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STRATEGIC PLAN

Office of Women in Development
Bureau for Global Programs
Field Support and Research

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OFFICE OF WOMEN IN DEVELOPMENT STRATEGIC PLAN

PART I: SUMMARY ANALYSIS OF ENVIRONMENT ASSISTANCE

To be effective, development assistance strategies to stimulate economic growth, alleviate poverty, prevent environmental degradation, improve health and quality of life, and support human rights must take into account the situation of women in developing and transitional countries worldwide -- both because of the important contribution that women make to national economies and because of women's relative poverty.

A Focus on Women

In the last ten to fifteen years, most development assistance agencies have recognized the need to address gender issues in their projects and programs. In the forefront, USAID began in 1974 to formulate policies and institutional structures to target improvements in the status of women in developing countries. These were derived from what has been known as the "Percy Amendment" of the Foreign Assistance Act of 1961. This 1973 amendment required U.S. bilateral assistance to contribute to the integration of women into the national economies of developing countries. In 1977 the Percy Amendment was restated to recognize women's roles in economic production, family support, and the overall development process.

To implement the Percy mandate, USAID created the Office of Women in Development and, in 1982, 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 sex, that country strategies involve women, and that USAID consultants address gender issues in their work for the Agency.

Other donors have also made efforts to ensure that women's issues in development receive appropriate attention. Recent UN Conferences on education, the environment, human rights, population, social development and the Summit of the Americas have highlighted women's and girls' issues. Building on this progress, the United Nations Fourth World Conference on Women and the NGO Forum '95, in September 1995, will address obstacles to the advancement of women worldwide and recommend specific actions that governments, NGOs, multilateral and international institutions, and women themselves can take to accelerate the advancement of women.

In preparation for the Conference, the OECD/DAC's WID Expert Group, on which G/WID represents USAID, has conducted studies assessing the performance of its member

countries in integrating women into their development efforts. Discussion of study findings has generated a strategic planning process for gender equity. Canada, the World Bank, the German Federal Ministry for Economic Cooperation, units within the United Nations and other organizations have also conducted similar assessments of their progress.

The OECD/DAC WID Expert Group has also implemented an initiative to ensure that NGOs worldwide have adequate resources to network and prepare for the Fourth World Conference on Women. G/WID has provided support to enhance collaboration among NGOs and between NGOs and their governments in Latin America.

Despite such efforts, and policy and program level mandates to focus on women in development, USAID and other donors have, to date, had mixed success in addressing gender considerations. 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. Strategies for improving women's health, especially maternal health, have had a strong impact. Efforts to ensure that girls are educated have been innovative and effective, but have had limited funding and thus limited impact. The status of women in developing and transitional countries worldwide remains, overall, inferior to that of men.

Human Capacity Development: Girls' educational opportunities in most developing countries are limited, both in absolute terms and relative to those of boys. Differences in male and female enrollment as a proportion of total enrollment are quite striking at both the primary and secondary levels in South Asia and Africa. Near parity has been achieved, on the other hand, at the primary level in East Asia, Latin America and the Caribbean. Secondary level disparities are still significant in East Asia. (See Figure 1). At issue, also, in most regions are girls' higher dropout rates -- and thus lower completion rates and educational attainment -- and women's lower functional literacy rates, and gender stereotyping in educational materials and methods.

Population, Health, and Nutrition: Both maternal mortality rates and total fertility rates have declined dramatically in most developing regions over the last twenty years. Still, while many women of reproductive age in developing countries want either to delay or terminate childbearing, their access to high quality reproductive health services and appropriate contraceptives is limited. A woman's lifetime chances of dying from pregnancy-related causes remain extremely high in Africa, South Asia and Central America. In most parts of Africa, for example, the odds are 1 in 21 compared to 1 in 6,366 in the U.S. and Canada. (See Figure 2). While these figures provide a stark picture of women's risks, they capture only one aspect of women's health. Women in developing countries also face more severe nutritional deficiencies than do men, and their relatively less powerful position in society has implications for their ability to avoid sexually transmitted diseases, including HIV/AIDS, and their likelihood of being victims of domestic violence.

Economic Growth: More than 800 million women are economically active worldwide.

Over 70 percent of these women live in the developing regions of Asia, Africa, and Latin America¹, and their number has nearly tripled since 1950. By 1990, women constituted almost 40% of the economically active population in East and SouthEast Asia, and over 35% in Sub-Saharan Africa. Women's economic activity rates are somewhat lower in Latin America and the Caribbean, and lowest in South Asia and the Arab States. (Figure 3) Data for South Asia, and Latin America and Caribbean are thought to be inaccurate, however, given women's extensive unpaid work in rural family farms and enterprises and societal norms that tend to categorize all work by women as "household" work.

While women are increasingly economically active, their unemployment rates remain high relative to those of men. As shown in Figure 4, the difference between women's share of the economically active population and their share of the unemployed population was positive in all cases in 1975 and 1985 for the countries listed. In fact, it was positive and quite large for most countries. Moreover, when women are employed, they continue to be paid less than men. Figure 5 shows average wages for men and women in selected countries. These data do not take account of occupational differences and thus are not highly comparable. They provide a rough indication, however, of male/female wage differentials.

Improvements in women's employment are critical for the large numbers of women now living in poverty. In the rural areas of developing countries, the proportion of women among the poor has been increasing over the last thirty years. Women now constitute 60 percent of the rural poor.² Moreover, significant numbers of households are maintained by women alone. From one-third to one-half of all rural households are headed by women in Africa; in Latin America, about one-quarter of all households are headed by women, with a heavy concentration in the urban areas.

Figure 6 shows the sectoral distribution of the female labor force in developing regions. The data would seem to indicate the need for assistance to women in agriculture (including agribusiness) in Africa and Asia, and a focus on women working in services, both formal and informal sector, in Latin America and the Caribbean.

Democracy and Governance: 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. In many countries literacy requirements for voting

¹ Labor force figures cited in this paper are drawn from a U.N. compilation of available gender disaggregated national statistics on the "economically active population." See: *The World's Women 1970-1990: Trends and Statistics* (New York: United Nations, 1991.)

² Comparable data is not available for urban areas. The proportion is likely to be higher among the urban poor in Latin America, where female migration from rural to urban areas has been significant; and perhaps lower in Africa and South Asia where male migration to urban areas is high.

disproportionately affect women, who are less likely to be literate than are men. Women's voting is also discouraged in some countries by the acceptability of husbands being allowed to cast proxy votes for their wives. Moreover, women's membership in local cooperatives and associations, and labor unions, is relatively low. Legal restrictions on women's ownership of land and other property are common. When land redistribution or privatization schemes are undertaken, title to property is typically vested exclusively in male family members. In addition, laws often support inheritance patterns that favor men. Finally, even when women are protected legally regarding participation in civil society and property rights, enforcement is often lax and women are, de facto, disenfranchised.

Environment: Women may be key actors in efforts to sustain the environment. Their agricultural work in Africa and Asia, and their household maintenance and natural resource management work worldwide (including responsibility for providing fuel, water, and fodder for small livestock, and producing food for household consumption) can potentially provide points of intervention through which progress can be made. It is critical, however, for environment strategies to explicitly take account of the constraints women face in their economic roles. Market and policy failures often result in disincentives to adopt environmentally sound agricultural technologies, for example, or long-term strategies for appropriate land use. For women, these disincentives are compounded by land tenure systems that vest title in male family members only, extension systems that systematically exclude women farmers, and extremely limited access to credit based on inability to meet collateral property requirements, among other factors. Thus, while data is not readily available on the extent to which women are participating in long-term environmentally sustainable production strategies, information regarding economic and legal disadvantages of women can provide the basis for developing appropriate multi-sectoral interventions that are likely to improve women's ability to contribute to management of the environment.

Setting Priorities

The data on the status of women, presented above, show that a focus on improvements in women's status in all sectors, and in all developing and transitional countries, is of critical importance. Yet efforts by the WID Office to contribute to the required improvements will be constrained by a limited budget and staffing. The choice of G/WID priorities must thus reflect an identification of areas of greatest need, as well as an analysis of opportunities for effective programs.

A review of missions' strategic objectives shows that many opportunities to improve women's economic, health and social situation exist within ongoing country programs. For example:

- In the LAC region, nearly all missions reporting to the PRISM database have chosen a strategic focus on Economic Growth. Of these, all have specified improvements in the economic situation of disadvantaged groups -- a category that includes low-income women. Most missions are also focusing on Democracy and Governance

issues, and the majority of these are committed to efforts concerning the rule of law, a key area for women's legal rights.

- In Africa, nearly all missions are pursuing strategies focused on Economic Growth, and all missions with this focus are emphasizing the needs of disadvantaged groups. About the same number of missions have chosen strategies focused on Population, Health and Nutrition issues. Of these, over half are specifically targeting improvements in girls' education. About 50% of Africa missions are emphasizing Democracy and Governance, of which three-quarters focus on rule of law issues.
- In Asia and the Near East, a similar pattern emerges. Most missions focus on Economic Growth, and Population, Health & Nutrition strategies. All missions focused on Economic Growth emphasize disadvantaged groups. Only about one-third of missions focused on Population, Health and Nutrition emphasize girls' education, however, reflecting the greater parity in boys' and girls' education found in East Asia. With regard to Democracy and Governance, all missions with this focus emphasize rule of law objectives.
- ENI country programs are not reflected in the PRISM data base. Discussions with that regional bureau indicate, however, a strong emphasis on Economic Growth focused on private sector development and privatization issues; and an emphasis on Democracy and Governance with a focus on rule of law and especially legal issues related to privatization. The Economic Growth and Democracy and Governance issues are very important for women in the ENI region who are being excluded from the process of land and property privatization with resulting implications for their economic security.

(See Figure 7).

The above analysis of USAID missions' strategic objectives, in combination with data on the status of women, presented earlier, has been used in the identification of key strategic objectives for the Office of Women in Development, presented in Part II, below.

PART II: PROPOSED STRATEGY DEVELOPMENT, RATIONALE, AND KEY ASSUMPTIONS

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 five to ten years, given limited staff and funding resources, the Office of Women in Development has identified a select number of top priorities for its current strategic plan.

Stakeholders and the Planning Process

To decide on these priorities, G/WID formed a strategic planning team in November 1994. The team worked to identify the main categories of clientele of the WID Office, and then held meetings and conducted interviews, with a sampling of each category, regarding the appropriate role and priorities of the Office of Women in Development. (See Figure 8). Five categories of stakeholders were identified: Global Bureau centers; regional bureaus; missions; other development assistance agencies; and NGOs, universities and consulting firms. All Global Bureau centers and regional bureaus were consulted. Fourteen USAID missions were consulted through field visits and interviews in Washington during Mission Directors' meetings. Representatives of over twenty NGOs, universities and consulting firms were interviewed. Data collected from these meetings and interviews was then reviewed in conjunction with data on the status of women in developing countries, and an analysis of USAID missions' strategic objectives, as discussed in Part I.

G/WID Strategic Support Objectives

Based on these analyses, G/WID has adopted the following 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. (Indicator: women's employment, women's incomes or proxies for income; Target: 10% increase in 15 targeted areas in the next eight years.)

The economic situation of women is of great importance in all regions of the world. As discussed earlier, women's economic activity is high and growing, but women are disproportionately unemployed and underpaid. As noted in Part I, almost all USAID missions in LAC, ANE and Africa, are addressing economic growth issues with an emphasis on disadvantaged groups. Given women's needs, and USAID country program priorities, G/WID should thus focus on supporting improvements in the economic status of women in LAC, ANE and Africa. Women's economic issues in ENI can better be addressed via democracy and governance programs, as per Strategic Support Objective 3., below).

Strategic Support Objective 2: Improve educational opportunities for girls in South Asia and Africa. (Indicator: girls' primary and secondary enrollment rates, and completion rates;

Target: 20% increase in 15 targeted areas over the next eight years.)

The educational status of girls is comparable to that of boys in most countries in Latin America and East Asia. Significant disparities exist in other developing regions and are most striking in South Asia and Africa. In these regions, over half of all USAID missions are committed to a focus on girls' education. Given both girls' educational needs, and USAID country program priorities, G/WID should thus focus on supporting improvements in the educational opportunities of girls in South Asia and Africa.

Strategic Support Objective 3: Improve women's legal rights, and participation in governance and civil society in all regions -- with an emphasis on legal rights in Eastern Europe and the Newly Independent States; civil society in Latin America and the Caribbean. (Indicator: numbers of adult women who are aware of their basic legal rights regarding property, marriage and divorce, and domestic violence, and who have access to assistance with filing a legal complaint or claim; women's participation in civic organizations, cooperatives, labor and consumer unions; Target: 20% increase in 15 targeted areas over the next eight years.)

The legal rights of women, and/or their enforcement, and women's participation in civil society are critical development issue in all regions. Most USAID missions worldwide have adopted strategic objectives in the area of Democracy and Governance, making a G/WID focus on women's legal rights and civil society warranted on the basis of USAID country priorities as well as women's needs. Issues of women and civil society will be a particular focus in LAC: issues of property rights and privatization will be emphasized in ENI.

Strategic Support Objective 4: Integration of gender issues throughout USAID regional and country programs. (Indicator: effective and efficient G/WID technical support; Target: support for 3 - 5 priority missions per region annually over the next eight years.)

While the Office of Women in Development has selected several priority areas for its efforts to improve the status of women in developing and transitional countries, opportunities in other areas exist throughout USAID regional and country programs. G/WID will support efforts to address gender considerations and improve the status of women via technical assistance to the field as requested.

Problems to be Addressed and Program Outcomes in the Achievement of the SSOs

Because they will be achieved through similar approaches (i.e. research, information dissemination, and support to NGOs), strategic support objectives #1 - #3 are grouped together in the following discussion of problems to be addressed and expected program outcomes. A separate discussion of strategic support objective #4 then follows.

SSO 1 - SSO 3: These three objectives are termed strategic support objectives because they are objectives that are shared, at least in part, by other USAID units in AID/W or in the

field. G/WID cannot hope to accomplish these objectives alone. Rather, G/WID can support the achievement of these objectives in conjunction with USAID country programs, regional projects and/or centrally funded activities. There are five main problems to be overcome in achieving these strategic support objectives that G/WID has a comparative advantage in addressing:

- The limited capacity of organizations undertaking development programs to design and implement interventions that positively impact on women;
- Need for greater knowledge regarding women's roles;
- Limited dissemination of information on women's roles and status;
- Need for greater professional expertise on women's roles;
- Need for guidance and incentives to increase attention to gender considerations in USAID programs.

To address these problems, G/WID will focus its program 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.

1. The NGO community plays an increasingly important role in the design and implementation of USAID and other development programs, or in directly implementing and evaluating such programs. NGO programs, as part of or in collaboration with USAID country programs, have widespread impact and -- perhaps more importantly -- as locally-based efforts, constitute programs that will be sustained after a USAID country program has been terminated. NGOs thus represent a valuable resource for USAID missions. G/WID will exercise technical leadership in identifying appropriate NGOs and developing their capacity to address gender as an integral part of their ongoing work with USAID missions. WID-specific NGOs that can play an advocacy or supportive role will also be strengthened. While these NGOs do not play a direct role in promoting USAID country programs, they can be a great help in ensuring host country interest in the integration of USAID and other development programs. Assisting NGOs with their efforts to improve women's status will thus be critical for the achievement of SSO 1 - SSO 3. This will be undertaken by the programming of grants and technical assistance for NGOs. The Program Outcome will be strengthened NGO capacity to address women's development issues; and numbers of NGOs so strengthened will be an indicator of performance. The G/WID target is to strengthen

45 NGOs over the next eight years -- 15 NGOs working in economic development programs; 15 NGOs working in education; and 15 NGOs working in the area of legal rights.

2. Knowledge regarding women's roles is often limited to information derived from isolated small-sample studies or case studies, with data and findings that are not comparable and that do not support the derivation of broad implications useful in program and policy development to benefit women. Improving this information base will be important for the achievement of SSO 1 - SSO 3. G/WID will undertake to do so by supporting high-quality, comparable research on various aspects of women's roles. The Program Outcome will be improved knowledge of women's roles and status. Numbers of high quality applied research studies focused on the roles and status of women completed will be an indicator of performance, and the G/WID target is to support 30 such studies over the next eight years - 10 studies of women's economic situation; 10 studies of girls' educational access and attainment; and 10 studies of women's legal status.

3. Limitations on knowledge regarding women's roles are compounded by limited dissemination of such information. Development practitioners working to improve the situation of women in a given region, for example, are typically unaware of potentially pertinent findings regarding women's roles in other regions. To ensure that pertinent information is brought to bear on efforts to improve the situation of women, G/WID will contract for the development of a communications strategy encompassing a number of information dissemination activities. The Program Outcome will be effective information dissemination on the status of women. Indicators of performance will include the establishment of an electronic database on women's roles; seminars in Washington and the regions; a G/WID newsletter focused on women's development issues; and ongoing dissemination of materials on gender and development to USAID field missions. Targets for each of these activities are shown in Table I.

4. Because few development assistance organizations include gender expertise among their requirements for staff expertise, the numbers of development professionals with experience in addressing gender considerations in projects, programs and policies is limited. Improvements in women's situation in the developing countries depend, in part, on the establishment of greater gender expertise. To contribute to the development of this expertise, G/WID will support a fellows' program, and will participate to a greater extent in USAID's PMI and IDI programs. The Program Outcome will be a cadre of development professionals with WID expertise. G/WID targets include eight WID fellows in place in USAID/W and in the field over the next four years; three IDI rotations through G/WID over the next five years; and two PMIs in G/WID over the next five years.

5. While USAID encourages the consideration of gender issues in all its programs, limited guidance on how to address such issues exists. Moreover, given limited staffing and competing demands on staff time, there are no powerful incentives for seeking out information on gender and incorporating successful strategies for reaching women into projects and programs. To contribute to the development of appropriate guidance and more

powerful incentives, G/WID will contribute to the development of a new USAID WID policy; draft gender considerations for integration into all USAID policy guidance; draft WID input for inclusion in all major Agency training programs; and develop results-oriented WID personnel performance criteria for Agency consideration. The Program Outcome will be improved integration of gender considerations into all USAID policies and programs focused on economic growth. Targets are presented in Tables I, II and III.

An Effective, Integrated Focus: To ensure an effective concentration of efforts, G/WID will be guided by USAID country program priorities in selecting 3 - 5 countries per region in which to focus its research, NGO capacity building, and information dissemination. In addition, G/WID will pursue its objective regarding women's economic status in collaboration with the Economic Growth Center of the Global Bureau, through co-funding of activities and participation in the design and implementation of projects (such as G/WID's participation in the design of the POWER project -- Participation of Women in Economic Reform). The strategic objective regarding girls' education will be achieved in collaboration with the Human Capacity Development Center of the Global Bureau via the Girls' and Women's Education Initiative in which G/WID is participating. Progress regarding women's legal rights will be pursued in collaboration with the Democracy and Governance Center, in part through a joint WID/DG initiative now being developed: Women's Political Participation and Legal Rights.

SSO 4: To address this strategic objective, G/WID will provide high quality and timely technical support to USAID country programs. Specifically, G/WID will contract for technical consultants to be provided to the field to assist with project design, implementation, and/or evaluation with regard to gender issues. The Program Outcome will be effective and efficient technical assistance. An indicator of performance will be positive ratings on periodic surveys of missions and bureaus that utilize G/WID technical support; timeliness as measured by a G/WID monitoring system; and repeat requests for G/WID support. The G/WID target will be to provide timely and effective "full-service" technical support to 3-5 missions in each region annually. (See Table IV).

Key Assumptions Underlying G/WID Strategic Objectives:

Key assumptions underlying the expectation that the proposed G/WID programs will be successful and will result in achievement of the G/WID strategic objectives include the following:

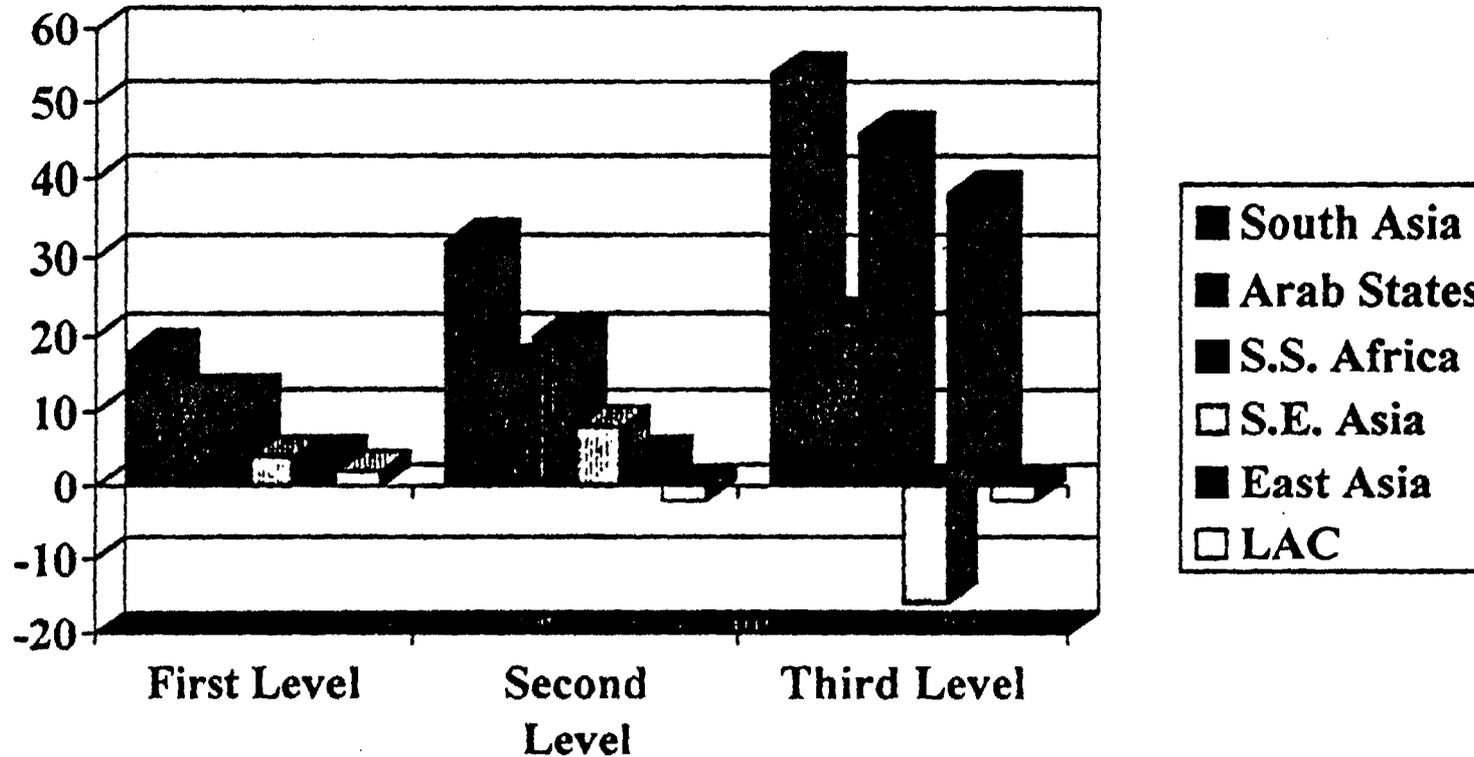
- USAID Regional Bureaus, Global Centers and field missions give priority to the integration of gender issues into their strategies, programs and projects, and seek G/WID technical assistance and support.
- Continued collaboration with key development partners, including host country NGOs and US-based NGO/PVOs on priority gender issues.

- Continued coordination with multilateral and bilateral donors to improve the social, economic and political status of women worldwide.

Conclusion

The Office of Women in Development is charged with influencing all of USAID's development assistance programs to ensure that women's roles are adequately addressed -- i.e., that they are well designed to meet the needs of potential participants and beneficiaries and, thus, more effective. This strategic plan outlines the emphases that the G/WID program will pursue to best accomplish its charge over the next 5 - 8 years. It represents difficult choices to address certain priorities at the expense of other important women in development issues. Such choices will undoubtedly mean that G/WID will forego some opportunities to have a positive impact; on the other hand, they will ensure that G/WID's programs, overall, will have a greater chance to respond to areas of highest need, with maximum effectiveness. G/WID very much appreciates the need to revisit periodically any such plan and looks forward to receiving feedback on our programs and priorities that can help us refine and better implement our strategies.

Gender Gap in School Enrollments



Note: Gender Gap is defined as the difference in the male enrollment rate minus female enrollment rate (male % total enrollment - female % total enrollment.)

Regional Gender Gap is based on the total number of people enrolled each level.

ICRW 1994

Source: Buvinić, Mehra, and Drost-Maasry, 1994



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Figure 1

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Estimated Lifetime Chance of Dying From Pregnancy-Related Causes

Region	Maternal Mortality Ratio (per 100,000 live births)	Total Fertility Rate	Lifetime Chance of Maternal Death*
AFRICA	640	6.3	1 in 21
North	500	6.0	1 in 28
East	660	6.8	1 in 19
Middle	690	6.1	1 in 20
West	700	6.4	1 in 19
South	570	5.2	1 in 29
CENTRAL AMERICA	240	4.8	1 in 72
CARIBBEAN	220	2.7	1 in 140
SOUTH AMERICA	288	4.0	1 in 73
Temperate	110	3.1	1 in 244
Tropical	310	4.1	1 in 66
ASIA	420	3.7	1 in 54
East	55	2.1	1 in 722
Southeast	420	4.5	1 in 44
Middle	650	4.9	1 in 26
Southwest	420	5.8	1 in 34
USA & CANADA	7.7	1.7	1 in 6,366

*This is determined by first calculating the joint probability of surviving all pregnancies: $P + (1 - \text{MMR})^{1.2} \text{TFR}$, where MMR is expressed as a decimal and the TFR is adjusted by 1.2 to account for pregnancies not ending in births. The lifetime risk of maternal death is: $R = 1 - P$. The lifetime chance is risk expressed as odds in the table.

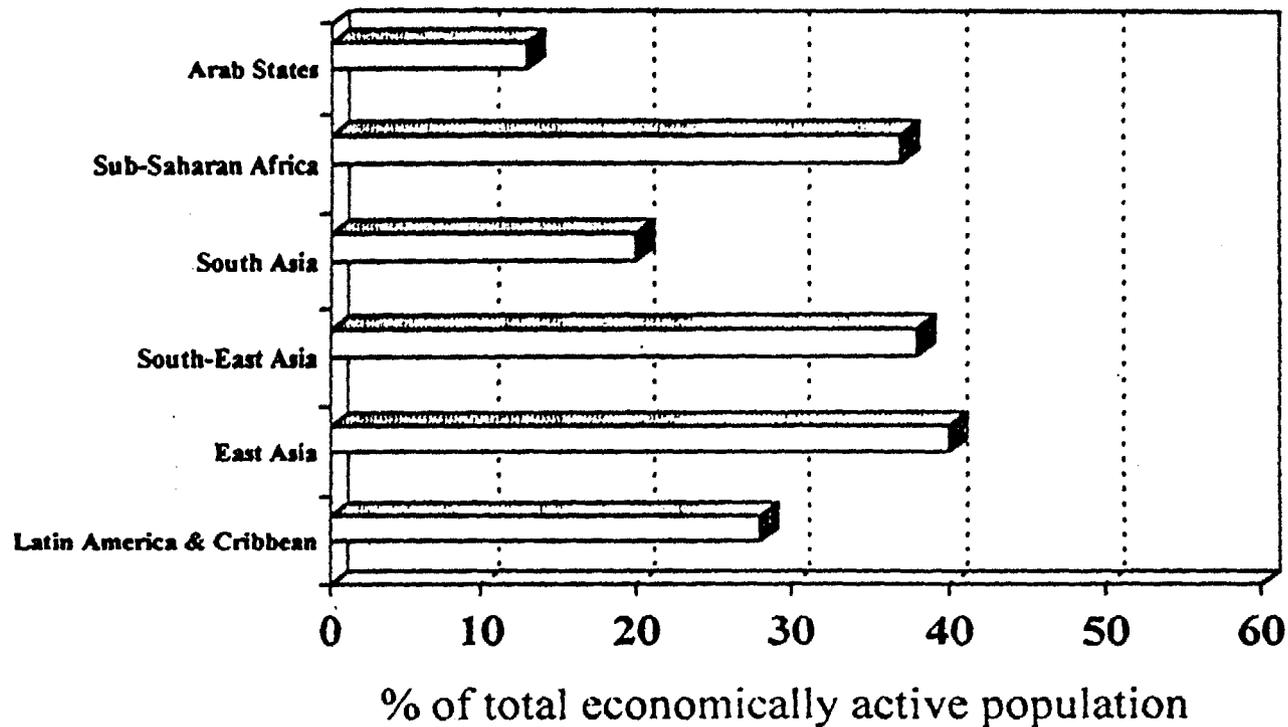
Source: Cochrane, Guilkey, and Akin, 1994



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Figure 2

Share of Women in Economically Active Population, 1990



Source: ICRW 1994; Wistat Database



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Figure 3

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Female share in the unemployed and economically active population for selected countries, 1975-85

Country	1975			1985		
	Economically active population	Unemployed population	Gap Between Shares	Economically active population	Unemployed population	Gap Between Shares
Barbados	43.3	57.1	13.8	47.2	59.4	12.2
Brazil	24.4	28.3	3.9	27.2	33.8	6.6
Chile	24.8	35.2	10.4	28.0	30.8	2.8
Costa Rica	19.7	38.3	18.6	21.6	30.1	8.5
Ghana	41.9	21.5	20.4	40.6	30.7	9.9
Guyana	22.8	39.1	16.3	24.8	38.1	13.3
India	28.5	11.9	16.6	26.2	17.0	9.2
Indonesia	30.8	18.3	12.5	31.3	25.4	5.9
Jamaica	44.6	67.2	22.6	45.8	66.2	20.4
Korea, Rep. of	33.3	22.5	10.8	34.0	22.8	11.2
Mauritius	21.8	19.7	2.1	24.8	24.7	0.1
Panama	25.8	45.6	19.8	26.7	47.1	20.4
Philippines	32.8	38.2	5.4	32.1	51.1	19.0
Puerto Rico	28.3	25.5	2.8	29.4	26.1	3.3
Réunion	26.7	33.0	6.3	33.2	39.6	6.4
Singapore	30.7	40.4	9.7	33.4	36.0	2.6
Sudan	20.0	13.4	6.6	20.8	25.2	4.4
Syrian Arab Republic	13.2	9.2	4.0	16.0	25.5	9.5
Thailand	47.1	38.5	8.6	45.9	60.8	14.9
Trinidad and Tobago	27.8	37.5	9.7	29.7	36.3	6.6
Tunisia	16.0	12.7	3.3	23.0	17.6	5.4
Venezuela	23.3	22.1	1.2	26.7	25.0	1.7

Source: Buvinic, Mehra and Drost-Maasry, 1994



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Figure 4

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Women's average wages as percentage of men's, selected countries (1990)

Region and Country	Agriculture	Non-Agriculture
East Asia		
Hong Kong	NA	70
Korea, Republic of	71	54
Southeast Asia		
Malaysia	NA	97 ¹
Singapore	91	71
South Asia		
Sri Lanka	92	90
Sub-Saharan Africa		
Kenya	84	74
Swaziland	55	73
Zambia	69	78
Latin America and the Caribbean		
Costa Rica	90	66
El Salvador	NA	94 ¹
Paraguay	98	76
Arab States		
Egypt	NA	114

¹Wages in manufacturing only
NA=Not Available

Source: ICRW 1994; Wistat database



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Figure 5

Sectoral Distribution of Female Labor Force

as % of total female labor force, 1980

Region	Agriculture	Industry	Services
Arab States	66.1	11.4	22.5
East Asia	77.1	12.5	10.4
Latin America and the Caribbean	14.8	19.9	65.3
South Asia	77.1	11.3	11.6
South-East Asia and Oceania	58.7	12.8	28.6
Sub-Saharan Africa	80.1	4.6	15.3

Note: Regional averages are based on total numbers for each region.

Source: Buvinic, Mehra and Drost-Maasry, 1994



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Figure 6

Analysis Of Missions' Strategic Objectives

Region	Economic Growth	Population, Health & Nutrition	Democracy and Governance	Environment
LAC	10 missions - all focus on disadvantaged groups	10 missions - 5 focus on education	10 missions - 6 focus on rule of law	8 missions - all focus on biodiversity
Africa	19 missions - all focus on disadvantaged groups	18 missions - 9 focus on education	9 missions - 6 focus on rule of law	9 missions - all but one focus on biodiversity
Asia/Near East	9 missions - all focus on less advantaged groups	8 missions - 3 focus on education*	6 missions - all focus on rule of law	8 missions - all but one focus on biodiversity
ENI	all missions - focus on privatization and private sector	--	focus on rule of law, legal issues related to privatization	--

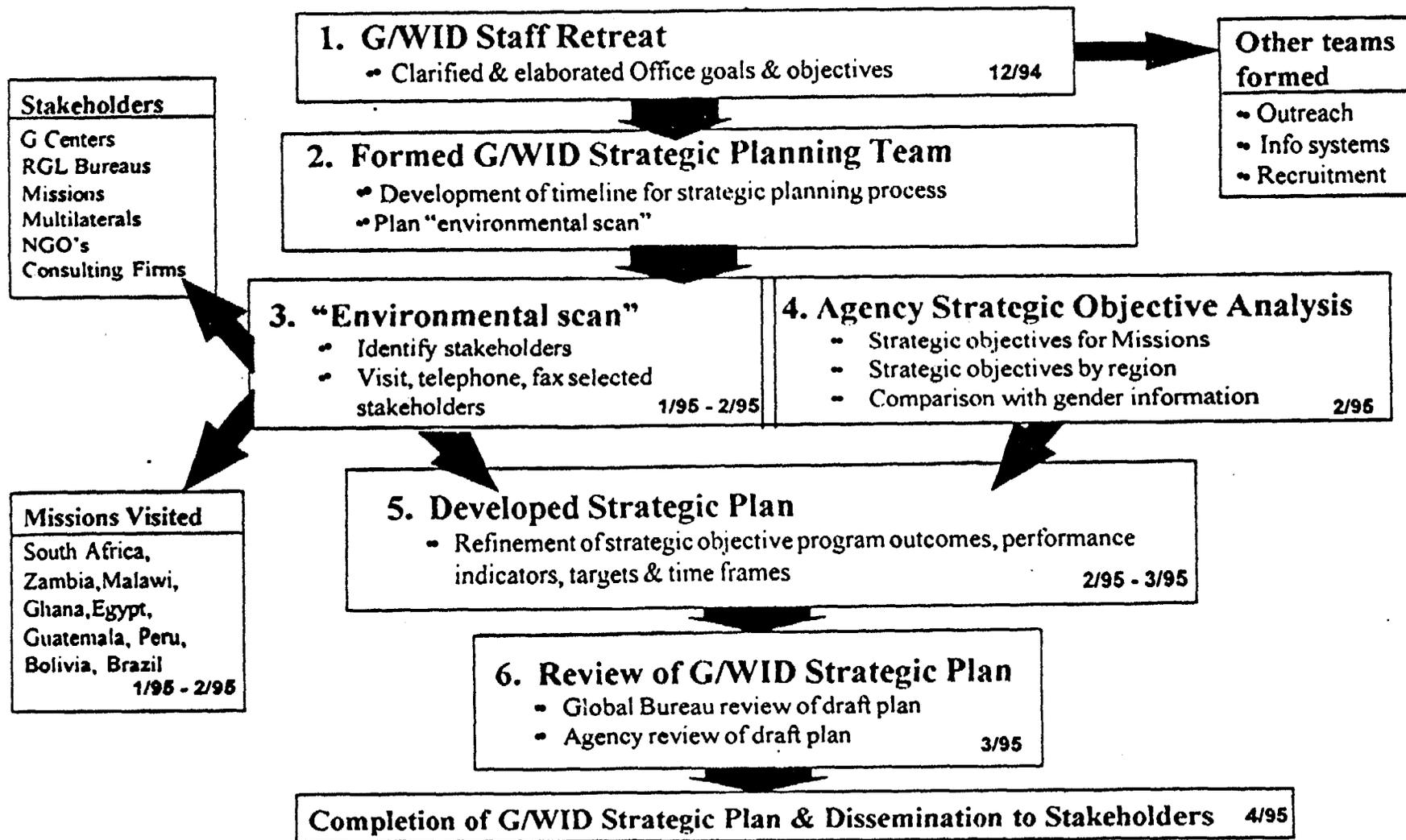
*PRISM reports 2, but Egypt is adding an education focus



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Figure 7

Strategic Planning Process for the Office of Women in Development



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Figure 8

Table I

Years	1	2	3	4	5	6	7	8	SO # 1
	2 Fellows & 1 IDI placed	2 Fellows & 1 IDI placed	2 Fellows, 1 IDI & 1 PMI placed	2 Fellows placed	1 PMI placed	Network established in all geographic regions		Professional WID Cadre developed (8 Fellows, 3 IDIs & 2 PMIs placed)	
	← ← ← ← ← Professionals trained in gender issues → → → → →								
	25% of USAID guidance reviewed and gender considerations drafted	50 % of gender considerations drafted for USAID guidance	75 % of gender considerations integrated into all USAID guidance	100 % of gender considerations integrated into all USAID guidance	Ongoing integration of gender considerations				<i>continued -</i>
		Contribute to new WID Policy	New WID Policy approved and implemented			Review and update of WID Policy		Improved integration of gender considerations into Agency policies and programs on economic growth	Improved economic status of women in LAC, ANE and AFR.
		Draft WID performance criteria for PARs	Draft WID performance criteria for EERs			Review and update criteria for PARs and EERs			
	Review initiated of major Agency training programs	WID component integrated into 25 % of major Agency training programs	WID component integrated into 50 % of major Agency training programs	WID component integrated into 75 % of major Agency training programs	WID component integrated into 100 % of major Agency training programs	Ongoing integration of WID component in Agency training programs			

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Table II

Years	1	2	3	4	5	6	7	8	SO # 2	
2 Fellows & 1 IDI placed	2 Fellows & 1 IDI placed	2 Fellows, 1 IDI & 1 PMI placed	2 Fellows placed	1 PMI placed	Network established in all geographic regions			Professional WID Cadre developed (8 Fellows, 3 IDIs & 2 PMIs placed)		
← ← ← ← ← Professionals trained in gender issues → → → → →										
25% of USAID guidance reviewed and gender considerations drafted	50 % of gender considerations drafted for USAID guidance	75 % of gender considerations integrated into all USAID guidance	100 % of gender considerations integrated into all USAID guidance	Ongoing integration of gender considerations						<i>continued -</i>
	Contribute to new WID Policy	New WID Policy approved and implemented				Review and update of WID Policy		Improved integration of gender considerations into Agency policies and programs on girls' education	Improved educational opportunities for girls in South Asia and Africa	
	Draft WID performance criteria for PARs	Draft WID performance criteria for EERs				Review and update criteria for PARs and EERs				
Review initiated of major Agency training programs	WID component integrated into 25 % of major Agency training programs	WID component integrated into 50 % of major Agency training programs	WID component integrated into 75 % of major Agency training programs	WID component integrated into 100 % of major Agency training programs	Ongoing integration of WID component in Agency training programs					

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