

CONSULTANTS IN DEVELOPMENT

2130 P Street, N.W., Suite 803, Washington, D.C. 20037 Telephone: 202 223-8466

0698315 AID/OTR. 147-79-74

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FINAL REPORT

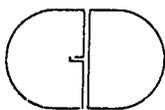
CONSULTATION ON PROGRAM CONCERNS

For the Office of Women in Development
Agency for International Development

November 30, 1979

Order No. AID/OTR-147-79-74

Maryanne L. Dulansy



New York Office: 298 West 11th Street, New York, NY 10014 Telephone: (212) 255-1686
California Office: 501 Hill Street, Santa Monica, CA 90405 Telephone: (213) 396-4241
Florida Office: 2780 Atlantic, Box 174, Melbourne Beach, FL 32951 Tel: (305) 724-6593

FINAL REPORT

This report is based on discussions and observations gathered during and from:

- Workshop on Women in Development Program Concerns in Franco-phone Sahel¹. (Upper Volta, July, 1979.)
- REDSO West Africa and Ivory Coast program visit¹. (July, 1979.)
- Talks with PPC/WID staff.
- Conference on Role of Women's Organizations in Development (Washington, D.C., September, 1979).
- Talks with a small sample of persons in AID regional bureaus and central offices, as well as Peace Corps, university and PVO communities¹.

The purpose of this report is to offer suggestions distilled from these experiences on "the most important next steps for the Office of Women in Development" taking into account both the needs that have surfaced and the resources at WID's command.

Everyone agrees that AID should try to program its funds and technical assistance so as to meet women's needs and integrate them into development. The catch is what that means in terms of program details and how exactly it can be done in a way that is both culturally and politically sensitive.

All the bureaus have assisted in the collection of data about women and their roles, and have funded projects where women are principal beneficiaries (MCH, nutrition, health, population) and

¹Reports available.

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where they are included to some extent in the beneficiary population (agriculture, training/education). There has also been a spate of "women-only" projects (crafts, training), funded by the missions, and in the case of the Africa Bureau, by regional WID funds. The WID Office funded studies as well as conferences to generate and disseminate information.

Information about these projects is collected, in abbreviated and skeletal terms, in a tracking system whereby WID requests information from the missions on projects according to a standard definition of WID projects. Reporting seems quite uneven from mission to mission. Data is doubtless missing. This information is compiled for each region and disseminated to the missions and bureaus. This fulfills the Congressional mandate to gather data on the progress toward implementing the Percy Amendment.

As a central office, WID has experienced the usual tensions with regional bureaus and has suffered from the usual problem of distance from the field. In addition, it seems to have experienced another sort of problem, a rather high level of expectation of assistance--with funding, with technical expertise, and with information--that it does not have the capability to satisfy.

The cause of the expectation is unclear. Perhaps it is that many individuals within the agency and from governments and organizations in developing countries see opportunities to assist women but have been unsuccessful in getting the needed resources in their own units. Everyone with needs connected to the WID issue seems to look to the WID office. It is possible that expectations have increased since WID has been known to have funds at its disposal.

WID has set its program objectives (ref. ABS, FY '80) in ten

separate areas, and has "packaged" them under the following program headings:

- a) Strategies and Resources--studies, conferences, training, strategies, materials recourse, donor cooperation.
- b) Technical Assistance to Missions and WID Centers-- short-term experts recruited through Technical Assistant's Centers or universities, supported by TransCentury WID Secretariat, ICRW, OEF, and linked to LDC centers, eg--UWI and ECA.
- c) Women's Organizations and Participation--small grants to assist projects aimed at increasing income, productivity, literacy, skills of women and girls; institution building; training in organization; building networks; regional programs; 1980 conference participation; travel; organizational attention to girls; Directory.
- d) Improvement of National Statistics on Women in the LDCs-- provision of sex, age, urban/rural breakdowns for addition to AID computerized data; conference on statistics; methodologies/strategies to measure women's economic contribution.

Needs expressed in the Bobo Workshop and the Washington meeting on The Role of Women's Organizations in Development indicate a gap between development assistance agencies, including the host country government, and the women in rural and urban areas who are working hard to improve their familys' life. The women's organizations that do exist do not presently serve as the bridge or channel of help. They would like to do more, but need help themselves to organize, plan, and implement programs and to train their own membership. They have limited

experience in development, as their organizational objectives lie in other directions or their impulses, as more advantaged women, may tend toward social welfare. Moreover, their human resources are overtaxed as members usually hold responsible jobs in government or the professions as well as multiple "volunteer" posts in addition to being wives and mothers. They may not adequately represent the poorest women whom they seek to assist because of socio-economic differences and lack of communication. Nevertheless they are one channel to women of their country and at times the only channel. Women's organizations can;

- a) serve as catalysts for national development,
- b) influence policy, public opinion,
- c) develop individual leadership,
- d) sponsor income-generating activities,
- e) serve as role models, facilitate attitudinal change and training in basic management skills.

Both the Bobo and Washington meetings strongly recommended that training in organization, planning, management, implementation, evaluation of organizations, programs and projects be made available to women's organizations, as well as to groups of women less formally organized at the community level.

Two other measures could be taken to facilitate the closing of the gap between development assistance agencies and the women of developing countries:

- 1) donors could make known what funds are available, and under what conditions;
- 2) they could provide technical assistance in the form of general project planning training or specific help in

drawing up a proposal.

Several other threads ran through both the Bobo and Washington meetings:

- a) the problem of low absorptive capacity; the need for small amounts of funding to be easily available to women; difficulty of bilateral, official aid programs to meet needs--therefore need for intermediary, e.g.,--NGO or other special funding mechanisms,
- b) attitudinal barriers; lack of sensitivity to needs of women,
- c) need for recording, retrieving and communicating information on women's social, cultural and political roles,
- d) need for market and management training for women in small industries,
- e) how to reach the least advantaged women in rural areas,
- f) importance of needs of urban women,
- g) need to deal with men and women in projects involving women--in the village as well as in government.

The Washington meeting tackled head on the problem of low level funding for projects of concern to women. Some advocated design of large projects. "Small is insignificant; anyone will give small funds." A women's organization representative responded, "Where and who is this anyone?"

CONSULTANT'S RECOMMENDATIONS TO AID/WID

- 1) Use resources at hand more fully by collaborating with regional offices; emphasize service rather than monitoring.
- 2) Narrow program to manageable load; delegate responsibility; communicate better within staff.

- 3) Monitor and evaluate work of WID office at regular intervals (quarterly), looking especially at impact on women in ultimate target group of (rural) poor women.
- 4) Become more field oriented. Revisit Sahel countries and make similar field trips to other regions.
- 5) Follow through, e.g., hold a Sahel meeting on Integrated Rural Development as a follow-up to Bobo.

Some program ideas for consideration and possible development;

A. Strategies and Resources

- 1) Program for Development Planners - Headquarters
Object: to provide designers/evaluators tool for identifying the role of women, gathering needed data, and providing for participation.

Develop briefing outline and packets of materials suitable for designers/evaluators of rural development, agriculture, forestry, soil conservation, livestock, water projects which:

- a) sensitize designers/evaluators to women's role in these sectors;
- b) discuss sources of data useful to planners on the role of women;
- c) show ways in which data can be generated locally, approximated, verified;
- d) discuss channels for facilitating women's participation through their work in various roles; through traditional groupings, and through intermediate organizations.

2) Training

Utilize existing training mechanisms such as the African Manpower Development Project, the Sahel Manpower Development Project², the INADES PVO grant which is in the process of final review, and similar vehicles in other regions to deliver needed training to those working with rural women to equip them to do better jobs, and to train their clients.

- a) facilitate (or implement) a needs assessment among potential user groups, e.g., extension workers reaching women (promotion feminine, animatrices, monitrices, promotoras, rural health/home economics workers, women's organizations, private voluntary organizations, and others working on projects involving women) to discover what training they need most, and how it will be used in assisting women to participate more fully or to improve their skills, income generating capacity, etc. This can be done by country, or groups of countries (e.g., Sahel) or regions. This needs assessment should pay particular attention to ways in which the training can most effectively be delivered, i.e., village settings, using local languages, timing and duration of courses to fit loaded schedules of women, etc.;
- b) at the same time resources should be inventoried and assessed for capacity--including training sites,

²See Attachment A.

people with experience, (especially women, who might be difficult to identify) institutions which could be strengthened to deliver such training on a continuing basis, existing curricula, etc. Resources outside countries should also be considered, especially for trainers, e.g., ECA, ENDA;

- c) set up pilot(s) with features including consultation of training designer with user group on needs, application of information/skills learned, criteria for selection of trainees, assessing entering level knowledge/skills; developing training objectives, etc., all the way through evaluation and re-design of the curriculum. Provide for evaluation after one year, to check on how knowledge/skills are being applied;
- d) make it easy for people to get training and funding for the training;
- e) hold workshops of trainers and users to evaluate training;

B. Technical Assistance

- 1) Work should be done to determine:
 - a) needs for design/evaluation technical assistance
 - b) mechanisms by which consultants are put on teams
 - c) technical assistance they have had in the past, with evaluation of effectiveness to determine qualities desired in consultants.
- 2) Matching needs to WID consultants in existing rosters; identification of others responding to desired characteristics.

- 3) Facilitating mechanisms by which "WID consultants" can be put on teams.
- 4) Small meeting of consultants with WID field experience on agricultural/rural development project design/evaluation on problems encountered, methods used (what works; what doesn't), pitfalls to avoid, suggestions to offices which are building teams.
- 5) Communicating this experience to both providers and users of technical assistance.

C. Women's Organizations

- 1) Assist with training in project planning. (Make CID planning course, with evaluation for impact on women, available in English, French, and Spanish to women's organizations. Furnish trainers as needed.)
- 2) Draw up list of donor funding available, requirements for, timing, sample of paper work, and where/how to get help with writing up proposal. (Fund the IWT Center to expand their Caribbean and Asian work.)
- 3) Provide technical assistance as needed in organizational development leadership training, planning and management, marketing, etc.
- 4) Fund travel to project sites for members of women's organizations who are responsible for projects as part of technical assistance package aimed at development.
- 5) Make materials on projects available to women's organizations in their languages. These might be generated from meetings preparatory to and during the Copenhagen Conference. They might be concentrated on

income-generating projects. They might add to project summaries from existing sources. (The IWT Center is already publishing their newsletter in Spanish.)

WID OFFICE PLANS FOR RESPONDING TO BOBO RECOMMENDATIONS

The following is the consultant's understanding of the status of the WID office follow-up, based on the August 9, 1979 memo to conference participants, the debriefings with REDSO and AID/W, and the August 21st memo to Jim Kelly and discussions with WID staff. The headings in the August 9th memo are retained and supplemented by WID program titles (in parentheses). Suggestions are the consultant's.

- 1) Network/Training (Women's Organizations and Participation)
 - a) Someone needs to survey organizations to gather information on current projects, objectives, organizational capability support, government relationship, needs, etc.
 - b) This data should be compared to AID mission programming and HCG plans so that where compatible and feasible, some working relationships can be established.
 - c) Training in planning, management of projects, etc., can be sourced through the Sahel Manpower Development Program. (See A.2)
 - d) Information on available funds can be disseminated. (See C)
 - e) Proposals to develop organizational capability to plan, monitor/evaluate small projects, together with a small projects fund, can be developed with or without technical assistance, with funding sought from missions, regional fund or WID.

2) Training Institutions Survey (Strategies and Resources)³

This can be done for the Sahel as a pilot study. (See C.2)

A grant to INADES might offer the possibility for implementing the study.

3) UN Decade Regional and Copenhagen Meeting (Women's Organizations and Participation)

Its status is unknown to the consultant. The Lusaka Meeting is now in progress. Possible add-ons to AAI grant; funding of EPOC proposal; assistance in preparation of case studies, especially on income generating projects.

4) Technical Assistance to Mission (Technical Assistance to Missions and WID Centers)³

WID Roster is now available; does have French-speaking, Sahel-experienced women in it. Total roster is 105, plus TransCentury staff. Roster shows 16 French-speakers with primarily Sub-Saharan Africa experience, and 25 French-speakers listed under other regions, some of whom have Sahel and other Africa experience. This needs to be expanded, and we should start by collecting information from Sahel missions on women they have used as consultants. Matching technical assistance needs to resources could be facilitated (see B.), and evaluated. Some mechanism might be found to be more serviceable than another. This pilot effort could be undertaken in the Sahel if desired.

The preparation of CDSSs is another area where WID

³Refer to August 21st memo to Kelly.

might consider working with the SFWA office to provide assistance, as well as the preparation of design/evaluation teams, the pooling and sharing of experience from consultations, and the collection and dissemination of data on women's roles through the WID resource center.

5) Women and Technology (Strategies and Resources)

In consultation with SFWA and DSB identify project opportunities to deliver technology resources to women.

Inventory current (planned, in implementation) projects in;

- Forestry
- Livestock
- Water resources development
- Soil conservation, range management
- Agriculture, especially cereals production
- Integrated rural development
- Appropriate technology and energy
- Small industry

Determine women's roles in producing and/or using the commodity (e.g., wood, livestock, water). List technologies which might be improved/introduced to aid this work.

Suggest ways in which women can "play a key role in determining their needs". Determine ways to assist the missions such as with implementation bottlenecks, provision of technical assistance, local manufacture/distribution of equipment, gathering of information about existing technologies, organizing women to participate in selection/testing of the technology, for example. Relate to existing efforts and to CILSS and ENDA.

6) Credit (Strategies and Resources)

As a response to the Bobo Recommendations, the WID Office might consider taking an inventory of AID experience, and establish a mechanism to address women's credit needs in AID projects. The objectives would be:

- a) To apply existing experience and knowledge to current program design;
- b) To record and disseminate new data;
- c) To share problems, questions, solutions;
- d) To develop a strategy for effective delivery of credit to women in their various economic roles.

This could be done by setting up an agency task force, or working group, the geographical scope being the Sahel, Africa or world-wide; plug into an already existing group-- Small Farmer Credit? Entente? Work on the design of a specific project--Senegal? Go outside the agency for a study--CUNA? ICRW? University?

Somebody needs to take responsibility for, and to staff. A Sahel-wide look may not provide enough examples; maybe experience in Latin America and Asia could be useful. Users should participate. Look at:

- all project credit--to farmers, men, women, etc.,
- use of various credit mechanisms and channels, with emphasis on traditional, informal,
- rural credit schemes,
- criteria for access to credit,
- ways to decentralize, simplify credit systems.