - 3, in FY 1995 G/WID's strategic plan called for program outcomes in communications and information dissemination; placements of fellows and IDIs; review of guidances and training programs. These intermediate results were substantially achieved, as described in Section II, with the following exceptions: G/WID has not been able to place two Fellows and one IDI. In addition, while G/WID has reviewed a good deal of USAID guidance and has drafted gender considerations for inclusion, we cannot claim to have reviewed a full 25% of such guidance.

To contribute to the attainment of strategic support objective 4, G/WID's strategic plan calls for the provision of timely and effective "full-service" technical support to three to five USAID missions in each region. This program outcome has been achieved during FY 1995 as described in Section II.

### Limitations on Attainment of Results: Staffing and Procurement Delays

A full complement of direct hire staff is critical to the success of G/WID's strategic plan. G/WID was not able, however, to fill five vacancies out of nine FTE slots in FY 1995. Four vacancies were finally filled early in FY 1996. The delay precluded G/WID from applying for the placement of an IDI, since no mentor was available. In addition, the direct hire staff shortage meant that contractors were called upon to undertake the bulk of interactions with USAID missions rather than the planned review of USAID guidances.

Four procurements were to have been key in G/WID's achievement of its intermediate results: a technical support contract, a contract for information dissemination services, an NGO support program, and a Fellows Program. Only two of these procurements -- the NGO support program, and the information dissemination contract -- were completed in FY 1995, and not until late August 1995 and September 30, 1995, respectively. The Fellows Program has only recently been awarded (April 1996); the technical support contract is still being negotiated by OP. It is conceivable that these two programs may not be operational until mid-summer 1996. The delay in the completion of G/WID's four key procurements has precluded our placement of two Fellows in FY 1995, and has limited G/WID's ability to both provide technical support to the field and participate in critical Washington-based reviews of strategic plans, policy guidance, re-engineering guidance, etc.

## **SECTION II: PROGRESS TOWARD ACHIEVEMENT OF STRATEGIC SUPPORT OBJECTIVES**

Strategic Support Objective 1: Improve the economic status of women in Latin America and the Caribbean, Asia and the Near East, and Africa.

Strategic Support Objective 2: Improve educational opportunities for girls in South Asia and Africa.

Strategic Support Objective 3: Improve women's legal and property rights and increase participation in governance and civil society.

Strategic Support Objective 4: Provide timely and effective "full-service" technical support to three to five USAID missions in each region annually.

### SSO 1 - 3

To contribute to the attainment of strategic support objectives 1 - 3, in FY 1995 G/WID's strategic plan called for:

- Initiation of an electronic database to track and respond to inquiries on women in development activities, regionally and sectorally.
- Development of a women-in-development communications strategy, including a quarterly newsletter, a seminar series and ongoing dissemination of materials on gender and development to USAID field missions.
- Placement of two Fellows and an IDI with internships focused on women in development issues.

- A review of 25% of USAID guidance with regard to gender considerations.

*Electronic Database.* The purpose of the database is to provide timely and up-to-date information to Missions to assist them in incorporating gender in policies and programming activities. Staff have collected information from a range of sources within USAID and from research conducted by contractors, university faculty, and host-country research institutions. G/WID is constructing gender-specific profiles from this database. As Country Strategic Plans are produced or modified, appropriate gender-based information will be provided to further enable Missions to make each of their goals and objectives sustainable.

*Communications Strategy.* The Communications strategy was developed and implementation begun (seminars, initial work on country gender profiles), despite the fact that the contract to support the information services was not put in place until the end of FY 1995. The strategy identifies methods of documenting and communicating information on women's changing roles, women as project participants, and women as project beneficiaries. The strategy aims at systematically sharing composite "lessons learned" about incorporating gender concerns into development activities with USAID/W, Missions, and contractors. It also aims at making available to these stakeholders the collective wisdom located in development research literature on women's roles, their access to resources, and their real and potential contributions to development. The first newsletter will be disseminated in May 1996. The first of twelve seminars will take place in April 1996.

*Review of USAID Guidance.* In FY 1995, G/WID reviewed all reengineering guidance and coordinated feedback with PPC and Regional Bureau Program Offices. As a result, attention to gender disaggregation of data were included and strengthened in guidance on customer service, monitoring and evaluation, and R4s.

*Placement of Fellows and IDI.* Because of delays in the execution of a grant to support a WID Fellows Program, no Fellows have been placed. The Fellows Program has very recently been awarded, however, and it is expected that Fellows will be placed by late Summer 1996. Because of G/WID's lack of direct hire staff, G/WID did not apply to host an IDI; an opportunity to host a Presidential Management Intern did present itself however, and G/WID hosted the PMI to work on women's legal rights issues and preparations for the Fourth World Conference on Women.

## SSO 4

With regard to SSO 4, G/WID planned to provide technical support to 12-20 missions worldwide in FY 1995.

*Technical Support.* Although a key technical services contract was not awarded, nor direct hire staff sufficiently expanded in FY 1995, G/WID managed to attain the expected result through an on-site contract. The Office provided technical consultants to assist with project design, implementation, and/or evaluation with regard to gender issues to following USAID missions: Albania, Brazil, Bolivia, Ecuador, El Salvador, Ethiopia, Ghana, Guatemala, Indonesia, Kenya, Mali, Malawi, Nicaragua, Peru, Philippines, South Africa, Tanzania, Thailand, and Yemen. In the majority of cases, G/WID received unsolicited positive feedback regarding the quality of the technical support provided. Although this result is quite positive, without the award of the anticipated off-site technical support contract, it was achieved at the cost of more limited attention to ongoing Washington-based reviews, guidances, and centrally funded programs.

*Gender Plan of Action.* In addition, in FY 1995 G/WID contributed to the development of a Gender Plan of Action recently adopted by USAID. The Plan includes key actions to "institutionalize" attention to gender issues throughout USAID programs and thus contributes heavily to G/WID's attainment of SSO 4.

### Expected Progress in FY 1996 and FY 1997

G/WID's strategic plan calls for the following results during FY 1996 and FY 1997:

- Initiate strengthening activities for six NGOs in each of G/WID's strategic focus sectors: women's economic growth, girls' education, and women's legal rights;
- Commence six high-quality applied research activities in each of the three strategic focus areas;
- Continue to update electronic database to track and respond to inquiries on women in development activities, by region and sector;
- Implement the women-in-development communications strategy, including a quarterly newsletter, seminar series and ongoing dissemination of materials on gender and development to USAID field missions;
- Place six Fellows and three International Development Interns, whose internships will focus on women in development issues over the next three years;

- Provide timely and effective "full-service" technical support to 3 to 5 missions in each region annually.

G/WID intends to achieve these results as follows:

- In FY 1995 G/WID launched a new grants program with the International Center for Research on Women (ICRW) and the Centre for Population and Development Activities (CEDPA). The program, *Promoting Women in Development through Advocacy and Research (PROWID)*, will support policy-oriented and action research, and pilot NGO interventions to build NGO capacity to promote women's full participation in the development process. The competitive subgrants program of PROWID is already underway, and we anticipate that capacity building with at least 6 NGOs will be well underway by FY 1998.
- In addition, in FY 1995, G/WID put in place a multi-country cross-sectoral WID research program with the International Food Policy Research Institute (IFPRI). Research activities have already begun in South Africa, Bangladesh, and Zimbabwe. We anticipate at least six high quality outcomes by FY 1998.
- A contract to support communications activities is now in place with Cambridge Consulting Corporation. Given the progress achieved in initiating the electronic data base and implementing the communications strategy in the short period of time that the contract has been in place, we fully expect to achieve the information dissemination results set out in the G/WID strategic plan for FY 1996 and 1997.
- A cooperative agreement to support a WID Fellows Program was recently awarded (April 1996). The program is likely to be operational by mid-Summer. We anticipate supporting at least six fellowships over the next two years. Given limited Agency staff recruitment, however, it is unlikely that G/WID will host the rotation of 3 IDIs through the office in FY 1996 and FY 1997.
- A technical support contract planned for FY 1995 has not yet been awarded. With the recent addition of direct hire staff, however, and the extension of an existing on-site contract, G/WID will be able to continue to offer the anticipated level of technical support to USAID missions worldwide.

### **SECTION III: STATUS OF MANAGEMENT CONTRACT**

Anticipated budget cuts for FY 1996 and beyond are likely to necessitate changes in G/WID's strategic plan as follows.

SSO 1: Women's Economic Status: NGO support and research in this sector will be sharply reduced. G/WID will primarily contribute to upgrading women's economic status indirectly, through our Fellows Program and the influence of information dissemination about the constraints on women's economic development and how to overcome them. It will not be possible to attain current targets with regard to increases in women's employment and incomes. While this choice will be made in order to salvage the G/WID legal rights initiative, neglect of strategies to improve women's economic situation may ultimately have a negative impact on their legal rights since economic constraints underlie constraints on women's property rights, and participation in civil society.

SSO 2: Girls' Education: G/WID will drop its strategic objective regarding girls' education, and will address this issue only through broader technical support for the integration of gender considerations in all USAID programs and projects (SSO 4). This raises concerns similar to those for women's economic status: while G/WID will have to withdraw from the girls' education sector in order to preserve our program in women's legal rights, failure to improve girls' and women's education may ultimately undermine efforts to improve their legal rights.

SSO 3: Women's Legal Rights: Women's legal rights will become G/WID's primary focus. Given that the area of women's legal rights interventions is relatively underdeveloped, research is required to lay the basis for any hoped-for improvements in the future and must be accompanied by NGO capacity building (including pilot interventions) in order to ensure "on the ground" impact. G/WID's Fellows Program, technical assistance and communications activities will also be structured to contribute to the legal rights initiative.

SSO 4: Integration of Gender: G/WID technical support will become the secondary focus of the office. Funding for these activities will be maintained, to the extent possible, in order to ensure that support is provided for 3-5 Missions in each region annually.

**ANNEX A**

**PERFORMANCE**

**MONITORING**

**PLAN**

## **ANNEX A: PERFORMANCE MONITORING PLAN**

In FY 1995 G/WID monitored attainment of its intermediate results through portfolio reviews. Because planned results for FY 1995 were limited, this was an effective method. Since the monitoring of both intermediate results and progress toward strategic objectives becomes more complex beyond FY 1995, G/WID had intended that its performance monitoring plan would be developed under a key technical support contract that was to have been awarded in FY 1995. Award of that contract is still pending. Given limited direct hire staff, however, utilization of the contract when awarded remains the best option for a performance monitoring plan, even though the development of the monitoring plan will perforce be delayed.

# **ANNEX B**

## **PERFORMANCE**

### **DATA**

### **TABLES**

## PERFORMANCE DATA TABLE

(Country Name) Worldwide	Date/Month SSO approved: March 1995			
<b>STRATEGIC SUPPORT OBJECTIVE 1:</b> Improve economic status of women in Latin America and the Caribbean, Asia and the Near East, and Africa.				
<b>Indicators:</b> Women's employment and women's income.				
<b>Unit of Measure:</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> "The World's Women 1970-1990: Trends and Statistics" (New York: United Nations, 1991). Also, International Center for Research on Women (ICRW) 1994: Wistat Database.	<b>Baseline</b>	(Year )		
<b>Comments:</b> Fifteen likely target countries: Bolivia, El Salvador, Guatemala, Peru, Bangladesh, Cambodia, India, Morocco, Nepal, Jordan, Ethiopia, Malawi, Mali, South Africa, and Tanzania.	Current employment rates.	1996	1.012%	
	Current income.	1997	1.012%	
		1998	1.012%	
		1999	1.012%	
		2000	1.012%	
		2001	1.012%	
		2002	1.012%	

	<b>Target</b>	2003	1.012%	Total of 10% Increase
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**PERFORMANCE DATA TABLE**

(Country Name) Worldwide		Date/Month SO approved: March 1995			
<b>STRATEGIC SUPPORT OBJECTIVE 2:</b> Improve educational opportunities for girls in South Asia and Africa.					
<b>Indicators:</b> Girls' primary and secondary enrollment rates and completion rates.					
<b>Unit of Measure:</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
<b>Source:</b> International Center for Research on Women (ICRW), 1994. Buvinic, Mehra, and Drost-Maasry, 1994.	<b>Baseline</b>	(Year )			
<b>Comments:</b> Six likely target countries: India, Nepal, Ethiopia, Tanzania, Malawi, and Mali.	Current enrollment rates.	1996	1.023%		
	Current completion rates.				
		1997	1.023%		
		1998	1.023%		
		1999	1.023%		
		2000	1.023%		
		2001	1.023%		
		2002	1.023%		
		<b>Target</b>	2003	1.023%	
				Total of 20% increase	

**PERFORMANCE DATA TABLE**

(Country Name) Worldwide		Date/Month SO approved: March 1995		
<b>STRATEGIC SUPPORT OBJECTIVE 3:</b> Improve women's legal and property rights and increase participation in governance and civil society.				
<b>Indicators:</b> Knowledge of existing legal rights and participation in governance and civil society.				
<b>Unit of Measure:</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> *	<b>Baseline</b>	(Year )		
<p><b>Comments:</b> Fifteen likely target countries: Bolivia, Peru, Poland, Russia, Ukraine, Ethiopia, Malawi, Mali, South Africa, Tanzania, Bangladesh, Cambodia, India, Nepal, and Jordan.</p> <p>* Little information is available on women's participation in civil society in the developing and transitional countries. Small sample surveys and case studies indicate, however, that limitations on women's legal rights and participation in civil society are widespread.</p>	Current knowledge of existing legal rights.	1996	1.023%	
	Current participation in governance and civil society.			
		1997	1.023%	
		1998	1.023%	
		1999	1.023%	
		2000	1.023%	
		2001	1.023%	
	2002	1.023%		

	<b>Target</b>	2003	1.023%	Total of 20% increase .
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**PERFORMANCE DATA TABLE**

(Country Name) Worldwide

Date/Month SO  
approved: March 1995

**STRATEGIC SUPPORT OBJECTIVE 4:** Support integration of gender issues through USAID regional and country programs.

**Indicators:** Quality and quantity of technical support to Missions in all regions.

**Unit of Measure:** 3-5 Missions per region annually.

**Source:**

**Comments:** Although the Technical Assistance grant, which will support this strategic objective, is still being negotiated by M/OP, TDY technical assistance was provided in response to field requests to the following USAID Missions: Albania, Brazil, Bolivia, Ecuador, El Salvador, Ethiopia, Guatemala, Ghana, Indonesia, Kenya, Mali, Malawi, Nicaragua, Peru, Philippines, South Africa, Tanzania, Thailand, and Yemen.

	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Baseline</b>	(Year)		
75 Missions	1996	12-20 Missions	
	1997	12-20 Missions	
	1998	12-20 Missions	
	1999	12-20 Missions	
	2000	12-20 Missions	
	2001	12-20 Missions	
	2002	12-20 Missions	
<b>Target</b>	2003	12-20 Missions annually	